

It Takes a City (Cambridge)

Annual Report 2022/23



Somewhere to call home



It Takes a City

A Cambridge Homelessness Partnership

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The Trustees present their annual report together with the financial statements of the charity for the year 1 April 2022 to 31 March 2023. The Annual Report serves the purposes of both a Trustees' report and a directors' report under company law. The Trustees confirm that the Annual Report and financial statements of the charitable company comply with the current statutory requirements, the requirements of the charitable company's governing document and the provisions of 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 (FRS102) (second edition of the Charities SORP (FRS102) October 2019, effective 1 January 2019).

Since the charity qualifies as small under section 382 of the Companies Act 2006, the Strategic Report required of medium and large companies under the Companies Act 2006 (Strategic Report and Directors' Report) Regulations 2013 has been omitted.

Foreword

Quotes from rough sleepers supported in Crossways between November 2022 and March 2023

'It's been very comforting. I've been welcomed and looked after and welcomed in a way that's been heart-warming'

'If I could I'd stay here forever. Being here has saved my life.'

The quotes above are the reason we do what we do. Ending homelessness is about more than front door keys, about more than access to support. Those who are unfortunate enough to end up on the street, or are at grave risk from doing so, have used up their "social capital", and have few left to turn to. They have left the community or family from which they drew support before or have never been able to establish stable support networks previously in their lives. Ending homelessness does not end with a home, it ends when someone has reconnected with community and rebuilt social and spiritual capital, in addition to having health and well-being needs met, finding employment, etc.

Our work started at the Cambridge Summit on Homelessness in November 2018, when 150 key influencers came together to begin a series of conversations on ending homelessness. Our access to volunteers and the business sector enabled us to make a big contribution to "Everyone In" from March 2020, and just as Prince William has called for in his "Homewards" initiative, we then worked hard with the City Council to build on all we collectively learnt from Everyone In and develop what is now the Crossways project, a major step up for us, and a big step forward for the city.



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We report below on our second year of operation of Crossways, providing rough sleepers with safe and secure 24/7 individual en-suite winter emergency accommodation with intensive support, consolidating the move away from the traditional model of “cold weather and communal floors” provision that operated until the pandemic. It has become an anchor project, the jumping off point for our year-round “Survive and Thrive” support service and connecting us widely with all those working together to end homelessness.



At the time of writing the charity has been awarded a 3-year contract by Cambridge City Council connected with the delivery of our project at Crossways, already part funded by a 3-year grant from the Department for Levelling Up, Housing and Communities (DLUHC). For the next two winters we have secured the continued use of Crossways working with the leaseholder CATS Global Schools. With further DLUHC funding support we are working with partners on a programme to secure access to a long-term property, should Crossways no longer be available after two years.

Our spin-off housing charity, It Takes a City Community Land Trust (the CLT), has just been granted initial 5-year planning permission for siting four modular homes for the homeless on Council-owned land in Cambridge: ITAC will provide the support as an extension of the “Survive and Thrive” service reported below. The first, we hope, of many.

Cambridge City Council has also approved a business plan, which we initiated and then co-led with the Council via the CLT, to establish a new social investment organisation in Cambridge, with up to £1m in Council funding and a target to raise £5-£10m from other investors: addressing housing and homelessness is one of the targets for the new fund. The plan draws on the collaborative approach of It Takes a City, something we willingly share. Our Chair, Chris Jenkin BEM is on the Development Board for the initiative.

We are convening interested parties around practical help to support those with nowhere to call home. We continue to build out Street Support Cambridgeshire, our on-line service that allows everyone to find the help they need or find it for those rough sleepers that they have encountered, and to strengthen the communication channels for all the great work that so many do in Cambridge. We’ve secured a grant from the Evelyn Trust to work on the next stage of a proposal from our Women’s Homelessness Action Group to develop a safe “Haven” for vulnerable homeless women. We’ve helped a local voluntary group raise funds to house and support Ukrainian refugees.

We are very grateful for grants for this work (Cambridge City Council; the Department for Levelling Up, Communities and Homes (Housing Justice / Homeless Link); and NPT Transatlantic) and donations from many. We are immensely grateful to the 100 or more volunteers and many organisations we are proud to partner with – statutory, commissioned, business, academic, voluntary, faith – and to those with lived experience of homelessness.



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These developments suggest the charity has reached an inflexion point – moving beyond its “pop-up” approach into a more permanent setting, albeit, as always, seeking to develop a big partnership not a big organisation, working to convene, collaborate and share.

But convening, collaborating and sharing takes dedicated resource and time – we are therefore for the first time since starting up nearly five years ago, actively seeking funding for this core purpose, which is, as we hope is evident from this report, for the benefit of all.

And there is a lot more to do in the city: there is still quite a bit of silo working; we don’t use data as well as we could; there is a pressing need for land and planning to enable new housing; support, especially in mental health, is far too stretched; there is no formal and widely shared goal to end rough sleeping and homelessness.

We are now calling the community to come together around a new shared goal to end homelessness, to sign up to a new Cambridge Homelessness Charter that enshrines that goal and the values and partnership working needed to achieve it, and to convene a new Summit on Land and Housing.

Stories

It Takes a City is primarily about people helping people, not money and organisation, important though they are. We start our report therefore by sharing some of their stories. They illustrate the power of collaboration and partnership working, and the bespoke nature of the support needed in each case.

