

It Takes a City (Cambridge)

Annual Report 2023/24



Somewhere to call home



It Takes a City

A Cambridge Homelessness Partnership

Trustees' Annual Report 2023/24

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Charity Information

TRUSTEES	<p>Christopher Vivian Jenkin BEM (Chair) Alison Jane Morris Stephanie Louise Martinsen-Barker Emma Hooton Simon Allcock Madeleine Anne Cassidy (to 30th November 2023) Lee Andrew Welham (to 26th February 2024) John Cross (to 26th February 2024) Lesley Angela Yolande Crocker (to 26th February 2024) Barry Harwood Read (from 1st June 2023) Dr Asha Praseedom (from 31st October 2023) Robert Lake (from 26th February 2024) Paul Baxter (Treasurer) (from 5th March 2024) Graham Robert Dempsey (from 20th May 2024)</p>
SENIOR MANAGEMENT TEAM	<p>Elisabeth Silver CEO</p>
COMPANY NAME AND NUMBER	<p>IT TAKES A CITY (CAMBRIDGE) 12361870</p>
CHARITY NUMBER	<p>1190676</p>
REGISTERED ADDRESS	<p>c/o St Andrew's Street Baptist Church 40-43 St Andrews Street Cambridge CB2 3AR</p>
BANKERS	<p>Metro Bank Unit 1 Christ's Lane Cambridge CB2 3BZ</p>
SOLICITORS	<p>Taylor Vinters Merlin Place Milton Road Cambridge CB4 0DP</p>
ACCOUNTANTS	<p>Business Partners Financial & Management Services Ltd Milton Hall Ely Rd Milton Cambridge CB24 6WZ</p>



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The Trustees present their annual report together with the financial statements of the charity for the year 1 April 2023 to 31 March 2024. 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.

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.

Strengthening Governance and Collaboration: ITAC's Strategic Framework

Charity foundations

The foundational document of our charity, the Memorandum and Articles of Association, was established on 12th December 2019. As a company limited by guarantee, we are registered with both the Charity Commission and Companies House, and are acknowledged by HMRC as a charity eligible for Gift Aid.

Trustee Appointment and Collaboration

New Trustees are carefully selected through interviews conducted by existing Trustees, contingent upon the submission of a current CV. Prior to their inaugural Trustee meeting, new appointees receive comprehensive briefings from the Chair and are granted access to essential documents. Our charity prides itself on its collaborative efforts with a diverse array of local organizations—statutory, commercial, and voluntary. These partnerships, built on mutual respect and a shared mission to eradicate homelessness, range from formal contracts to service collaborations and supportive networks.



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Leadership and Oversight

Chris Jenkin BEM, our Chair, also presides over the It Takes a City Community Land Trust (CLT), a charitable entity recognized for Gift Aid by HMRC. The CLT, an offshoot of our informal collaborative groups, shares our logo and is entrusted with the vital task of creating new supported homes for individuals transitioning from the streets or hostel living.

Chris is also a founder and Development Board member of the Greater Cambridge Impact Fund. The Fund began as a joint enterprise with Cambridge City Council to raise social investment to be used to address pressing local social issues such as homelessness and educational inequalities. Currently hosted and funded by Cambridge City Council the Fund is in the process of establishing independent financial and charitable structures.

Strategic Meetings and Financial Stewardship

Our Board of Trustees convenes at regular six-week intervals to evaluate, monitor, and steer the strategic direction of the charity. These meetings are attended as needed by key staff who report on operational activities and emerging developments. Financial updates, including current standings and future budget forecasts, are standard agenda items. The Chair temporarily assumed the role of Acting Treasurer until the appointment of a new Treasurer in March 2024.

We benefited from the professional support of Business Partners, providing bookkeeping payroll and accounting advice.

Policy Review and Risk Management

It Takes a City maintains a comprehensive policy suite that governs all facets of our operations. The Board's business schedule mandates regular policy reviews to align with legislative updates and operational shifts, as well as the formulation of new policies when necessary. Routine reporting items at each meeting encompass Health & Safety incidents, Safeguarding concerns, Complaints, and GDPR compliance, with designated Trustees responsible for these critical areas.

