



It Takes A City (Cambridge)

(A Company Limited By Guarantee)

(Registered Charity No:1190676)
(Registered Company No: 12361870)

UNAUDITED TRUSTEES' REPORT AND FINANCIAL STATEMENTS FOR THE PERIOD ENDED 31 March 2021



It Takes a City (Cambridge) Annual Report and Accounts 2020/2021

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The Trustees present their annual report together with the audited financial statements of the company for the period 12 December 2019 to 31 March 2021. The Trustees confirm that the Annual Report and financial statements of the company comply with the current statutory requirements, the requirements of the company's governing document and the provisions of the Statement of Recommended Practice (SORP – 2nd edition effective 1 January 2019), applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

Since the company qualifies as small under section 383, the strategic report required of medium and large companies under The Companies Act 2006 (Strategic Report and Director's Report) Regulations 2013 is not required.

Introduction

It Takes a City began at the 2018 Cambridge Summit on Homelessness where 150 influential people from across the community came together around ten conversations aimed at bringing new ideas, solutions and resources to end rough sleeping due to homelessness in Cambridge.

The conversations continued following the Summit in the form of a series of Action Groups comprising representatives from the public, private, faith and third sectors along with concerned individuals and those with lived experience of homelessness. The Action Groups managed themselves: the role of It Takes a City – ITAC for short – is to liaise, encourage, facilitate, integrate, connect and resource. The conversations were encouraged to lead to actions that lead to change, complementing and supporting existing services and activities.

At a certain point, an idea or solution proposed within an Action Group may need to be realised as a project with its own governance, funding and resources, and this happens in one of three ways:

- One of the organisations represented in the group will agree to take it on, or
- The Action Group will establish a new organisation to take it on, or
- ITAC will agree to take it on: this could be because it is a temporary initiative, or because it may take time to find or establish the right host organisation, or because it is a core activity, providing infrastructure on behalf of all.

We first set up a small, unincorporated association called It Takes a City to facilitate the above work, but it grew very rapidly and hence It Takes a City (Cambridge) become incorporated in December 2019 as a charitable company which took over the work of It Takes a City at the start of the financial year. The accounts attached include the merged accounts of It Takes a City.

The year from April 2020 was planned as a consolidation, strengthening and growth of the initiatives established or proposed in the previous year. The start of the pandemic in April 2020 caused us to change plans dramatically to respond to the new challenges, and the workload of the charity increased significantly as a result.

Objectives and activities

The objects of the charity are to promote for the public benefit the relief of those in need due to their experience of or risk of homelessness in Cambridge and the surrounding areas, in particular but not exclusively by:

- providing information on how and where to access services, supporting engagement with service providers, enabling service providers to better meet need, raising awareness and promoting volunteering; and



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- advancing any other ancillary charitable purpose in such way as the trustees in their absolute discretion think fit.

These objects are being advanced generally through our Action Groups, as noted below, but it would not be a fair reflection on an extraordinary year if we did not focus first on what was, for all, the dominant feature of the year.

The past year has been the year of COVID-19 for everybody. The start of the year in April 2020 marked the start of the first lockdown, with a very short lead-in period of about 2 weeks. Pressures of their own response by partners led to some Action Group meetings being paused. But the announcement on 26th March 2020 of the government's "Everybody In" strategy, to get rough sleepers off the streets, and for good, was the most dramatic shift in government policy on rough sleepers for some decades: it is hard to over-state the change in political will and financial priorities that took place almost overnight. We were fortunate in the range of partners allied with us through our Action Groups, which enabled us to play a lead role in coordinating the City's response to COVID-19 for rough sleepers, taking a big step forward in our ambition that everyone should have a place to call home.

Working with partner organisations, we supported Cambridge City Council in opening up hotel accommodation for rough sleepers under "Everybody In" from the first weekend of lockdown and to provide further capacity we secured, set up and managed a 20-bed pop-up hostel on the Council's behalf using student premises very generously provided by King's College, Cambridge. To enable the work to continue into the winter, again in partnership with the Council, we secured, set up and managed an 80-bed student accommodation block very generously provided by CATS Education with capacity for all rough sleepers. All this accommodation was en-suite and generous in size.