‘D’ was a 62 year old man with complex physical and mental health needs. ‘D’ also had issues with alcohol dependency. Following eviction from a private rent, he was offered temporary accommodation by SCDC, but it was not suitable due to its distance from the services he needed to access in Cambridge. The behaviour of his associates resulted in the loss of this placement and he travelled to the city preparing to sleep rough.

Cambridge Access Surgery (CAS) were concerned that ‘D’s health could quickly deteriorate if he returned to the streets.

CAS worked with our team at Crossways, and Cambridge City Council agreed an exemption from verifying ‘D’ as a rough sleeper, meaning we could offer him an immediate room and support from our partner agencies and volunteers.

‘D’ was experiencing suicidal ideation when he first moved in to Crossways, but with support from our Change, Grow, Live (CGL) colleagues he began to address his alcohol dependency. As ‘D’ felt more settled and willing to accept help, CAS supported him in applying for PIP and other benefits.

‘D’ was able to make a HomeLink application, with continued help from the Crossways team, and was offered a flat in a sheltered housing scheme close to the support services he needed.

“Seeing someone put their key in their own front door for the first time after a period of rough sleeping was a very special moment”. (Lis Silver, ITAC CEO)



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'P' was a woman in her 30s who experienced mental health difficulties. Her behaviour meant that she was asked to leave the family home. Having never been homeless before, 'P' ended up on the streets.

'P' was contacted by the Street Outreach Team (SOT), verified as rough sleeping and supported in making a homelessness application to Cambridge City Council. Unstaffed Temporary accommodation would not be suitable, due to 'P's vulnerability, and it was agreed she should be fast tracked into Crossways.

'P' initially had difficulty settling in and mixing with guests who were more entrenched in street life. But with support from the Crossways team, partners and volunteers her mental health began to improve and 'P' began engaging more with the Crossways staff team and external agencies. The stability provided at Crossways meant that 'P' was able to re-establish links with her family and return home.

'L', in her late teens, was the youngest guest at Crossways this Winter. 'L' was kicked out of the family home by her father because of her sexuality. She had moved to Cambridge from Peterborough to be with her partner, but things didn't go well.

'L's previous chaotic behaviour and binge drinking led to her being excluded from young people's projects in the city. The Crossways team agreed to offer 'L' a room whilst all avenues of support were explored.

Intensive work, in partnership with local youth services, led to 'L' being offered a place in a specialist, female only accommodation project, where she'd receive appropriate support. 'L' is now looking forward to a future where she can return to her studies at Cambridge Regional College.

'F' was a man in his 40s who had spent 28 years, all his adult life, homeless and on the streets of Cambridge. 'F' had a history of IV drug use and was conscious that his uncontrolled diabetes was leading to rapidly declining physical health.

During the COVID pandemic, 'F' had spent some time living in self-contained accommodation and demonstrated an ability to live unassisted. 'F' was known to the Crossways team who, when he arrived at the project, observed a significant change in his mindset and determination to address his issues.

The Crossways team felt 'F' would be suitable for a property via the Rough Sleeper Accommodation Project (RSAP). Although there were some initial concerns, when the RSAP team interviewed 'F' they were impressed by his change in outlook and willingness to work with support agencies. 'F' has now been housed and is looking forward to a better future.

'A' came to Cambridge fleeing violence from his ex-partner and their associates. While he initially secured second stage accommodation relatively soon after arriving in the city, he reported experiencing homophobic abuse from a resident in the property that he shared and his own actions in what he felt was self-defence resulted in his eviction.



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He eventually accessed Crossways during a SWEP period. This offered him stability, but both physical health issues and those pertaining to his mental health, exacerbated in part by his difficulty in securing a local connection, often lead to unpredictable behaviour.

Once his local connection was granted on the basis that the police viewed it unsafe to return to his home area in the Midlands, he secured an interview for a local hostel and was accepted onto the waiting list. Until a room becomes available the local council is providing temporary accommodation under a priority need decision.

Public benefit

The Trustees confirm that they have complied with the duty in Section 4 of the Charities Act 2011 to have due regard to the Charity Commission's general guidance on public benefit – "Charities and Public Benefit".

It Takes a City is an organisation set up to support those in Cambridge and surrounding areas who are or who are at risk of being homeless. The charity supports all who need help regardless of personal circumstances and enables a large number of others to volunteer and contribute in various ways. The wider public benefits through a reduction in street living.

Report on activities

Coordination

Action Groups have been a central part of our work since the Summit that led to the setting up of the charity in 2018. It takes a City brings together key individuals, organisations and groups from across the community to work in partnership to focus on a specific issue affecting those experiencing or at risk of homelessness. Our collaborative model enables us to access the specialist knowledge needed to address key issues that are barriers to rough sleepers leaving the streets; by definition of the problem, identification of potential solutions and, if required, partnering with the best people or organisation to take specific projects forward.

Women's Homelessness Action Group (WHAG)

The WHAG met regularly throughout the year, providing a forum for discussion of issues specific to women including the gender specific barriers they face and the issue of hidden homelessness. ITAC facilitated these meetings, providing support for the Chair and Coordinator.