Diversity and Development

In our quest for excellence, we actively seek new trustees who offer specialized expertise and contribute to our diversity. During the year, we recognised our increasingly central role in service delivery by applying to the Charity Commission for a change of objects to add:

- **advocating, convening and coordinating the delivery of services.**

This change was approved by the Charity Commission after the end of the year.



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Enhancing Impact: A Review of Charitable activities

Crossways – Emergency Winter Accommodation

In collaboration with the Cambridge City Council, ITAC has once again spearheaded the initiative to provide emergency winter accommodation for the city's homeless, moving away from the conventional model of communal floor spaces during cold spells. Crossways offers a sanctuary with 20 private en-suite rooms, a spacious shared lounge and dining area, top-notch kitchen and laundry amenities, operating round-the-clock from November to March. We also have three temporary beds which can be set up in the communal areas during extreme weather conditions.

Security is discreetly but effectively managed by Evolve Guards, who maintain a 24/7 presence, overseeing the administration of accommodations and residents. A dedicated cadre of volunteers delivers a range of services including meal preparation, cleaning, laundry, engaging conversations, and compassionate support. Visits from specialized health and homelessness organizations are a regular occurrence.

Dinner at Crossways is a communal affair, with volunteers cooking up a warm two-course meal, aiming to create a familial atmosphere. Contributions from a Cambridge College and a host of organizations, such as the Buckingham Emergency Food Appeal and Cambridge Sustainable Food, along with surplus provisions from eateries and markets, ensure a steady supply of food. Residents have the liberty to prepare their own breakfast, lunch, and snacks at their convenience from an assortment of readily available food items.

Our primary mission extends beyond safeguarding to the overall welfare and orchestrating the activities of visitors; it involves guiding each resident towards formulating a plan for transitioning to more permanent housing, ensuring they have access to necessary support.

The unique combination of professional management, volunteer engagement, and contracted security has cultivated a secure, familial environment conducive to housing the most vulnerable and at-risk individuals, including those with significant trauma and members of the LGBTQ+ community who face barriers to other forms of shelter.

Key support agencies, including healthcare (Cambridge Access Surgery), mental health (Dual Diagnosis Street Project), and substance misuse services (CGL and Dual Diagnosis Street Project), find that visiting Crossways is the most effective way to connect with their clients—our guests. They report a remarkable success in engaging with our residents, often establishing contact for the first time.

We are especially grateful for the support of volunteers from local churches and from the wider community, in meals preparation, domestic and practical help and conversation. Much of this is organised by the Cambridge Churches Homeless Project (CCHP), and by a team from St Andrews Street Baptist Church. Additional pastoral support from the Bishop's Officer for Homelessness was much reduced this year due to a vacancy, but we are very happy to learn that that vacancy has now been filled.

The journey to a new home is multifaceted, encompassing not just the housing itself but also the myriad practical aspects that transform a space into a home, enhancing life beyond mere



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survival. This includes furniture and household items (sourced from Emmaus or the Besom), undergarments (provided by Bare Necessities), appropriate attire and footwear (acquired through Cambridge Aid grant applications), personal care products (donated by the community), and technology and connectivity (courtesy of Laptops4Learning). Preceding these steps is the intricate process of assisting guests with assembling their essential documents, a task underscored by the case studies in this report, which highlight the complexity and collaborative efforts required.

Our volunteers generously contribute around 2,300 hours each winter, their invaluable service earning high praise, with an average satisfaction rating of 4.5 out of 5. Many volunteers express how the project has enriched their knowledge and, for some, even bolstered their personal well-being.

This season, Crossways provided refuge to 48 individuals who would otherwise sleep rough. Most of our guests successfully transitioned to subsequent housing solutions, though a few opted to return to the streets. When we closed at the end of March, we were unable to place three individuals into more permanent housing. We were able to house these individuals in a hotel until suitable accommodation was found for them with the help of a grant from Cambridge City Council.

“Survive and Thrive” – A Continuum of Care

Our “Survive and Thrive” initiative is dedicated to supporting individuals as they transition into any type of housing, fostering a collaborative effort with accommodation providers. We activate our extensive network of volunteers to offer assistance and orchestrate specialized interventions. Referrals for our services, which include food parcels, furniture, and household essentials, are welcomed from the City Council and our partner organizations. These resources are aimed at individuals settling into new homes, whether on a temporary or more permanent basis, or for those who require ongoing support.