Through the entire year we coordinated the preparation and delivery of all daily meals 7 days a week, together with practical help and daily contact, to all in these various accommodation settings, up to 120 rough sleepers at peak. As a result of this work, in partnership with the Council and the additional housing made available by them, some 300 rough sleepers were helped, supported and became better equipped to engage and move on, starting what was for many their first proper housing journey. Our efforts were supported by around 50 volunteers and staff from about a dozen different partner organisations. We ensured compliance with social distancing rules, encouraged and coordinated a COVID-19 vaccination programme for residents and ran a lateral flow test facility. No outbreaks occurred.

Towards the end of the winter additional effort was provided to help those accommodated to be resettled onwards: this work is expected to be complete in the first quarter of 2021/22 and work already started in support of those that have so moved on is expected to develop further so that none fall back into rough sleeping.

We did not forget all that we had started in the previous year. Members of one Action Group formed and incorporated a new charity, the It Takes a City Community Land Trust¹, also known as ITAC Community Homes, to raise community finance, acquire land, purchase and install modular homes and offer low cost supported accommodation for rough sleepers and hostel residents seeking to move on. Support will be provided by partner organisations, and the various initiatives established by other Action Groups will play a key role in supporting residents. By the end of the year six modular homes were being built by their social enterprise partner, New Meaning Foundation, and land options were being pursued across Greater Cambridge, with the local property industry providing generous support. We view ITAC Community Homes as very much complementary to, and in fulfilment of, our vision that everyone should have somewhere to call home.

¹ The founder and Chair of It Takes a City Community Land Trust is the founder and Chair of It Takes a City (Cambridge)
It Takes a City (Cambridge), c/o St Paul's Church, Hills Road, Cambridge CB2 1JP



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Another Action Group successfully extended our information website Street Support Cambridge across the County, gaining the support of all the other four Districts as partners, and the site was renamed Street Support Cambridgeshire. There is now a County wide operational group focused on adding content and promoting the service.

Our partners CHS Group took forward our Employment Outreach and Mentoring / Befriending projects, supporting those in emergency accommodation and in hostels. A new Action Group is being formed to focus on these and other community support initiatives in anticipation of County and City plans to change the way support is provided to those moving away from rough sleeping. Our Information Action Group took the first steps towards developing a dashboard of individual and group progress towards housing independence.

We developed a “toolkit” to help our group of business partners provide a response to homelessness. We’ve co-sponsored a group of people with lived experience who want to engage in service design. We organised a series of training courses offered free to managers and staff from all local agencies and partners, on Trauma Informed Care and on Co-production.

We have spent a considerable amount of time engaging at Trustee level with the City and County Councils in various forums, and individually, on their respective new homelessness strategies, now adopted. These strategies have changed significantly since first proposed and are now very much in line with much that we have been advocating directly and via Action Groups. Our key goal for 2021/22 is to be prepared for the post-pandemic challenges that will emerge, fulfilling the promise of “Everybody In” to which the wider community and our partners can respond, so that everybody has somewhere to call home.

All the above activities are, directly, or indirectly by supporting partners, aimed at relieving homelessness in Cambridge and surrounding areas, without discrimination. Trustees have had, in all respects above, regard to the Charity Commission’s guidance on public benefit.

The considerable upswell in community spirit and a desire to help one’s neighbour, was especially evident as we began to support “Everybody In” above. We provided opportunities for 100s of volunteers during the year, either directly or via partner organisations, some of whom were, in their turn, not able to work normally during the pandemic. There was a certain fine symmetry in the fit of four groups in particular – Caring for Cambridgeshire’s Homeless, Cambridge Street Pastors, Cambridge Churches Homeless Project, and several churches associated with the last two organisations – who had to close their normal operations but whose passion for and experience in working with and caring for homeless people gave us just the resources we needed as our work grew during the year. We are especially indebted to them.