We continued to promote the work of the group via a [dedicated page](#) on the ITAC website and through our social media channels. The group coordinated practical help for the female rough sleepers housed in Crossways, our winter emergency accommodation project.

The WHAG were very active in promoting their partnership approach via several guest speaker engagements and running information stalls in city centre locations. They also worked with local groups to organise a fundraising art event at Christmas.

A key concern of the group is those vulnerable women without a safe space to go at night. We funded a project worker to research the needs and opportunities for a safe place to be called "The Haven", achieving wide and



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generous support to the concept. The next stage will be to build an implementation plan, search for premises and secure funding.

Coproduction Group

The Coproduction Group provided an open forum for those experiencing homelessness to meet with their peers and key workers / support groups and discuss issues of concern, not just for individuals, but the homeless community more generally. The meetings were facilitated by staff from partner organisations CGL and SUN Network, with ITAC providing support as requested.

Our Coordinator continued to research issues relating to digital exclusion for those rough sleeping or vulnerably housed, guided by a sub-committee of the main Group. Recommendations included working in partnership with [Laptops4Learning](#) to provide refurbished smartphones and encouraging organisations to sign up to the [National Databank](#), providing connectivity for those in need. This work fed directly into provision of technology and data to guests at our emergency winter accommodation at Crossways.

Business Action Group

The Business Action group has been a good vehicle for providing information about rough sleeping to City Centre businesses who have people literally sleeping on their doorstep.

Our LinkedIn account is raising ITAC's profile and we responded to suggestions from Cambridge BID and other contacts to provide clear information and guidance, including a summary of our [Sharing Spaces](#) guide. Local businesses were invited to attend our Street Support webinar.

Our Coordinator continued to liaise with staff at the Cambridge Network, discussing ways in which ITAC could develop relationships with local businesses. In March, we were chosen by Lush as their '[Charity Pot](#)' beneficiary for a weekend, providing an opportunity to raise funds and promote our work.

Community Action Group (CAG)

The CAG provides an opportunity for individuals and groups to come together in partnership 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.

The group is supporting a project aimed at bringing safe, secure storage for rough sleepers to Cambridge city centre in the next year. With support from [Street Storage](#), a London based charity, we are working with members to develop a similar facility in Cambridge and actively looking for premises.

Students / University

Over the past year, ITAC proactively engaged with student groups to highlight our work, and better involve and provide information to students interested in supporting homelessness work across Cambridge. We've built a broad network of contacts with groups at Cambridge University, including Just Love, Embrace, Cambridge Land Justice, Cambridge University Human Rights Law Society and Cambridge Students' Union.

At the beginning of the academic year, we distributed our new Student Support for the Homeless Community [leaflet](#) to all colleges, along with our '3 Streets' and Street Aid literature.



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ITAC colleagues have spoken on various panels and events held by societies, both about our work at Crossways, and the Women's Homelessness Action Group. We have been fortunate to welcome student volunteers at our emergency accommodation project at Crossways over the winter.

OASISS – Open Arms in Shelfords & Stapleford

OASISS is a local community initiative set up in an area to the south of Cambridge shortly after the start of the war in Ukraine to welcome refugees from Ukraine to homes and the local community. ITAC supports the work of OASISS by hosting their banking and payment facilities, running a restricted fund within our accounts.

Communication

Website

Throughout the year, we used our website to update visitors with the latest news on our various partnerships and inform them of the work carried out by our action groups. We also promoted Street Support Cambridgeshire on the home page and manage a [dedicated page](#) for the It Takes a Community Land Trust (CLT).

Street Support Cambridgeshire (SSC)

Street Support is a platform 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. Our local version, www.streetsupport.net/cambridgeshire/ was launched in 2019.

Our team continued promoting the service throughout 2022/23, using our website, social media channels, through distribution of SSC business cards and invitations to speak at numerous online and in person events.

There are now 380 offers of help from 107 organisations detailed on the website.

A webinar for local businesses, churches and other interested groups was organised, with guest speakers from the Street Support National Network and local organisations featured on the website.

Our Coordinator appeared on local radio stations on several occasions, including this [interview](#) on Cambridge 105, (part of our three month '3 Streets' campaign).

Social media

Our social media channels were vital in helping us ask the community for their support, particularly at our winter project at Crossways, with many responding to requests for donations of food and other items.

We have seen a steady increase in our followers on both Twitter (+164) and LinkedIn (+147) and launched our new [Facebook](#) page in February.

Newsletter

Our newsletter, published every couple of months, continues to be well received. Each edition showcases the power of partnership working and encourages the community to become involved. The latest edition is [July 2023](#) and you can [Subscribe](#) to receive future editions.



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Broadcast media / Public Speaking

Our staff and trustees were frequent guests on local radio stations, talking about a range of issues, including services available for those in need and the often confusing system that our homeless neighbours must navigate to get help.

'Give someone a ladder and they'll climb' said our trustee, Lee Welham, in this [interview](#) with Lewis Herbert on Cambridge 105.

Our Chair was interviewed by ITV Anglia upon being invited to attend the coronation of King Charles, giving an opportunity to talk about the work of ITAC and our partners.