The delivery of food parcels serves a dual purpose: providing sustenance and enabling welfare checks for those without constant support. During these visits, we remain vigilant, ready to inform primary support agencies about any health or living condition concerns that arise. The furnishings and domestic items that we provide are typically sourced from partner agencies like Emmaus or Besom, supplemented by contributions solicited from the broader community.

A significant portion of the individuals we assist are former rough sleepers who have previously benefited from our Crossways winter shelter. This creates a streamlined continuum of care, ensuring a smooth transition from the streets to a place they can call home.

Enhancing Collaboration: ITAC’s Partnership Approach

ITAC is committed to fostering expansive partnerships rather than expanding operations, ensuring our support services enhance and synchronize with existing offerings rather than compete. Our proactive stance involves identifying and addressing service gaps, always with the ultimate goal of serving our clients’ best interests. The breadth of support required by individuals is vast, and while coordination can be intricate, prioritizing the individual over the institution significantly boosts their chances of positive outcomes.



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Our collaborative efforts span a variety of specialist areas, including substance misuse, mental health, mentoring, and employment outreach. We also facilitate connections to vital resources for immigration, housing, benefits, and debt management. Our operations are bolstered by a robust network of volunteers and partners who contribute food, clothing, and hands-on assistance. Notable collaborators include the Cambridge Churches Homelessness Partnership (CCHP), St Andrew's Street Baptist Church, and the Cambridge Street Pastors.

Together with CCHP, we coordinate emergency and temporary housing throughout the year, focusing on women and individuals ineligible for public funds, working closely with partner agencies to determine housing eligibility and immigration status. We express our gratitude to these agencies and local B&Bs for their accommodation support.

As active contributors to a Council-led initiative, we have helped shape the "Team around the Person" (TAP) program, a structured series of multi-agency meetings designed to assist entrenched rough sleepers in accessing services. This collaboration unites all key professional groups dedicated to providing comprehensive support and housing solutions.

Bridging Connections: ITAC's Communication and Networking

Website & Street Support Cambridgeshire (SSC)

Our website serves as a dynamic hub, regularly updated with the latest developments in our partnerships and the impactful work of our action groups. We spotlight Street Support Cambridgeshire on our homepage and maintain a dedicated page for the It Takes a Community Land Trust (CLT). Launched in 2019, SSC is a comprehensive platform that catalogues support options for the homeless, sorted by type, location, and availability. Over the past year, we have amplified our promotion efforts for SSC through various channels, resulting in a rich database of 380 support offers from 107 organizations.

Social Media & Newsletter

Social media has been instrumental in rallying community support, especially for our winter initiative at Crossways. Our online presence has grown, with Twitter and LinkedIn followers increasing by 164 and 147, respectively, and the launch of our Facebook page in February. Our bimonthly newsletter continues to engage readers, highlighting the synergy of our partnerships and inviting community participation. The latest issue, July 2024, is available for subscription.

Broadcast Media & Public Speaking

Our team's presence in local media and public speaking engagements has been robust, addressing the complexities faced by the homeless and the services available to aid them. Notable appearances include trustee Lee Welham's inspiring message on Cambridge 105 and publicity following our Chair's invitation to the Coronation of King Charles III on 6th May 2023. We have also shared our insights with various groups, including local Rotary Clubs, clergy associations, university societies, and street pastors, furthering the discourse on homelessness.



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Networking with Partner Agencies

Collaborative information sharing is crucial to refining service delivery and enhancing partnerships. Our staff and trustees actively participate in meetings focused on service evaluation, innovation, and networking events like Changing Futures, Streets to Home, and workshops on Trauma-Informed Practice. We are also involved in the Cambridge Homelessness Impact Research Network (CHIRN), which consults on healthcare barriers, ensuring a deeper understanding of the healthcare needs and challenges within the local community.

Empowering Women Through Action: The WHAG Initiative

The Women's Homelessness Action Group (WHAG) has been a beacon of progress, convening regularly to address the unique challenges faced by women, including gender-specific obstacles and the pervasive issue of hidden homelessness. Under ITAC's guidance, these meetings have been a source of support for the WHAG's Chair and Coordinator, fostering a collaborative environment for advocacy and change.