We would also like to acknowledge the generous support of Microsoft, the Gonville Hotel, NAPP Pharmaceutical, Cambridge City Council and NPT Transatlantic for grant support during the year.

Achievements and performance

The work of the charity has had a considerable effect on the City and on the homeless community. As a direct and indirect result of our “Everybody In” work, providing direct services and coordinating and facilitating the work of partners, some 300 rough sleepers were kept safe off the streets for short time or long. The majority of these then began a housing journey away from the street, many for the first time. Many rough sleepers that had been part of the “homelessness system” for a long term, have had their lives transformed. Rough sleeping numbers are halved, or less.

We cannot take credit for all this – our role is not to “own” services and their achievements, but to make a difference with others. However, it is clear that our ability to coordinate such a wide range of partners, and to leverage such a



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community response, for example in the daily and year-long support of a large number of rough sleepers with good, safe accommodation, good food and daily contact, has made the key difference in the city.

Evidence of the changes that have been brought about include the decision, towards the end of the winter, to avoid as far as possible any return to the pre-pandemic winter shelter model of communal floors, and to work together – charities, landlords, Council – to provide a better model using en-suite rooms. A second change is that the new models of supported housing, to be launched in the City in 2022, include the requirement to encourage street-based organisations to move on from street-based work to providing support to rough sleepers on their housing journey, bringing the community to them: something we modelled during “Everybody In”.

This is what we mean by “It Takes a City”.

Our Chair, Chris Jenkin, was awarded the British Empire Medal (BEM) in the Queen’s Birthday Honours on 10th October 2020, for services to the homeless in Cambridge during COVID-19.

Financial review

Financial position

In its first period of account the charity generated income of £180,138. Total expenditure for the period amounted to £145,807 and the net result for the year was a surplus of £34,331.

Reserves

The charity is a start-up, and funds were secured in advance of the start of the year to cover the core costs forecast for the year. Additional expenditure during the year was covered with related income. It was not possible to accrue any substantial reserves. At 31 March 2021 the charity has total reserves of £34,331 of which £21,175 are restricted.

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 operating, 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, often in informal groups facilitated by the charity. None are formal.

During the year, members of one such group formed a new entity to deliver the housing strategy developed by the group, the It Takes a City Community Land Trust, a charitable Community Benefit Society incorporated by the Financial Conduct Authority and recognised for Gift Aid by HMRC. The chair of It Takes a City (Cambridge) led this development and became the Secretary and Chair of the new entity. The new entity shares the logo of It Takes a City (Cambridge) and is deemed by the present charity as responsible for delivering the strategy of delivering new supported homes for the homeless, for those leaving the street and those leaving the hostel system. The new entity



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was being formed at about the same time that It Takes a City (Cambridge) was being incorporated and the company's legal advisors recommended that new entity became independent and adopted a different legal form.

Reference and administrative details

Name

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

Registration

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

Registered address

c/o St Paul's Church
Hills Road
Cambridge
CB2 1JP

Trustees and Company Directors

Chris Jenkin BEM – Chair
Emma Hooton
John Cross
Lee Welham
Simon Allcock
Sean Griffin
Ian Hosking
Madeleine Cassidy – appointed 1st February 2021
Eleanor Puttock – resigned 23rd March 2021
Martin Evans– resigned 20th January 2020
Peter Parsons – resigned 12th June 2020
Sheila Marshall – resigned 20th January 2020

Solicitors

Taylor Vinters
Merlin Place
Milton Road
Cambridge CB4 0DP



Accountants

PEM

Salisbury House

Station Road

Cambridge CB1 2LA

Plans for future periods

Along with everyone else we are digesting the likely impact of the government's roadmap to exit from lockdown over the coming months as the pandemic eases. We expect the work of the Action Groups to continue to flourish, with our support, delivering further new solutions and services.

We expect the emergency provision of support to rough sleepers in the accommodation we help to manage will continue from April onwards, whether in the present large facility or something smaller. Plans for the coming winter are not yet clear: we would very much prefer to see rough sleepers offered accommodation off the street, without a need for night shelters, cold weather provision, etc. We have developed a comprehensive set of know-how which we want to be able to share and see used, just as much as we do not want to see anyone sent back to the streets for lack of emergency provision.