We were also honoured to be invited to speak about our work and the issues of homelessness in the city at a growing number of events, online and in person. Groups we have spoken to include:

- Local Cambridgeshire Rotary Clubs.
- Cambridge Retired Clergy Association
- Cambridge University Human Rights Law Society (student societies)
- Embrace / Just Love student groups and University of Cambridge faculties
- Cambridge Street Pastors

Communication and Networking with Partner Agencies

Information sharing is key to the work of ourselves and our partners – it is of particular importance in providing feedback that will help shape future service provision or improve that currently in place.

Staff and Trustees attend meetings around reviewing service provision and recommending improvements, and improving partnership working, including:

- Changing Futures – a regional service improvement programme
- Streets to Home Networking Event – improving local connections
- Trauma Informed Practice across our local system – a workshop to explore a shared vision
- Working Group to improve access for homeless people to rehab
- Cambridge Homelessness Impact Research Network (CHIRN) healthcare barriers consultation – developing a better understanding of local healthcare needs and barriers

Support services

Working with partners

Our support services reflect ITAC's ethos of building a big partnership not a big operation, complementing and coordinating not competing with existing services. But we are not shy in identifying gaps and seeking to fill them, with a sharp focus on doing the best for those we help. The range of support people need can be very wide and coordination can be complex, but the more we work together and focus on the person and not the organisation the more likely that the person we are helping will make good progress.

We work closely with specialist partners in substance misuse, mental health, mentoring and employment outreach. We connect with sources of advice and help on immigration, housing, benefits and debt. Other



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partners provide volunteers, food, clothing and practical help. We rely heavily on a wide volunteer network from organisations such as the Cambridge Churches Homelessness Partnership (CCHP), St Andrew's Street Baptist Church and Cambridge Street Pastors.

We work with the Bishop's Officer for Homelessness in Ely Diocese, Rev'd Sophie Young, who is locally based and works as chaplain to the homeless in Cambridge, wherever they may be, including Crossways. We value her support, especially in working with vulnerable women.

We work with CCHP to arrange emergency and temporary accommodation year-round for vulnerable individuals who are working with partner agencies on housing eligibility, immigration status, etc. with a particular focus on women and those without recourse to public funds. We are grateful to partner agencies for providing accommodation when requested and to a number of local B&Bs.

We have been key participants in a council initiative to establish a new and more structured series of regular multi-agency professionals' meetings aimed at helping entrenched rough sleepers engage with services – the "Team around the Person", commonly referred to as TAP. We join with all the key professional groups focused on support and housing programmes.

Survive and Thrive

"Everyone In" succeeded in helping many rough sleepers off the street, but a lot of support was required to help some maintain their new accommodation, and this was not always available. Pre-Covid, support was mainly linked to the hostel system.

This led to our current "Survive and Thrive" service, providing support for people moving into any form of accommodation, working in partnership with the accommodation providers. We mobilise our volunteer network to help, and coordinate specialist interventions. We accept referrals from the city council and from partners for food parcels, furniture and domestic items for people moving into their own property, be it temporary or longer-term, or who need continued support. Food deliveries provide opportunity for a welfare check for those living without regular 24/7 support, and we alert the main support agencies of concerns around health or living conditions. Furniture and domestic items usually come from partner agencies such as Emmaus or Besom, but also from appeals to the wider community for assistance.

Increasingly, those being supported are rough sleepers that have moved into and on from our Crossways winter provision, so providing seamless support from street to home.

Temporary Accommodation for Ukrainian Refugees in Cambridge

Beth Shalom Reform Synagogue (BSRS) used Crossways in the summer for short-term accommodation for Ukrainian refugee families whose host arrangements had either broken down or were not ready at the time of their arrival. ITAC provided on-site supervision of the BSRS staff and volunteer team, and support to the BSRS management team.



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Crossways – Emergency Winter Accommodation

ITAC again worked with Cambridge City Council by providing on-site management and support for the emergency winter accommodation provision for rough sleepers in the city, once again replacing the traditional “communal floors in cold weather” model. Crossways has 20 en-suite rooms¹, a large communal lounge and dining room, excellent kitchen and laundry facilities and is open 24/7. The project is open from November through March.

A small team from Evolve Guards provide 24/7 security, providing an unobtrusive but ever vigilant presence: they also manage much of the day-to-day administration of rooms and residents. Teams of volunteers provide meals, cleaning, laundry, conversation, practical help and pastoral care. Specialist health and homelessness agencies visit.

A hot two course dinner is prepared by teams of volunteers – we try to make this a shared, family occasion. A Cambridge College has been sending in evening meals. An extraordinary range of organisations donate food, in particular the Buckingham Emergency Food Appeal and Cambridge Sustainable Food as well as surplus food from restaurants and supermarkets. Guests have access to a wide variety of easy to prepare food and snack items to prepare breakfast, lunch and snacks whenever they choose.

Our role, other than ensuring the overall safety and well-being of all and coordinating all visiting activity, is to ensure that each resident develops a plan to move on to next stage accommodation and has access to all the support needed.

This blend of professional oversight, volunteer support and outsourced security has developed into a safe family setting that enables us to accommodate both highly vulnerable and high-risk residents, for example women carrying severe trauma and LGBTQ+ people who do not feel able to access other accommodation.