Efforts to raise awareness about WHAG's mission have been ongoing, with a dedicated section on the ITAC website and active engagement through social media platforms. The group has been instrumental in providing direct assistance to female rough sleepers residing at Crossways, our sanctuary during the harsh winter months.

WHAG's commitment to outreach is evident in their dynamic promotion strategies, which include hosting guest speakers and setting up informational booths in bustling city centres. Their community spirit shone brightly during a Christmas art fundraiser, organized in partnership with local entities.

A pressing priority for WHAG is the plight of vulnerable women lacking a secure place for the night. To address this, with the kind support of the Evelyn Trust and other donors, we have been sponsoring a research initiative aimed at establishing "The Haven," a proposed sanctuary for those in need. The project garnered substantial support, paving the way for the development of a detailed implementation strategy, the search for a suitable location, and the pursuit of necessary funding.

Following our participation in the Women's Homelessness Census in September 2023 which evidenced the local need for services for women in Cambridge city, funding was obtained from the Department for Levelling Up, Housing and Communities to run a pilot for a year. The model that has been developed is based on the trauma informed methodology used at It Takes a City's emergency winter accommodation project, Crossways.

The project will be staffed by an experienced female support worker working alongside a female SIA accredited guard, open 2 nights a week from 8pm – 8am and supported by volunteers responsible for preparing food and for socialising with guests plus housekeeping duties. The space will be gendered, female only, sensitive to the needs of trans women, with access to services such as showers, laundry, food, clothing and signposting to other support services. A Women's Services Co-Ordinator was recruited in February 2024, with the opening date for the project is dependent on signing an agreement for suitable premises.



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The search for suitable premises, which had been ongoing since the middle of 2023, came to a satisfactory conclusion shortly after the end of the year, with the agreement of the Society of Friends for us to lease a two-bed flat from them in a central city location. We are very grateful to the society for their help in this, a property that would otherwise have been let by them commercially.

The Cambridge Homelessness Charter

In June 2023, our Chair was inspired by the launch of Prince William's "Homewards" initiative, a Royal Foundation funded six-city programme to demonstrate that homelessness can be ended, rather than simply managed or mitigated.

This drew our attention back to our founding steps at the It Takes a City Homelessness Summit in November 2018. Our Chair began the process of re-establishing the idea of a Cambridge Homelessness Charter, intended as a widely shared commitment to end rough sleeping and homelessness in Cambridge. The Charter would be complemented by a "six pillars" implementation programme setting out the key "gaps" that would have to be filled in order to make rough sleeping and homelessness in Cambridge "rare, brief, and non-recurring".

A Collaboration Group comprising key stakeholders including Cambridge City Council, Cambridgeshire County Council and local agencies was established, soon broadened to include representatives of the wider community. The Group was informal, facilitated by us. Our Chair produced various materials to be reviewed by the Group, which led to the shaping of a one-page Charter, a launch and publicity program, a sign-up procedure to gather support, and initial thoughts on how to design, fund and implement the "six pillars" programme of change.

We reached out to the Royal Foundation, as we felt we had common purpose with, albeit were not part of, Homewards. This has led so far to some very helpful mutual sharing of thoughts and ideas.

Charting the Course: Future Directions and Aspirations

The year has been another one of significant growth and development for the charity. Our change of objects mentioned above reflected a view that our work in service delivery was no longer simply a "pop-up" to fill short term gaps. These services are stepping stones towards an overall goal of ending homelessness in Cambridge.

This has required some adjustments to our thinking, to the way we present ourselves and the way we organise ourselves. No longer can we ignore certain things because we won't be around for long! Hence, for example, our change of Objects explained above.

We have a well-developed structure – operationally and financially – of a small set of projects each with their own income, costs and resources, plus a governance, finance and administrative (GFA) function led by our CEO. The GFA function does not have its own income, but is supported



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by unrestricted giving, unrestricted project surpluses and overhead contributions from project grants. This will not change.

