

# It Takes a City (Cambridge)

Annual Report 2021/22



*Somewhere to call home*



# It Takes a City

A Cambridge Homelessness Partnership

## Table of Contents

<b>Summary .....</b>	<b>3</b>
<b>Introduction .....</b>	<b>3</b>
<b>Coordination and Communication Services .....</b>	<b>4</b>
Coordination Services .....	4
Communication Services .....	5
<b>Training Service .....</b>	<b>6</b>
<b>Support Services.....</b>	<b>6</b>
Partners .....	6
Ourselves .....	7
New Organisations .....	7
<b>Hosted projects .....</b>	<b>8</b>
Social investment .....	8
Young homeless .....	8
<b>Financial Review .....</b>	<b>8</b>
Financial Position.....	8
Reserves.....	8
<b>Structure, governance, and management.....</b>	<b>9</b>
<b>Reference and Administration details.....</b>	<b>9</b>
Name .....	9
Registration.....	9
Registered Address.....	9
Trustees and Company Directors .....	10
Solicitors .....	10
Accountants .....	10
<b>Plans for future periods.....</b>	<b>11</b>
Winter emergency accommodation.....	11
Year-round support .....	11
Coordination and communication .....	11
Support to Ukrainian refugees .....	12



# It Takes a City

A Cambridge Homelessness Partnership

**Fundraising.....12**

**Trustee’s Responsibilities Statement for Period ending 31<sup>st</sup> March 2022.....13**

**Independent Examiners Report for period ending 31<sup>st</sup> March 2022.....14**

**Accounts for 2021/22 (unaudited) .....15**

    Statement of Financial Activities ..... 15

    Balance Sheet ..... 16

    Notes to Financial accounts..... 17

**Annex – Crossways Journeys .....24**



# It Takes a City

## A Cambridge Homelessness Partnership

### Summary

The year saw further progress in the charity's mission to bring the community together to end homelessness, working in partnership with local authorities, established agencies and new organisations, bringing in new resources and new ideas. Building on our leadership of the "Everyone In" programme established during the COVID-19 pandemic, which closed at the end of June 2021, we developed two new service offers: provision of support to former rough sleepers housed in the private rented sector, as part of the government funded Rough Sleeping Accommodation Programme, and provision of a new winter offer of 24/7 en-suite accommodation for rough sleepers, replacing the traditional "cold weather and communal floors" model. During the winter 60 rough sleepers were supported and over 40 successfully moved on into next stage accommodation.

We continued to support and bring together groups focused on women's homelessness, on lived experience, on new modular housing schemes, on community initiatives, on social investment and on those with multiple disadvantages. We started a development aimed at the most vulnerable female rough sleepers. We launched a newsletter to showcase the work of partner agencies. We researched the potential of social investment to provide sustained capital for modular housing schemes. Our information website, Street Support Cambridgeshire, continued to grow, helping all district councils to add and promote their local information on help for the homeless.

Income for the charity grew to £213,267 for the year due to the growth in services delivered, mainly funded from restricted grants and contracted payments. As in previous years, the charity did not undertake any meaningful public fund-raising. We acknowledge with thanks grants from Cambridge City Council, from DLUHC / HomelessLink / Housing Justice, and from NPT Transatlantic, together with some substantial individual donations, which supported our key projects during the year.

We also acknowledge with thanks the large number of organisations and volunteers that we have worked with during the year, too many to record in detail but without whom It Takes a City would not exist.

### Introduction

It Takes a City is more than just this charity with the name. Launched at the It Takes a City Cambridge Summit on Homelessness in November 2018, we did not aim to grow large, operate services long term, or have a big infrastructure that requires sustaining. Our aim is to facilitate change and development, bringing many organisations together in new ways, and securing new resources, to end rough sleeping due to homelessness in Cambridge and the surrounding areas. We hope that is evident in this report.

The COVID-19 pandemic has accelerated many changes already under way, perhaps the most significant being the transformation of the extra winter provision for rough sleepers from the "cold weather only plus church floors overnight" model of past years to winter round accommodation using individual en-suite bedrooms. Our partnership model provided a wrap-around service tailored to each person. This proved especially helpful to some entrenched rough sleepers, preventing what might previously have been an almost inevitable return to the streets. In the Annex we illustrate some of their stories.

We acknowledge the support of many partners in the report, but we do not mention everyone. Nevertheless, we are grateful to all.



# It Takes a City

## A Cambridge Homelessness Partnership

### Coordination and Communication Services

Coordination and Communication is the foundation of our work, both as services in their own right, and as the means to develop new initiatives. We are very grateful for grants provided by Cambridge City Council (a 2021-22 Homelessness Prevention Grant), and by NPT Transatlantic, in support of this aspect of our work.

### Coordination Services

Action Groups are at the core of our work. We bring together key individuals, organisations and groups from across the community to focus on a specific issue affecting those experiencing or at risk of homelessness. This collaborative model enables us to identify potential solutions and, if required, the best people to take these projects forward.

The following summarises the vital work of our Action Groups during 2021/22:

#### Women's Homelessness Action Group (WHAG)

The WHAG met regularly throughout the year, providing a forum for discussion of issues specific to women and homelessness. ITAC facilitated these meetings, providing support for the Chair and Coordinator. We also created a [dedicated page](#) on our website and regularly promoted the WHAG via social media channels. The group coordinated practical help for the female rough sleepers housed in our Crossways winter emergency accommodation project.