The project is supported by key agencies who find visiting the best way to engage with their clients who are our guests: healthcare (Cambridge Access Surgery), mental health (Dual Diagnosis Street Project), substance misuse (CGL and Dual Diagnosis Street Project). All report a particular ability to engage with our residents, often for the first time.

Pastoral support is provided by Revd Sophie Young, the Bishop’s Officer for Homelessness, through the Cambridge Churches Homeless Project (CCHP), to those of all faiths and none.

Moving on can be complex to organise – not just the housing provision but all the practical items that go to make a house into a home or lift above mere survival: furniture and domestic items (from Emmaus or the Besom), underwear (from Bare Necessities), suitable clothing and shoes (from [Cambridge Aid](#) grant applications), toiletries (from community donations), technology and data (with grateful thanks to [Laptops4Learning](#)). Even before that, the complexities of helping guests get their paperwork together can be profound. The case studies earlier in this report illustrate this complexity and the range of partners we need to bring together.

¹ Strictly speaking, two rooms have adjacent private facilities rather than en-suite

It Takes a City (Cambridge), c/o St Andrews Street Baptist Church, St Andrew’s Street, Cambridge CB2 3AR

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Our volunteers donate approximately 2,300 volunteer hours to the project each winter. They do amazing work, and surveys rate their experience as 4.5/5 with many volunteers commenting how much they learnt on the project and how, for some, the project helped their own well-being. Quotes from volunteers included:

- *Getting to work with some amazingly dedicated people and meeting a diverse group of guests with stories to tell. Every time I walked to the Lodge [Crossways], I was always looking forward to being there and helping where I could.*
- *Feeling like I was contributing to something worthwhile.*
- *I felt appreciated as a volunteer*
- *I was unaware of the many implications of being homeless in terms of the knock-on effects – no permanent address, no photo ID etc. Without these it is so difficult to access services that we take for granted as most ask for a permanent address.*

In total 49 rough sleepers were accommodated, including 11 that came in during short periods of severe weather and were initially given temporary beds in the lobby area – 3 beds were made available in this way. We were able to offer regular rooms to four people who accessed Crossways in that way, with several others being offered beds at Jimmy's Assessment Centre. Almost everyone progressed to next stage accommodation, but some made other choices and returned to the street.

Plans for future periods

Coordination and Communication

The work of the Action Groups connecting together around particular topics and themes will continue and be reinforced. Developments include:

- A pilot off-street service for vulnerable women – the Haven – on behalf of the WHAG and funded by the Evelyn Trust.
- Finding premises and starting a Cambridge Street Storage project
- A new emphasis on engaging with businesses, connecting around shared values
- Extending our student links to Anglia Ruskin University

This will continue to be supported by our website, newsletter, social media and broadcast / print channels. We have conducted some research into our logo, and plan to refresh that, and our website and branding, to reflect the core message of the 'power of partnership' in ending rough sleeping.

Inspired by Prince William's "Homewards" initiative, we believe the time is now right to begin a new collaborative programme to end homelessness and rough sleeping in Cambridge. We would like to see the community sign up to a Cambridge Homelessness Charter, a collective commitment to work together to end homelessness.



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Key components for a strategy to be launched during the year are:

- Building a **new collaboration** around a shared goal to end, not just manage, homelessness
- Developing, socialising and gaining agreement to a **Cambridge Homelessness Charter**
- Working with the proposed **Greater Cambridge Impact** to demonstrate the power of collaboration to achieve such goals, and identifying social investment opportunities
- Identifying and implementing the **key actions** that will bear down on and reduce homelessness and rough sleeping to the level that is demonstrably seen as “rare, brief and unrepeated”, and maintain it
- Hold a **Summit on Land and Housing** to create the longer-term supply of land and planning needed to end homelessness in the city
- Securing a building, a **community asset**, that can be used for emergency winter provision and other accommodation-based programmes, within a self-sustained funding model independent of public sector funding

The new collaboration will connect two other key programmes in the city:

- **Greater Cambridge Impact** – a new organisation being set up by Cambridge City Council to build and manage a social investment fund that ITAC helped to establish and that draws on the ITAC collaborative approach to securing social change
- **Changing Futures** – a wider change programme across Cambridgeshire and Peterborough to change the outcomes for those with multiple disadvantages including, not exclusively, homelessness

This work cannot continue in full using our past funding model – we will therefore be seeking additional funding.

Support services

Our support services have become an established and well-regarded contribution to meeting the needs of current and former rough sleepers in the city.

We have been awarded an extendable 3-year contract by Cambridge City Council connected with our winter emergency provision at Crossways and have signed an initial 2-year contract with CATS Global Schools to use the Crossways building for this purpose. We acknowledge grant support from the Department for Levelling Up, Homes and Communities (DLUHC) for the next 2 winters. We will work with partners to secure to secure a more permanent building, a process begun with a grant from DLUHC, and seek ways in which the provision can, eventually, become self-funding using social investment. The Council contract and the DLUHC grants are all aimed at continuing and making permanent the change in winter shelter provision in the city already achieved, avoiding any return to the traditional “communal floors in cold weather overnight accommodation” model and building on the “Crossways” 24/7 en-suite accommodation model with its recovery model of support.