We view the future of each project as follows:

- **Crossways** – now a flagship winter project, with a Gold Award from Housing Justice, and the start of a supported housing journey for many, acting as a hub for support. We have the use of the current premises for 2024/25 but not beyond and have been working with Carter Jonas to secure alternative premises. However, we are also in negotiation with the Crossways owner and their lessee, our landlord, to secure the property for our purposes into the future. Financially we still need to meet a donations target and secure continued contract funding from the Council for 2026/27 and beyond. There are operational improvements needed but the service model, the user experience, seems to work very well and no changes are foreseen. The project is a key piece of the housing “pillar” of the proposed Charter, in that, during the winter at least, it can make rough sleeping “brief”, and with the support model in place, can help to make it “non-recurring”. We look to see this continue for as long as it is needed.
- **Survive and Thrive** – a growing and well-regarded project that provides floating support to those in various stages of a housing journey, especially those that have moved on from Crossways. Increasingly it also “supports the supporters”, extending the reach of the available support. It complements the commissioned support services. It is common ground that more support is needed, especially for those with more complex needs. There is interest from CCHP, with their new chaplaincy model, of working with us in our “*Survive and Thrive*” model of support independent of housing: staying with people when they move accommodation as in our original “*support for the journey not the house*” proposal and following the “*Trusted Person*” model promoted by Changing Futures. This is all aligned with the support “pillar” of the Charter. We look to see this grow, working in collaboration with others, to a more comprehensive model.
- **Haven** – Through our winter accommodation program and the lived experiences of our team, we have observed the numerous additional challenges faced by homeless women. In response, we are planning to establish The Haven, a safe overnight drop-in space for homeless and vulnerable women in Cambridge. The trustees have secured funding for the first year and have identified an ideal property. The Haven will operate overnight, featuring female SIA-approved security to ensure a safe, trauma-informed environment. The project will provide hot meals and drinks, shower and laundry facilities, but will not offer accommodation. ITAC is collaborating with various local organizations to deliver comprehensive support to the women who use this service. Decisions regarding the next steps for the project will be made during the pilot phase.
- **Communications** – the work has changed since we started from mainly coordination (of the original Action Groups) to mainly communications, with the website, Newsletter, action on LinkedIn and X, media interviews, etc. We promote our own projects and the work of others. We expect to renew the website and potentially the branding, but this is all business as usual. We do see the need for growth and development of the Street Support Cambridgeshire information service, the opportunity for development,



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dissemination and training of prevention known-how, and the development of a “dashboard” of progress towards the goal of ending homelessness. All this is key to the “information” pillar.

- **Charter** – setting up the Collaboration Group to promote a Cambridge Homelessness Charter is a significant new way to bring stake-holders together around a common goal. We are clear that for ITAC it will not without wide agreement grow beyond a coordinating role: projects, initiatives and services that are identified as key to achieving the aims of the Charter must be taken up by the most appropriate body, or by new bodies, as needed, with ITAC offering to advocate and shape what needs to be done, acting within the Collaboration Group, but not seeking to deliver it. We see this as a 3-year coordination project, aiming to become self-sustaining by then, and we will seek funding accordingly.

Fiscal Reflections: Assessing Our Financial Journey

Financial Overview and Fundraising Efforts

During the accounting period, the charity reported an income of £331,555, a significant increase from the previous year's £223,200. Expenditure totalled £312,057, resulting in a surplus of £19,498, compared to the prior year's deficit of (£59).

We extend our gratitude to the following key organizations for their substantial grants that have bolstered our initiatives:

- Cambridge City Council
- Aidan Trust
- NPT Transatlantic
- Department of Levelling Up, Housing and Communities / Housing Justice / Homeless Link
- Cambridge Aid
- Evelyn Trust
- Crofton Engineering Ltd
- Beth Shalom Reform Synagogue

Reserve Funds

As of 31 March 2024, the charity's total reserves amounted to £67,433, of which £29,326 were restricted funds. Additionally, we received grants totalling £82,205 for the Haven project which is starting next year. As the project has not yet started, sufficient uncertainty exists due to unmet conditions outside the control of the Charity and therefore the funds have been accounted for as a liability and shown in the balance sheet as deferred income.

The Trustees' policy stipulates that free reserves, unrestricted funds not invested in fixed assets, should at least cover our regular monthly expenses, which are approximately £35,000. This threshold ensures we can maintain operations in the event of significant funding reductions. Our year-end reserves were slightly above this precautionary level.



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Transition and Growth

“It Takes a City” (ITAC) is navigating a transformative phase. Initially established to unite individuals and organizations in combating homelessness, ITAC evolved into a service provider during the pandemic, managing the “Everyone In” accommodation. The recent three-year funding from DLUHC, coupled with a service contract from Cambridge City Council, underscores ITAC’s enduring role in service provision.