Towards the end of the year, we helped the WHAG bring together a long-held ambition to invest in the development of an off-street respite centre for vulnerable women. We worked with the group to generate a business proposal with a vision for the project and a costed feasibility assessment which we agreed to support using our development fund to engage a consultant.

#### Youth Connects Action Group

The **Young Futures Partnership** was launched on 1<sup>st</sup> January 2022, formed from members of our Youth Connects Action Group. The principles of co-operation, coordination and information sharing developed in the group became embedded in the new jointly commissioned City Council / County Council service, and the Action Group was therefore closed during the year.

#### Coproduction Group

The Coproduction Group provided an open forum for those experiencing homelessness to meet with their peers and key workers/support groups at St Paul's Church and discuss issues of concern, not just for individuals, but the homeless community more generally.

The meetings were facilitated by staff from CGL and SUN Network, with ITAC providing support as requested. Our Coordinator worked with these staff to help develop an approach based around subject specific sub-groups, including ongoing research into digital exclusion and how it affects people experiencing homelessness in Cambridge.

Developing the link between this and the Community Action Group will be a priority in the year ahead.

#### Business Action Group

The COVID pandemic made communication with, and coordination of the Business Group difficult. Businesses were concentrating on keeping afloat and the 'Everyone In' initiative meant that rough sleeping had become much less of a visible issue in the city centre.



# It Takes a City

## A Cambridge Homelessness Partnership

Discussions with Cambridge BID and other contacts suggested that businesses were looking for clear information and guidance, rather than meetings focused on generalities.



ITAC, in partnership with Cambridge BID, Cambridgeshire Police, Cambridge City Council, local businesses, those with lived experience of homelessness and the Cambridge Street Outreach Team, produced the [Sharing Spaces](#) guide. We also organised a webinar to launch the guide and provide a forum for attendees to raise concerns. This was then made available to view via our YouTube channel – [It Takes A City \(Cambridge\) - YouTube](#).

We intend running more of these events throughout 2022/23.

## Community Action Group (CAG)

The CAG was formed in March 2021 to provide an opportunity for individuals and groups to coordinate their support for those experiencing or at risk of homelessness. Membership is drawn from a broad range of community, student, faith and charitable groups. An early outcome was to reduce the focus that many partners, especially student groups, had on (inadvertently) supporting street based living, and instead to work with ITAC and others on supporting rough sleepers on their housing journey.

One problem identified was the scope of work required to settle a rough sleeper into new private rented or social accommodation, which tended to come unfurnished and unequipped. A simple [directory](#) of all sources of furniture and equipment was collated and added to our website. We aim to develop an end to end process and guide to assist any worker supporting such a move.

To ensure this collaborative approach continues to focus on the issues of greatest concern, clearer links between CAG and the Coproduction Group have been established. The next area to be addressed is digital exclusion and how to improve the connectivity and confidence of those in need.



## Communication Services

### Website and social media

With excellent pro-bono design and technical support from Cambridge Creative we launched a brand new ITAC website – [www.ittakesacity.org.uk](http://www.ittakesacity.org.uk) – which provides opportunities to promote the work being done by partners and ourselves. The focus is on what we are all doing together.

### Street Support Cambridgeshire

Street Support is a platform developed by Street Support Network Ltd in Greater Manchester enabling local areas to host information, organised by type of help, postcode, availability, eligibility, etc, on the support available to homeless people and to advertise opportunities to help those organisations providing the help. In October 2019 we launched Street Support Cambridge and in 2020 we extended it to cover the rest of Cambridgeshire, with the kind support of the wider local authorities.

A Street Support Operations Group was established in March 2021 to enable staff from the five local authorities, (Cambridge, South Cambs, East Cambs, Fenland and Hunts), to identify organisations offering help and ensure their details were added to the website.



# It Takes a City

## A Cambridge Homelessness Partnership



**Street Support  
Cambridgeshire**

From September 2021 until March 2022, we conducted a thorough review of the information on the website and contacted all listed organisations to confirm their details were up-to-date. We also made recommendations to the national Street Support team on how the user experience could be improved.

As COVID restrictions eased and footfall in Cambridge increased, we launched a Spring '[3 Streets](#)' campaign across our website, social media channels and local radio stations. The campaign aims to encourage the use of [Street Support Cambridgeshire](#), [Street Link](#) and [Cambridge Street Aid](#) to both find help for those in need, and offer time, items or money via the 'Give Help' section.

### Newsletter

During the year we launched a newsletter, published every couple of months, showcasing the work of our partners and ourselves and encouraging further engagement and partnership working. The latest edition is [April 2022](#) and you can [Subscribe](#) to receive future editions.

### Social media

Our social media feed [@ittakesacity](#) is active and is another way to receive the newsletter. We maintain a presence on [LinkedIn](#). Do join either or both.

### Broadcast media

We appreciate the interest in our work, along with that of our partners, shown by BBC Radio Cambridgeshire and by Cambridge 105. Our Coordinator and Community Engagement Manager, Matt Nelson, is a regular contributor to both.