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To achieve this, in addition to securing premises and funding for winter accommodation, we will continue the key changes developed in the year:

- Crossways
 - o With the Women's Homelessness Action Group and specialist LGBTQI+ groups, ensure that the accommodation is welcoming and feels safe for these vulnerable groups who are often unwilling to engage with services or use hostel accommodation.
 - o Embed a diverse and inclusive volunteering model providing a relaxed family setting where volunteers have a positive experience and residents feel that they have found a home.
 - o Maintain and fund our support model, which while expensive, enables us to work with those with complex needs who are difficult to reach, but who are key to ending rough sleeping.
- Survive and Thrive
 - o Integrate Crossways with support through the housing journey from street to home for complex and vulnerable people, providing a consistent trusted relationship along what can be a complex journey.
 - o Connect with new specialist services that can provide identified support to individual guests
- Advocacy
 - o Advocate for better recognition of the need, costs and benefits of providing such support "for the journey". Demonstrate that this is financially more economical than traditional cycles of support and reduction of support, which often lead to further periods of homelessness with the associated costs of antisocial behaviour and calls on public services.

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 BEM, is also Chair 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.



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The Board of Trustees met regularly during the year at 6-week intervals to monitor, review and provide strategic direction to the charity. Key staff attend Trustees meetings regularly to report on operational activity and new developments. At every meeting there is an update on the current financial position and forecasts of budgets and funding for planned future activities. The Treasurer oversees Financial Policy, and this post was held by Pam Lauder during the year. Pam resigned as a Trustee in February (due to professional commitments) but continued to act as Financial Controller to the end of the financial year and we offer her thanks for her valuable contribution to the work of the charity. The Chair has taken on the post of Acting Treasurer whilst recruitment is ongoing to appoint a suitably qualified Trustee to take on this role.

It Takes a City maintains a suite of policies covering all aspects of the organisation's work. The schedule of business for the Board includes regular review of existing policies to ensure they are up to date with both legislative and operational changes and adoption of new policies as required. Standing items for reporting at every meeting (including nil reports) include Health & Safety incidents, Safeguarding issues, Complaints and GDPR breaches. The Board appoints a Responsible Trustee for overseeing critical areas such as Safeguarding and Health and Safety.

The Board actively recruits new trustees who bring specialist skills and increased diversity.

We recognise that there has been rapid growth and development of the charity as we have identified and pursued opportunities in line with our charitable objects. We will now review and where needed update our Objects to include an aim to bring about transformational change by collaborating in service provision, where needed, as well as by our traditional convening, coordinating and advocating role.

Financial review

Financial position

In period of account the charity generated income of £223,200 (2022: £215,880). Total expenditure for the period amounted to £223,259 (2022: £202,217) and the net result for the year was a deficit of £59 (2022: Surplus of £13,663).

The charity acknowledges the generous support of the following principal organisations who have provided grants to support our work:

- Cambridge City Council
- Aidan Trust
- NPT Transatlantic
- Department of Levelling Up, Housing and Communities / Housing Justice / Homeless Link
- Rotary Cambridge South
- NPT Transatlantic
- Cambridge Aid



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Reserves

It was not possible to accrue further reserves during the year. On 31 March 2023 the charity had total reserves of £47,935 of which £9,358 were 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 a minimum of the regular monthly commitments, currently c. £35,000. At this level the directors feel that they would be able safely to adjust the activities of the charity in the event of a significant drop in funding. Our reserves at the end of the year were therefore just above this minimum level.

Fundraising

It Takes a City is in a period of transition. ITAC was originally set up to co-ordinate and bring people and organisations together to look at new ways of ending homelessness. However, during the pandemic ITAC stepped up and became a temporary service delivery organisation running the "Everyone In" accommodation in the city in response to a recognised local need. Over the last 2 winters ITAC developed this into the Crossways emergency winter accommodation provision. The award of 3 years' funding from DLUHC in November 2022 for that provision marked a significant milestone confirming ITAC's long term role as a service provider in the city, confirmed by the award of a 3-year service contract from Cambridge City Council in July 2023 connected with that same provision.

The charity to date has not so far sought funds from the general public or employed anyone to do this on its behalf. However, where volunteers are keen to raise money directly through an event or sponsored activity then the charity has provided the appropriate support. We continue to access some funding from local high net worth individuals and 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. In addition, we actively apply for appropriate grant and trust funding to support the development of our work.

Much of the charity's income to date has been specific to projects. But the growth in scale and scope of these is putting pressure on our limited administrative resources, and on our financial capacity to deliver the convening and coordinating that is always the way that new programmes start up, whether we or a partner take them on.

As noted earlier, we will therefore be increasing and re-shaping our profile, and appealing for funds more widely. We will seek interim funding as we establish longer-term sources of funds. And on administrative and financial matters there is opportunity for business partners to help us pro bono or at a charity rate.



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Trustees' Responsibilities Statement for period ending 31st March 2023

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

.....

Chris Jenkin BEM

Chair of Trustees

Date: 05 December 2023



It Takes a City

A Cambridge Homelessness Partnership

Independent Examiners Report for period ending 31st March 2023

Independent Examiners Report – for the period ending 31 March 2023

I report on the accounts of the Charity for the period ended 31 March 2023, which are set out on pages 18 to 27.