To date, our fundraising has not actively solicited public donations nor employed fundraisers. Nonetheless, we support volunteer-led fundraising events and activities. We continue to secure contributions from affluent local individuals and businesses, leveraging the networks formed at the 2018 Summit and the Trustees’ personal connections. Additionally, we persistently seek suitable grant and trust funds to advance our mission.

The charity’s financial inflow has predominantly been project specific. However, the expanding scale and complexity of these projects are straining our administrative capabilities and financial resources, essential for initiating new programs, whether internally or through partnerships.

Shortly after the year end the charity completed a series of decisions to boost fund-raising capacity:

- Providing the CEO with administrative support to free up more time for pursuing funding opportunities
- Buying in the Donorfy CRM system to hold and use our contacts data and manage fund-raising campaigns and bids
- Employing a third-party fund-raiser to assist with strategy and grant applications.



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Trustees' Responsibilities Statement for the period ending 31 March 2024

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: 17 December 2024



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Independent Examiner's Report for the period ending 31 March 2024

I report on the accounts of the Charity for the period ended 31 March 2024, which are set out on pages 17 to 25.

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;
- the accounts do not accord with such records;
- 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

Date: 17 December 2024

Peters Elworthy and Moore
Salisbury House, Station Road
Cambridge CB1 2LA



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Section A - Statement of financial activities

	Unrestricted funds	Restricted income funds	2024 Total	2023 Total
Income (Note 2)				
Donations and legacies	5,918	15,094	21,012	18,098
Charitable activities	94,193	216,185	310,378	204,682
Other	165		165	420
Total Income	100,276	231,279	331,555	223,200
Expenditure (Note 4)				
Charitable activities	37,405	274,652	312,057	223,259
Total Expenditure	37,405	274,652	312,057	223,259
Surplus / (Deficit)	62,871	(43,373)	19,498	(59)
Transfer Between Funds	(63,341)	63,341		
Net Movement of funds	(470)	19,968	19,498	(59)
Reconciliation of funds:				
Total funds brought forward	38,577	9,358	47,935	47,994
Total funds carried forward	38,107	29,326	67,433	47,935



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Section B – Balance sheet

	Note	Year ending March 31 st 2024	Year ending March 31 st 2023
		£	£
CURRENT ASSETS			
Cash at bank and in hand		147,291	80,516
Debtors and deposits	8	34,817	4,411
		<u>182,108</u>	<u>84,927</u>
CURRENT LIABILITIES			
Deferred income	9	(82,205)	-
Creditors	9	(32,470)	(36,992)
		<u>(114,675)</u>	<u>(36,992)</u>
NET CURRENT ASSETS		<u>67,433</u>	<u>47,935</u>
		<u>67,433</u>	<u>47,935</u>
NET ASSETS		<u>67,433</u>	<u>47,935</u>
Represented by:			
Unrestricted	10	38,107	38,577
Restricted	10	29,326	9,358
		<u>67,433</u>	<u>47,935</u>
		<u>67,433</u>	<u>47,935</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:

Chris Jenkin

Chris Jenkin BEM
Chair of Trustees

Date: 17 December 2024



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Section C – Notes to the accounts

Note 1 – Basis of Preparation

1.1 Basis of accounting

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.

1.2 Critical accounting estimates and areas of judgement

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

1.3 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.

1.4 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.

1.5 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.



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1.6 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.

1.7 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.

1.8 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.

1.9 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.

1.10 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.



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Note 2 – Income

	Unrestricted funds	Restricted income funds	2024 Total	2023 Total
Donations and Gifts	5,918	15,094	21,012	18,098
Grants from Government and other charities	-	161,625	161,625	169,200
Charitable activities	94,193	54,560	148,753	35,482
Interest	65	-	65	-
Other	100	-	100	420
Total Income	100,276	231,279	331,555	223,200