## Training Service

We were successful in obtaining DLUHC funding from the Rough Sleepers Initiative, via Cambridge City Council, which enabled us to coordinate and develop, working with MEAM, HomelessLink and the SUN Network, further training on coproduction and trauma informed services provided free to partner organisations. 16 attendees, including some with lived experience, benefitted from the sessions.

## Support Services

Support Services developed within the above (and former) Action Groups are taken into action by one of three means: a partner organisation that is a member of the Action Group takes it up, or we take it up, or a new organisation is set up by Action Group members to take it up.

Whatever the route, we continue to promote these projects, help with funding and/or fund-raising and ensure they form part of the overall wraparound for rough sleepers on a street to home journey.

## Partners

The [mentoring service](#) that we initiated two years ago and was taken up by [CHS Group](#). This is a key component of the service offer provided in our accommodation and support projects. During 2021/22, 14 people experiencing homelessness were helped by trained mentors.





## It Takes a City

### A Cambridge Homelessness Partnership

The **employment outreach service** that we initiated two years ago and was taken up by **CHS Group**. Another key element of the service offer provided in our accommodation and support projects. 17 people were helped during 2021/22.

The provision of pastoral support by Rev. Sophie Young, the **Bishop's Officer for Homelessness**, through the **Cambridge Churches Homeless Project**

## Ourselves

**Everyone In** – we began this government funded programme in March 2020, in partnership with Cambridge City Council, ultimately helping c. 300 rough sleepers off the street during the pandemic. During the 2020-21 winter we used Masters House, an 80 en-suite bedroom vacant student accommodation unit kindly made available by CATS Global Schools. This year we brought the programme to a successful conclusion during a “run-off” period from April 2021 to June 2021. All 34 rough sleepers present at the start of the period were offered move-on accommodation, and no one had to be evicted by the time the project closed.

**Community support** – initially as an extension to Everyone In, we continue to support a small number of former rough sleepers in self-contained accommodation with meals and practical help.

**PRS20** – support to up to 20 rough sleepers in self-contained accommodation funded by the rental element of DLUHC's Rough Sleeping Accommodation Programme. We were commissioned by Cambridge City Council to provide support to landlords and tenants, to ensure that the tenancy was maintained, if necessary to secure a managed move to more suitable accommodation or, as a last resort, back into supported housing.

**Crossways** – provision of 24/7 emergency accommodation from 1<sup>st</sup> November 2021 to 31<sup>st</sup> March 2022, replacing the traditional “cold weather and church floors” model of past years. We are grateful to CATS Global Schools who enabled us to use one of their vacant student accommodation units, a 20-en-suite bedroom property with excellent communal space and facilities, a 2-bed flat and a secure courtyard. We led a jointly funded project with Cambridge City Council, bringing 56 rough sleepers into the project across the winter, and securing positive move-ons for 40 of these. The provision of our wraparound support model, and good partnership working with many local organisations, gave hope and new options to some hitherto entrenched rough sleepers. We acknowledge with thanks an enabling grant from DLUHC's Winter Transformation Fund, via Housing Justice and HomelessLink, the many volunteers from the Cambridge Churches Homeless Project and from St Andrew's Street Baptist Church who provided all daily meals and domestic support. And Herbert, the visiting therapy dog, was a huge success.

## New Organisations

### It Takes a City Community Land Trust (CLT)

The CLT is an independent charitable community benefit society set up by members of our Housing Connections Action Group, which has now closed. The ambition is to develop a number of **supported housing schemes** for former rough sleepers using modular technology on permanent and “meanwhile” land. The CLT has several sites in its pipeline, working with landlords including Cambridge City Council, Diocese of Ely and the University of Cambridge. These schemes will provide supported accommodation for rough sleepers in the early stages of their housing journey, and for some, for the longer term. We are hosting their [website](#) and will continue to provide a communications platform and resources within a common brand identity.





# It Takes a City

## A Cambridge Homelessness Partnership

### Hosted projects

We are willing to host projects on behalf of others that fit within our charitable objects. During 2021-22 these included:

### Social investment

We secured funding from a sponsor to initiate a project looking at the potential for social investment to provide sustained capital funding, and potentially revenue funding, for local housing and support programmes. The immediate target was the capital required by modular housing schemes being developed by the CLT (see above). The project concluded that a sustainable model required a target broader than the CLT's own requirements and a second stage project has been developed, to be jointly funded by Cambridge City Council and the CLT, to research the wider needs and potential for social or blended investment to address homelessness and other city priorities.

### Young homeless

We worked with a group of land, property and construction interests led by the Howard Group to shape and find a way to host a new programme to provide supported apprenticeships, pre-apprenticeships and affordable housing to young homeless people. We concluded that the programme is best hosted by the It Takes a City Community Land Trust and their Board is developing the detailed project proposals. The programme is reflected within the above Young Futures Partnership.

### Financial Review

#### Financial Position

In period of account the charity generated income of £215,880 (2021: £180,138). Total expenditure for the period amounted to £202,217 (2021: £145,807) and the net result for the year was a surplus of £13,663 (2021: £34,331).

#### Reserves

It was not possible to accrue any substantial reserves during the year. At 31 March 2022 the charity has total reserves of £47,994 of which £31,718 are restricted.