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

Mr M Hewett FCA DChA

Peters Elworthy and Moore

Salisbury House, Station Road

Cambridge CB1 2LA

Date: 05 December 2023



It Takes a City

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Accounts for 2022/23 (unaudited)

Statement of Financial Activities

Including Income and Expenditure

**FOR PERIOD ENDED 31st MARCH
2023**

	Note	Unrestricted Funds	Restricted Funds	2023 Total	2022 Total
INCOME		£	£	£	£
Donations and legacies	1	19,350	185,370	204,720	134,753
Income from charitable activities	2	18,060	-	18,060	78,514
Other Income		400	20	420	2,613
Total Income		37,810	185,390	223,200	215,880
EXPENDITURE					
Charitable activities	3	33,767	189,492	223,259	202,217
Total Expenditure		33,767	189,492	223,259	202,217
Net (expenditure)/income for the year		4,043	(4,102)	(59)	13,663
Transfers between Funds		18,258	(18,258)	-	-
Funds brought forward at beginning of year		16,276	31,718	47,994	34,331
Funds carried forward at end of year		38,577	9,358	47,935	47,994

The notes on pages 21 to 29 form part of these financial statements.



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Balance Sheet

	Note	Year ending March 31 st 2023	Year ending March 31 st 2022
CURRENT ASSETS		£	£
Cash at bank and in hand		80,516	65,639
Debtors and deposits	8	4,411	6,219
		<u>84,927</u>	<u>71,858</u>
CURRENT LIABILITIES			
Creditors	9	<u>(36,992)</u>	<u>(23,864)</u>
NET CURRENT ASSETS		<u>47,935</u>	<u>47,994</u>
		47,935	47,994
NET ASSETS		47,935	47,994
Represented by:			
Unrestricted	10	38,577	16,276
Restricted	10	9,358	31,718
		<u>47,685</u>	<u>47,994</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.

The financial statements were approved and authorised for issue by the Trustees on 05 December 2023 and signed on their behalf by:

Chris Jenkin

Chris Jenkin BEM

Chair of Trustees



It Takes a City

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Accounting Policies

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.

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.



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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.

Notes on the accounts

1. DONATIONS AND LEGACIES

2023	Unrestricted Funds £	Restricted Funds £	2023 Total £
Grants	-	170,350	170,350
Donations	16,583	14,875	31,458
Tax recoverable on donations	2,767	145	2,912
	19,350	185,370	204,720
2022	Unrestricted Funds £	Restricted Funds £	2022 Total £
Grants	-	119,600	119,600
Donations	17,766	-	17,766
Tax recoverable on donations	-	-	-
	17,766	119,600	137,366

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)



It Takes a City

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2. INCOME FROM CHARITABLE ACTIVITIES

2023	Unrestricted Funds	Restricted Funds	2023 Total
	£	£	£
Crossways support for Ukrainian refugees	1,500	-	1,500
Street Support	4,560	-	4,560
Crossways resettlement	12,000	-	12,000
	18,060	-	18,060
2022	Unrestricted Funds	Restricted Funds	2022 Total
	£	£	£
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	4,561	-	4,561
	45,509	33,005	78,514



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3. EXPENDITURE ON CHARITABLE ACTIVITIES

	2023	2022
	£	£
Direct costs		
COVID 19 support scheme	-	292
COVID 19 on site support	-	16,430
Crossways contractors	56,903	74,952
Crossways expenses	(2,944)	7,240
Advertising & Marketing	1,296	
Training costs	1,135	388
Coordinator costs	-	-
Staff costs (NOTE 4)	111,330	81,621
Street Support Cambridge	5,700	5,700
Masters House expenses	-	2,098
Social Investment and Modular Housing Roadmap	1,200	3,600
Carter Jones - Night shelter development work	21,750	
Project Work The Haven	2,975	1,924
Cambridge Aid support expenses	1,015	
Ukrainian Support Group Expenses (OASSIS)	8,100	-
	208,461	194,245
Governance and Support costs (See analysis below)	14,798	7,972
	223,259	202,217
Support costs		
Management and Administrative support	-	162
Bank charges	144	82
Office costs	719	666
Subscriptions	377	236
Insurance	1,448	54
Other	2,281	731
Bad Debt Write off	2,883	-
	7,852	1,931
Governance costs		
Independent examination fee	2,640	2,000
Accountancy fees	4,306	4,041
	14,798	7,972



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4. STAFF COSTS

	2023	2022
	£	£
Support costs		
Wages and salaries	104,340	77,121
Social security costs	4,118	2,498
Pension costs	2,872	2,002
	111,330	81,621
Average number of staff	5	4

No employee earned in excess of £60,000

5. INDEPENDENT EXAMINER'S REMUNERATION

	2023	2022
	£	£
Independent examiners' remuneration		
- Examination fees	2,640	2,000

6. RELATED PARTIES AND CONDUIT FUNDING

One trustee received reimbursement of expenses incurred in connection with the affairs of the charity amounting to £46.78, 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 (2022: £Nil)

In December 2022 the charity and the It Takes a City Community Land Trust jointly applied for and received a grant from the John Aphthorp Charity of £100,000 towards the development of a scheme of four modular homes for the homeless on land belonging to Cambridge City Council. The grant conditions required the application to be in the name of a registered charity with the delivery of the scheme to be carried out by the It Takes a City Community Land Trust and the amount of £100,000 was immediately transferred to the It Takes a City Community Land Trust. The It Takes A City Community Land Trust is registered under the Co-operative and Community Benefit Societies Act 2014 as a charitable Community Benefit Society. Registration number 8427. An exempt charity recognised by HMRC, no. ZD11353. Registered Address: 78 Hinton Way, Great Shelford, Cambridge, CB22 5AL. The Chair of It Takes a City is also the Chair of The It Takes A City Community Land Trust.