Note 3 – Analysis of receipts of government grants

Cambridge City Council (no name) - Coordination and communication	2,500
Cambridge City Council (no name) - Support Survive and Thrive project	5,000
Cambridge City Council (no name) - Comms and Coordination	2,500
Cambridge City Council (no name) - Support Survive and Thrive	5,000
DLUHC 1000 2401210969 K IT TAKES A CITY C - £45k to DLUHC Crossways Grant (Crossways project)	45,000
Cambridge City Council (James McWilliams) - Support for Rough Sleepers Survive and Thrive Service 2023/24 Year 1 (DLUHC funded via Cambridge City Council).	20,000
Cambridge City Council (no name) - Coordination and communication	2,500
Cambridge City Council (no name) - Support Survive and Thrive project	5,000
The Evelyn Trust - The Haven development project	
Grant to cover Alice's salary & cost for July, August and September 2023	1,367
DLUHC 1000 2401210969 K IT TAKES A CITY C - £65k to DLUHC Crossways Grant (Crossways project)	30,000
NPT Transatlantic - Donation	25,000
Cambridge City Council (Simon Hunt) - Coordination and communication	2,500
Cambridge City Council (Simon Hunt) - Support Survive and Thrive project	5,000
The Evelyn Trust - The Haven development project	
Grant to cover Alice's salary & cost for October, November & December 2023	1,524
College Charitable Projects Fund - for Crossways and specifically to cover the Music Therapy expenditure plus some extra for the project	350
The Evelyn Trust - The Haven development project	
Grant to cover Alice's salary & cost for January, February and March 2024	1,523



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Note 4 – Expenditure on charitable objectives

	2024	2023
	£	£
Direct costs		
Cost of delivering charitable activities	169,972	97,131
Employment costs	131,170	111,330
	301,142	208,461
Support costs		
Bank charges	385	144
Office costs	-	719
Subscriptions	1,026	377
Insurance	635	1,448
Other	-	2,281
Bad Debt Write off	-	2,883
	2,046	7,852
Governance costs		
Independent examination fee	2,140	2,640
Accountancy fees	6,730	4,306
	8,870	6,946
Total expenditure	312,057	223,259

Note 5 – Staff Costs

	2024	2023
	£	£
Wages and salaries	122,369	104,340
Social security costs	5,539	4,118
Pension costs	3,262	2,872
	131,170	111,330
Average number of staff	5	5

No employee earned in excess of £60,000.



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Note 6 – Independent examiners remuneration

	2024	2023
	£	£
Independent examiners' remuneration		
- Examination fees	2,325	2,640

Note 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.

Note 8 -Debtors

Amounts falling due within one year	2024	2023
	£	£
Accounts Receivable	26,886	1,140
Deposits	-	-
Other Debtors	7,831	2,896
Prepayments	100	375
	<u>34,817</u>	<u>4,411</u>

Note 9 – Creditors

Amounts falling due within one year	2024	2023
	£	£
Trade creditors	12,163	30,139
Expense Claims	-	162
Wages	926	-
Accruals	14,223	2,640
Deferred Income	82,205	-
Taxes and Social Security	5,027	4,051
Other creditors	131	-
	<u>114,675</u>	<u>36,992</u>



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Note 10 – Restricted funds analysis

For year 2023/24

	Opening Balance	Income	Expenditure	Transfer from general funds	Balance as at the end of March 2024
	£	£	£	£	£
Unrestricted funds	38,577	100,276	(37,405)	(63,341)	38,107
Crossways	135	143,358	(192,141)	55,508	6,860
Comms	-	39,560	(45,687)	6,127	
DLUHC - Capital Incubator Funding	3,197	-	-	-	3,197
Survive & Thrive	-	40,000	(22,377)		17,623
OASISS Ukrainian Support	5,443	3,358	(7,155)		1,646
WHAG	583	5,003	(7,292)	1,706	-
Total Restricted fund	9,358	224,419	(274,652)	63,341	29,326
Total funds	47,935	331,555	(312,057)	-	67,433

Fund Purpose

Crossways - emergency winter accommodation project

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

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

Survive & Thrive – for year round support to former rough sleepers to sustain accommodation

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

WHAG – restricted donations towards projects in support of homeless women



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Note 10 – Restricted funds analysis (continued)

For year 2022/23

	Opening Balance	Income	Expenditure	Transfer from general funds	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

Note 11 – Related party transactions

During the year, no trustee received any remuneration (2023: £Nil). Additionally, no trustees or their connected persons received any payments from the charity (2023: £47).

The charity maintains a relationship with the community benefit society, "It Takes A City Community Land Trust," sharing the same chairman. However, none of the other trustees hold any management roles within the land trust.