The Trustees have established a policy whereby the unrestricted funds not committed or invested in tangible fixed assets ('the free reserves') held by the charity should be between four to six weeks of the resources expended which equates to £10,000 to £15,000 in general funds. At this level the directors feel that they would be able to continue current activities of the charity in the event of a significant drop in funding. In the event of such an occurrence, it would be necessary to consider how funding would be replaced or activities changed. The reserves at year are in excess of this target amount and trustees are confident they will not prove excessive in the long run.



# It Takes a City

## A Cambridge Homelessness Partnership

### Structure, governance, and management

The governing document of the charity is a Memorandum and Articles of Association dated 12th December 2019. The charity is a company limited by guarantee, registered with the Charity Commission and recognised as a charity for Gift Aid by HMRC.

New Trustees are appointed by the Trustees following interview by two or more Trustees and submission of an up to date CV. New trustees are briefed by the Chair and provided with access to key documents before their first Trustees meeting.

The charity collaborates with a large number of local organisations, statutory, commercial and voluntary, in a variety of ways. These are relationships of mutual respect around a common goal of eliminating homelessness. There are contracted relationships, service collaborations, mutual support arrangements and informal groups facilitated by the charity.

The Chair, Chris Jenkin, is also Chair and Secretary of the It Takes a City Community Land Trust (CLT), a charitable community benefit society, recognised by HMRC for Gift Aid, set up by members of one of the above informal groups. The CLT shares the logo of It Takes a City (Cambridge) and is deemed by the present charity as responsible for delivering new supported homes for the homeless, for those leaving the street and those leaving the hostel system, adopting the same collaborative approach.

### Reference and Administration details

#### Name

The name of the charity is It Takes a City (Cambridge). The short form It Takes a City is often used, abbreviated to ITAC.

#### Registration

The charity is registered as a charity in England by the Charity Commission, number 1190676. The charity is registered as a company in England and Wales at Companies House, number 12361870.

#### Registered Address

c/o St Andrews Street Baptist Church  
40-43 St Andrew's St  
Cambridge  
CB2 3AR



# It Takes a City

A Cambridge Homelessness Partnership

## Trustees and Company Directors

Chris Jenkin BEM – Chair

Emma Hooton

John Cross

Lee Welham

Simon Allcock

Sean Griffin – resigned December 2021

Ian Hosking – resigned December 2021

Madeleine Cassidy

Lesley Crocker – appointed May 2021

Alison Morris – appointed May 2021

Stef Martinsen-Barker – appointed August 2021

Pam Lauder – appointed April 2022

## Solicitors

Taylor Vinters

Merlin Place

Milton Road

Cambridge

CB4 0DP

## Accountants

PEM

Salisbury House

Station Road

Cambridge

CB1 2LA



# It Takes a City

## A Cambridge Homelessness Partnership

### Plans for future periods

During the year the developments in the previous year that responded to the challenges of the COVID-19 pandemic were consolidated. The challenges of the pandemic and its impact on rough sleepers in the year before became an opportunity for the charity to bring its collaborative approach to bear on a huge increase in demand for services. What might have seemed a temporary extension of the services offered by the charity became embedded.

Our strategy for future periods has been shaped by the past two years of the pandemic.

### Winter emergency accommodation

A major change for the city is the move away from the “cold weather and communal floors” model of emergency accommodation for rough sleepers in the years before the pandemic, to a new model of individual en-suite bedrooms and 24/7 support. During 2020-21 this was a necessity, and we developed the work at Masters House. In 2021/22 it was a pilot, made possible by the availability of Crossways and our partner network. In 2022/23 the service will be repeated, again in Crossways. In future years we want to see the service become a permanent part of the support provided to rough sleepers on their “street to home” journey.

### Year-round support

Partly arising from the above, building on support to a particular cohort of rough sleepers accommodated during the year, we will operate a year-round service, supporting anyone on a housing journey from “street to home” in the private rented sector. The service is professionally led and complemented by the “wrap-around” support services from our partner network. It follows a similar approach to the “street to home” model being developed in the supported housing (hostel) sector. There is an increasing number of housing options being made available, not all of which have support services provided, and the service allows a flexible approach to be taken to anyone trying to navigate the systems or sustain their housing who remains at risk of becoming homeless.

### Coordination and communication

We will continue to use our website, newsletter, twitter and LinkedIn to promote the work that we and our partners are doing. The intention is to promote better and wider collaboration, by showcasing what can be done when we all work together. We have traditionally kept quite a low profile: recent participation in the Lord Lieutenant’s Jubilee County Day at Newmarket Racecourse, by the kind invitation of the Grosvenor Estate, attended by the Duke and Duchess of Cambridge, showed that we have to work to do to ensure that the name It Takes a City is more widely associated with “working together to end homelessness”.

We will further build on the Street Support Cambridgeshire website as a means of ensuring that anyone can easily find out what help is available to anyone homeless or on the street. We will work with the Street Support Network, the platform provider, to enhance the service, in particular making it easier to identify local services. Getting it used widely is key and we will continue to promote it through local authorities, agencies and the student community, in addition to the wider public.

The report on the “Haven” project developed with the Women’s Homelessness Action Group, almost complete at the time of writing, will contain a proposal for a three-year pilot of the proposed service. We will work with the group to raise the funds needed to set up and manage the pilot.