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.



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8. DEBTORS

Amounts falling due within one year

	2023	2022
	£	£
Accounts Receivable	1,141	2,883
Deposits	-	100
Other Debtors	2,896	2,613
Prepayments	375	623
	<u>4,412</u>	<u>6,219</u>

9. CREDITORS

Amounts falling due within one year

	2023	2022
	£	£
Trade creditors	30,139	1,627
Expense Claims	162	162
Accruals	2,640	21,855
Taxes and Social Security	4,051	220
Other creditors	0	0
	<u>36,992</u>	<u>23,864</u>



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10. FUNDS

	Opening Balance	Income	Expenditure	Transfer	Balance as at the end of March 2023
2023	£	£	£	£	£
Unrestricted	16,276	37,810	(33,7672)	(18,258)	38,577
Restricted					
Aidan Trust - charity management	23,806	-	-	(23,806)	-
Aidan Trust – social investment		1,200	(1,200)	-	-
Cambridge Aid	-	1,150	(1,015)	-	135
Comms 22/23	-	10,000	(11,622)	1,662	-
Survive and Thrive 22/23	-	20,000	(20,046)	46	-
Winter project 22/23	-	30,000	(30,000)	-	-
NPT Transatlantic	-	15,000	(16,009)	1,009	-
DLUHC - NSTF 22/23	-	65,000	(74,186)	9,186	-
DLUHC - Capital Incubator Funding	-	25,000	(21,803)	-	3,197
OASISS Ukrainian Support	-	13,633	(8,190)	-	5,443
Rotary Club Funding	-	3,020	(3,481)	461	-
WHAG	-	1,387	(804)	-	583
HomelessLink - HWTF	3,863	-	-	(3,863)	-
MHCLG Training Grant	2,613	-	(1,135)	(1,478)	-
Other	1,436	-	-	(1,436)	-
Total Restricted	31,718	185,390	(189,492)	18,258	9,358
Total Funds	47,994	223,200	(223,259)	-	47,935
2022	£	£	£	£	£
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	-	65,000	(65,000)	-	-
Crossways Support	-	33,005	(29,142)	-	3,863
Homelessness Prevention	-	10,000	(20,392)	10,392	-
MHCLG Training Grant	-	3,000	(387)	-	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
Total Funds	34,331	215,880	(202,217)	-	47,994



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Fund purposes

Aidan Trust – charity management - for the development of charity management systems and policies, including funding for resources. Fund expended in the prior year and transferred to unrestricted.

Aidan Trust – social investment – towards social finance research.

Cambridge Aid – small grants to be applied to the needs of named homeless people. Balance represents grants not yet fulfilled.

CCC Comms 22/23 – Cambridge City Council Homelessness Prevention Grant – coordination and communication of action groups across Cambridge.

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.

Homeless Link HWTF – Homeless Winter Transformation Fund – for the emergency winter accommodation project at Crossways in 2021/22. Opening balance related to non-grant income expended in the previous year and transferred to unrestricted.

DLUHC NSTF – Night Shelter Transformation Fund - for the emergency winter accommodation project at Crossways in 2022/23

CCC Winter Project 22/23 - Cambridge City Council Homelessness Prevention Grant - for the emergency winter accommodation project at Crossways in 2022/23

CCC Survive and Thrive 22/23 - Cambridge City Council Homelessness Prevention Grant – for year round support to former rough sleepers to sustain accommodation

DLUHC - Capital Incubator Funding – towards the acquisition of permanent premises for the emergency winter accommodation project

OASISS Ukrainian Support – donations received to support the work of the OASISS community group in supporting Ukrainian refugees

Rotary Club Funding – a grant to provide bedding and towels for the emergency winter accommodation project

WHAG – restricted donations towards projects in support of homeless women

MHCLG Training Grant – provision of training in co-production and trauma informed care – balance expended in the prior year and transferred to unrestricted

Other – balances from past years transferred to unrestricted



It Takes a City

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Reference and administration details

Name	It Takes a City (Cambridge). The short form It Takes a City is often used, abbreviated to ITAC.
Registration	Registered as a charity in England by the Charity Commission, number 1190676 Registered as a company in England and Wales at Companies House, number 12361870.
Registered address	c/o St Andrew's Street Baptist Church, 40-43 St Andrew's St, Cambridge CB2 3AR
Trustees and Company Directors	Chris Jenkin BEM – Chair
	John Cross
	Simon Allcock
	Lesley Crocker
	Stef Martinsen-Barker
	Emma Hooton
	Lee Welham
	Madeleine Cassidy
	Alison Morris
	Pam Lauder – Treasurer – appointed April 2022, resigned February 2023
	Barry Read – appointed June 2023
Solicitors	Taylor Vinters, Merlin Place, Milton Road, Cambridge CB4 0DP
Accountants	PEM, Salisbury House, Station Road, Cambridge CB1 2LA