## It Takes a City

### A Cambridge Homelessness Partnership

We will continue to work with our Business Group to promote ways in which businesses, especially retail businesses, can help those found rough sleeping or begging nearby, based on the “Sharing Spaces” guide produced last year.

The Community Action Group, will continue to bring together partner agencies, working up new ways to address the barriers and issues identified by the Co-Production Group. Digital inclusion and support to moving into new accommodation are key themes that will continue to be addressed.

We are partners in the “Changing Futures” programme to improve the outcomes for those with multiple disadvantages across Cambridgeshire and Peterborough, as part of the Strategic Group. This is a wide collaboration of statutory bodies and voluntary agencies that aims to improve collaboration and data sharing and centre services around the user not the service. A project team is to be recruited to develop and implement the programme of changes needed across many services and organisations over the next 2-3 years.

### Support to Ukrainian refugees

We are supporting Beth Shalom Reform Synagogue in the set up and operation of a temporary accommodation facility using the Crossways building that we use for our winter project. This provides a family, home-like setting, albeit temporary, for any refugee family whose local host’s circumstances have changed so that they are unable to accept them, or where the hosting relationship has broken down, and who are waiting for a new offer. This project will end prior to the winter project starting and alternative accommodation will be arranged by Cambridge City Council for any remaining families. It is not clear whether the same arrangement will be made after the winter.

We are providing banking, gift aid and payment facilities to a local support group – Open Arms in Stapleford and Shelfords. Donations are placed in a restricted fund and used to cover activities in support of refugee families.

### Fundraising

The charity does not undertake traditional fundraising from the general public, nor does it employ anyone to do this on its behalf. The charity was established to tap into new resources and in financial terms these have been found in the form, primarily, of local high net worth individuals and local businesses identified through the network of partners and relationships that originated at the 2018 Summit, and from the personal relationships and networks of the Trustees. The charity is very happy to acknowledge the support of the following principal organisations who have provided grants and donations to support our work:

- Cambridge City Council
- NPT Transatlantic
- St Andrew’s Chesterton PCC
- Department of Levelling Up, Housing and Communities / Housing Justice / Homeless Link
- Irwin Mitchell
- Eden Baptist Church
- Aidan Trust



# It Takes a City

## A Cambridge Homelessness Partnership

### Trustee's Responsibilities Statement for Period ending 31<sup>st</sup> March 2022

The Trustees (who are also the directors of the Company for the purposes of company law) are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare financial statements for each financial year. Under company law the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the Company and of its incoming resources and application of resources, including its income and expenditure, for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles of the Charities SORP (FRS 102);
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards (FRS 102) have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Company will continue in business.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the Company's transactions and disclose with reasonable accuracy at any time the financial position of the Company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the Company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Approved by order of the members of the board of Trustees and signed on their behalf by

*Chris Jenkin*

.....

Mr Chris Jenkin BEM

Chair of Trustees

Date: 14 September 2022



# It Takes a City

A Cambridge Homelessness Partnership

## Independent Examiners Report for period ending 31<sup>st</sup> March 2022

### Independent Examiners Report – for the period ending 31 March 2022

I report on the accounts of the Charity for the period ended 31 March 2022, which are set out on pages 15 to 23.

#### Responsibilities and basis of report

As the charity's trustees of the Company (who are also the directors of the company for the purposes of company law), you are responsible for the preparation of the accounts in accordance with the requirements of the Companies Act 2006 ("the 2006 Act").

Having satisfied myself that the accounts of the Company are not required to be audited for this year under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of your charity's accounts as carried out under section 145 of the Charities Act 2011 ("the 2011 Act"). In carrying out my examination, I have followed the Directions given by the Charity Commission (under section 145(5)(b) of the 2011 Act.

#### Independent examiner's statement

I have completed my examination. I confirm that no matters have come to my attention in connection with the examination giving me cause to believe:

- accounting records were not kept in accordance with section 386 of the Companies Act 2006; or
- the accounts do not accord with such records; or
- the accounts do not comply with relevant accounting requirements under section 396 of the Companies Act 2006 other than any requirement that the accounts give a 'true and fair' view which is not a matter considered as part of an independent examination; or
- the accounts have not been prepared in accordance with the Charities SORP (FRS102).

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.

Michael Hewett

15 September 2022

Mr M Hewett FCA DChA  
Peters Elworthy and Moore  
Salisbury House, Station Road  
Cambridge CB1 2LA





# It Takes a City

A Cambridge Homelessness Partnership

Accounts for 2021/22 (unaudited)

## Statement of Financial Activities

Including Income and Expenditure

FOR YEAR ENDING 31st MARCH 2022

	Note	Unrestricted Funds	Restricted Funds	2022 Total	2021 Total
INCOME		£	£	£	£
Donations and legacies	1	15,153	119,600	134,753	103,634
Income from charitable activities	2	45,508	33,005	78,514	76,385
Other Income		2,613	-	2,613	119
<b>Total Income</b>		<b>63,275</b>	<b>152,605</b>	<b>215,880</b>	<b>180,138</b>
<b>EXPENDITURE</b>					
Charitable activities	3	49,759	152,458	202,217	145,807
<b>Total Expenditure</b>		<b>49,759</b>	<b>152,458</b>	<b>202,217</b>	<b>145,807</b>
<b>Net (expenditure)/income for the year</b>		<b>13,516</b>	<b>147</b>	<b>13,663</b>	<b>34,331</b>
<b>Transfers between Funds</b>		<b>(10,396)</b>	<b>10,396</b>	<b>-</b>	<b>-</b>
Funds brought forward at beginning of year		13,156	21,175	34,331	-
<b>Funds carried forward at end of year</b>		<b>16,276</b>	<b>31,718</b>	<b>47,994</b>	<b>34,331</b>

The notes form on pages 17 to 23 form part of these financial statements.



# It Takes a City

A Cambridge Homelessness Partnership

## Balance Sheet

	Note	Year ending March 31 <sup>st</sup> 2022	Period ending March 31 <sup>st</sup> 2021
<b>CURRENT ASSETS</b>		£	£
Cash at bank and in hand		65,639	51,065
Debtors and deposits	8	6,219	
		<u>71,858</u>	<u>51,065</u>
<b>CURRENT LIABILITIES</b>			
Creditors	9	<u>(23,864)</u>	<u>(16,734)</u>
<b>NET CURRENT ASSETS</b>		47,994	34,331
		<u><b>47,994</b></u>	<u><b>34,331</b></u>
<b>NET ASSETS</b>		<u><b>47,994</b></u>	<u><b>34,331</b></u>
Represented by:			
Unrestricted	10	16,276	13,156
Restricted	10	31,718	21,175
		<u><b>47,994</b></u>	<u><b>34,331</b></u>

The company's financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies regime.

The Trustees consider that the company is entitled to exemption from the requirement to have an audit under the provisions of section 477 of the Companies Act 2006 ("the Act") relating to small companies and members have not required the company to obtain an audit for the period in question in accordance with section 476 of the Act.

The Trustees acknowledge their responsibilities for complying with the requirements of the Companies Act 2006 with respect to accounting records and the preparation of financial statements.

These accounts have been prepared in accordance with the provisions applicable to companies subject to the small companies' regime.

The financial statements were approved and authorised for issue by the Trustees on 14 September 2022 and signed on their behalf by

*Chris Jenkin*

**Chris Jenkin BEM**

**Chair of Trustees**

The notes form on pages 17 to 23 form part of these financial statements.



# It Takes a City

A Cambridge Homelessness Partnership

## Notes to Financial accounts

### ACCOUNTING POLICIES

#### FOR THE PERIOD ENDED 31 March 2022

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the accounts are laid out below.

#### Basis of preparation

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing accounts in accordance with the Statement of Recommended Practice (SORP), applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (Second edition October 2019, effective 1 January 2019), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) and the Companies Act 2006.

The charity meets the definition of a public benefit entity under FRS102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy notes.

#### Critical accounting estimates and areas of judgement

There were no significant accounting estimates or judgements made by management in preparing these financial statements.

#### Going concern

The Trustees have reviewed the financial position of the charity and have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future and believe no material uncertainties exist over charity's ability to operate as a going concern. Accordingly, the financial statements will continue to be prepared on a going concern basis.

#### Charitable funds

Unrestricted funds are available for use at the discretion of the trustees and directors in order to fulfil the charitable objectives outlined.

Restricted funds are subject to specific conditions by donors as to how they may be used. The purposes and uses of the restricted funds are set out in the notes of the financial statements.

#### Company status

The Charity is a company limited by guarantee. The members of the Charity are the Trustees named on page 1. In the event of the Charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the Charity.



# It Takes a City

## A Cambridge Homelessness Partnership

### Income recognition

Income is recognised when the charity is legally entitled to it after any performance conditions have been met, the amounts can be measured reliably, and it is probable that income will be received.

Grants are included in the Statement of Financial Activities on a receivable basis. The balance of income received for specific purposes but not expended during the period is shown in the relevant funds on the Balance Sheet. Where income is received in advance of entitlement of receipt, its recognition is deferred and included in creditors as deferred income. Where entitlement occurs before income is received, the income is accrued.

Cash donations are recognised on receipt. Other donations are recognised once the charity has been notified of the donation, unless performance conditions require deferral of the amount.

### Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity are apportioned between those activities on a basis consistent with the use of resources. Central and support costs which are not attributable to a single activity are not apportioned out and held under general funds.

### Cash at bank and in hand

Cash at bank and in hand includes cash and short-term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

### Debtors

Trade and other debtors are recognised at the settlement amount after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

### Creditors and provisions

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.



# It Takes a City

## A Cambridge Homelessness Partnership

### 1. DONATIONS AND LEGACIES

<b>2022</b>	<b>Unrestricted Funds</b>	<b>Restricted Funds</b>	<b>2022 Total</b>
	<b>£</b>	<b>£</b>	<b>£</b>
Grants	-	119,600	119,600
Donations	17,766	-	17,766
Tax recoverable on donations	-	-	-
	<b>17,766</b>	<b>119,600</b>	<b>137,366</b>

  

<b>2021</b>	<b>Unrestricted Funds</b>	<b>Restricted Funds</b>	<b>2021 Total</b>
	<b>£</b>	<b>£</b>	<b>£</b>
Grants	-	63,464	63,464
Donations	3,539	29,000	32,539
Tax recoverable on donations	381	7,250	7,631
	<b>3,920</b>	<b>99,714</b>	<b>103,634</b>

### 2. INCOME FROM CHARITABLE ACTIVITIES

<b>2022</b>	<b>Unrestricted Funds</b>	<b>Restricted Funds</b>	<b>2022 Total</b>
	<b>£</b>	<b>£</b>	<b>£</b>
COVID-19 Protect and Vaccinate support	-	9,895	9,895
COVID-19 Onsite support	1,028	23,110	24,138
Masters House support	39,920	-	39,920
Street Support	4,560	-	4,560
	<b>45,508</b>	<b>33,005</b>	<b>78,514</b>

  

<b>2021</b>	<b>Unrestricted Funds</b>	<b>Restricted Funds</b>	<b>2022 Total</b>
	<b>£</b>	<b>£</b>	<b>£</b>
COVID-19 Food and support	16,835	250	17,085
COVID-19 Onsite support	52,900	-	52,900
Street Support	6,400	-	6,400
	<b>76,135</b>	<b>250</b>	<b>76,385</b>



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## A Cambridge Homelessness Partnership

### 3. EXPENDITURE ON CHARITABLE ACTIVITIES

	2022	2021
	£	£
<b>Direct costs</b>		
COVID 19 support scheme	292	20,862
COVID 19 on site support	16,430	49,927
Crossways contractors	74,952	-
Crossways expenses	7,240	-
Training costs	388	2,200
Coordinator costs	-	26,214
Staff costs (NOTE 4)	81,621	15,782
Street Support Cambridge	5,700	18,825
Masters House expenses	2,098	-
Social Investment and Modular Housing Roadmap	3,600	-
Project Work The Haven	1,925	-
Policies and process costs	-	3,150
	<b>194,245</b>	<b>136,960</b>
<b>Governance and Support costs (See analysis below)</b>	<b>7,972</b>	<b>8,847</b>
	<b>202,217</b>	<b>145,807</b>
<b>Support costs</b>		
Management and Administrative support	162	4,466
Bank charges	82	139
Office costs	666	363
Subscriptions	236	74
Insurance	54	715
Other	731	90
	<b>1,931</b>	<b>5,847</b>
<b>Governance costs</b>		
Independent examination fee	2,000	1,500
Accountancy fees	4,041	1,500
	<b>7,972</b>	<b>8,847</b>

### 4. STAFF COSTS

	2022	2021
	£	£
<b>Support costs</b>		
Wages and salaries	77,121	15,322
Social security costs	2,498	-
Pension costs	2,002	460
	<b>81,621</b>	<b>15,782</b>

Average number of staff 4

It Takes a City (Cambridge), c/o St Andrews Street Baptist Church, St Andrew's Street, Cambridge CB2 3AR  
Company Limited by Guarantee Registered in England and Wales (No. 12361870) Registered as a Charity in England (No. 1190676)



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## A Cambridge Homelessness Partnership

No employee earned in excess of £60,000

### 5. INDEPENDENT EXAMINER'S REMUNERATION

	2022
	£
Independent examiners' remuneration	
- Examination fees	2,000

### 6. RELATED PARTY TRANSACTIONS

One trustee received reimbursement of expenses incurred in connection with the affairs of the charity amounting to £162, all of which was outstanding at year end. There are no other related party transactions other than those disclosed above.

No trustee or other Key management Personnel received any remuneration during the year (2021: £Nil)

### 7. TAXATION

The Company was recognised as a charity with effect from 12 December 2019 and from that date is exempt from tax on income and gains falling within section 505 of the Taxes Act 1988 or s256 of the Taxation of Chargeable Gains Act 1992 to the extent that these are applied to its charitable objects. Therefore no taxation falls to be provided for in the accounts.

### 8. DEBTORS

Amounts falling due within one year	2022	2021
	£	
Accounts Receivable	2,883	-
Deposits	100	-
Other Debtors	2,613	-
Prepayments	623	-
	<u>6,219</u>	<u>-</u>

### 9. CREDITORS

Amounts falling due within one year	2022	2021
	£	£
Trade creditors	1,627	13,175
Expense Claims	162	-
Accruals	21,855	3,000
Taxes and Social Security	218	229
Other creditors	1	330
	<u>23,864</u>	<u>16,734</u>





# It Takes a City

## A Cambridge Homelessness Partnership

### 10. FUNDS

	Opening Balance	Income	Expenditure	Transfer	Balance as at the end of March 2022
<b>2022</b>	£	£	£	£	£
Unrestricted	13,156	63,275	(49,759)	(10,396)	16,276
Restricted					
Aidan Trust - charity management	19,739	23,000	(18,933)	-	23,806
Aidan Trust - social finance	-	3,600	(3,600)	-	-
HomelessLink - HWTF	-	98,005	(94,142)	-	3,863
Homelessness Prevention	-	10,000	(20,392)	10,392	-
MHCLG Training Grant	-	3,000	(388)	-	2,613
NPT Transatlantic	-	15,000	(15,004)	4	-
Other	1,436	-	-	-	1,436
Total Restricted	21,175	152,605	(152,458)	10,396	31,718
<b>Total Funds</b>	<b>34,331</b>	<b>215,880</b>	<b>(202,217)</b>	<b>-</b>	<b>47,994</b>

	Opening Balance	Income	Expenditure	Transfer	Balance as at the end of March 2021
<b>2021</b>	£	£	£	£	£
Unrestricted	-	80,174	87,883	20,865	13,156
Restricted					
Street Support Cambridge Start-up Fund	-	9,000	(10,500)	1,500	-
Aidan Trust -Start-up, administration and Coordinator Fund	-	25,000	(6,111)	-	18,889
NPT Transatlantic - Personnel and Related Costs Fund	-	15,000	(15,000)	-	-
Aidan Trust – Resilience Fund	-	4,000	(3,150)	-	850
Cambridge City Council - Coordinator and related costs Fund	-	10,000	(10,000)	-	-
Coordinator start-up Fund	-	6,250	(8,885)	2,635	-
Development Fund	-	25,000	-	(25,000)	-
Masters House Residents Fund	-	2,464	(1,828)	-	636
Daily Meals Fund	-	250	(250)	-	-
Training Fund	-	3,000	(2,200)	-	800
Total Restricted	-	99,964	(57,924)	(20,865)	21,175
<b>Total Funds</b>	<b>-</b>	<b>180,138</b>	<b>29,959</b>	<b>-</b>	<b>34,331</b>



# It Takes a City

## A Cambridge Homelessness Partnership

### Fund Purposes

**Aidan Trust** – Funds for the development of charity management systems and policies, including funding for resources.

**Aiden Trust Social Finance** – Funds towards social finance research

**Homeless Link** – Income for the Emergency winter accommodation project

**Cambridge City Council, Homelessness Prevention** – Income to support in coordination and communication of action groups across Cambridge.

**MHCLG Training Grant** – provision of training in co-production and trauma informed care

**NPT Transatlantic** – Towards website and communications resources to further the charitable purposes of the grantee organisation to relieve homelessness in Cambridge and the surrounding area.



# It Takes a City

## A Cambridge Homelessness Partnership

### Annex – Crossways Journeys

As the Crossways project was closing, we asked Chris Dade and Emma Rule, two of our amazing team, to reflect on some of the guests who had stayed with us. Many were experiencing multiple disadvantages and had become entrenched in the street lifestyle.

We hope you will find the following stories inspiring. They show how offering dignity, privacy and kindness can help somebody begin to turn their lives around and imagine a better future. None of this would have been possible without support from our incredible network of volunteers, partner organisations and the City Council. (Names have been changed)



#### Jenny and Mike

Jenny and Mike are a couple who had been rough sleeping for many years and were suspicious of any help previously offered. Both had addiction issues and Jenny suffered greatly from trauma caused by historic domestic abuse.

Jenny and Mike were offered a room at Crossways, a chance to get warm and reset. The team were pleasantly surprised when they accepted. Jenny arrived full of anger. However, over time she began to relax, spending more time in the lounge, even telling Emma that their room felt like home.

They abided by the rules of the project and their street presence reduced. Both agreed to script as they were supported in making a housing application for a City Council rough sleeper property.

A package of support has been offered as Jenny and Mike take the next steps on their housing journey.

#### Jane

Jane suffered long term domestic abuse, forced into street begging by her coercive partner who would pocket the proceeds. He decided the location and kept watch to ensure compliance. Deeply traumatized, Jane was mistrusting of anybody trying to help.

The Street Outreach Team made contact and Sophie Young began visiting Jane every day, trying to build trust. Although initially resistant, Jane eventually agreed to visit Crossways, no pressure. After briefly returning to the streets, she accepted the offer of a room.

With multi-agency support, Jane was able to break the cycle of coercion, take control of her finances and begin engaging with mental health services. Crossways gave Jane a safe space to rest and gain strength. She was supported in making a priority housing application.



# It Takes a City

## A Cambridge Homelessness Partnership

### Pavel

Pavel is a man in his fifties, originally from Poland. He had worked continuously since his arrival, until he developed long COVID. Unable to cover his bills, Pavel was evicted by his landlord with nowhere to go.

With limited English and no experience of street life, Pavel was found by the Street Outreach Team frightened and disoriented. Crossways provided him with safety and privacy. With emotional support from the team, he found renewed pride in his appearance and began to imagine a better future.

Pavel was placed in Jimmy's move on accommodation, where staff described him as a 'brilliant guest'. Whilst there, Pavel befriended another Polish man and they have been supporting each other on their journey.

Pavel is now looking for employment and his own front door again.

### Femi

Femi is a man, originally from West Africa, who was struggling with severe mental health issues. He was sleeping rough outside Addenbrookes when the Street Outreach Team made contact. As is often the case with people who have been on the streets for long periods, Femi was suspicious and reluctant to accept help.

Eventually Femi came in to Crossways, only leaving of his room to get something to eat. Slowly, as he began trusting the team, Femi engaged more and shared some of his story.

Intensive support from multiple agencies helped Femi build the confidence to begin the process of securing the necessary papers and passport from his home embassy in London in order to establish his right to remain in the UK. The City Council's housing team can then assist Femi to apply for benefits and make an application for suitable accommodation. CCHP has agreed to provide Femi with temporary accommodation in the interim.

Reflecting on all the support the amazing network of agencies and volunteers had given Femi, Emma said, 'The environment and atmosphere created at Crossways has helped him begin his journey'.