We expect to see a continued need for visiting support, with meals, to those that have moved on from emergency accommodation into their own home. We will look to work with the Cambridge Food Poverty Alliance on this.

We have potentially a key role to play in the implementation of the City Council's Homelessness and Rough Sleeping Strategy for 2021-2026, and in the implementation of the County Council's new approach to delivering supported accommodation services for the homeless, which will for the first time include the work of the voluntary sector, and for which a very small number of multi-year tenders are about to be issued for work starting on 1st April 2022.

Other County and Peterborough developments will be getting under way from April – a homelessness hospital discharge scheme, a substance mis-use programme, a systems change programme for adults with multiple disadvantage – all complex and wide-ranging programmes, themselves interlocking. It Takes a City is being called in as a partner in these programmes; we may be able to bring together resources, ideas and solutions from the wider community, that complement the commissioned services.

We are contributing to the resolution of all these uncertainties through our relationships with the key players and partners involved. Our position for 2021/22 must therefore be summarised as follows. We will:

1. Continue to facilitate the Action Groups in bringing about change, in particular to:
 - a. Bring **Street Support Cambridgeshire** to its full potential, working with District partners, as the main tool for finding help, giving help and being informed.
 - b. Introduce new and improved ways of measuring progress using a **dashboard of key indicators**, based on flow and efficacy, not status and issues
 - c. Support the **It Takes a City Community Land Trust** in their communications and engagement across the wider homelessness sector as a growing provider of low-cost supported housing
 - d. Facilitate and encourage **the voices of Women, Young People and those with lived experience** to be heard in service design and system change

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- e. Support the **transition from street-based to accommodation-based support services** around mentoring, employment, skills-sharing, personal development and community engagement
- f. Support the **business community** in making an effective response to rough sleeping and homelessness.
2. Work with external partners to coordinate the delivery of **training sessions** on key topics for all in the sector
3. Engage with and support **strategic developments** locally and regionally, bringing the wider community together to ensure that the needs are met, and gaps are filled
4. Ensure that our governance, systems and processes enable us to be **ready to respond** to the above needs.

Fundraising

The charity does not undertake traditional fundraising from the general public, nor does it employ anyone to do this on its behalf.

The charity was established to tap into new resources and in financial terms these have been found in the form, primarily, of local high net worth individuals and local businesses identified through the network of partners and relationships that originated at the 2018 Summit, and from the personal relationships and networks of the Trustees.

The charity is very happy to acknowledge the support of the following principal organisations who have provided grants and donations to support our work:

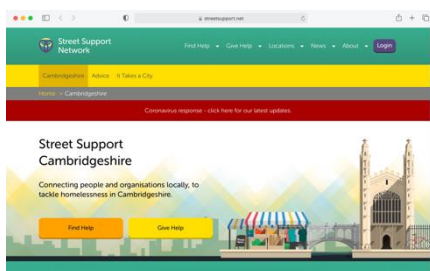
- Cambridge City Council
- Cambridge Local Assistance Scheme
- Gonville Hotel
- Mawson Road Community Orchestra
- Microsoft Research
- NAPP Pharmaceutical
- NPT Transatlantic
- St Andrew's Chesterton PCC

Detailed achievements and plans

Introduction

This section details the work carried out by ITAC, by the Action Groups that were set up following the Cambridge Summit on Homelessness in November 2018, and by others established since then. It Takes a City (ITAC) was set up to coordinate and resource the Action Groups and the initiatives they developed.

Street Support Cambridgeshire



The Digital Connects Action Group proposed and launched, in October 2019, www.streetsupport.net/cambridge, a mobile-friendly information website. It provides user-friendly information on all Cambridge services that support rough sleepers and the homeless, as well as information on ways that any member of the community can support these services. We then expanded the site to include all the other local housing districts (South Cambridgeshire, East Cambridgeshire, Fenland and Huntingdon). ITAC took on responsibility

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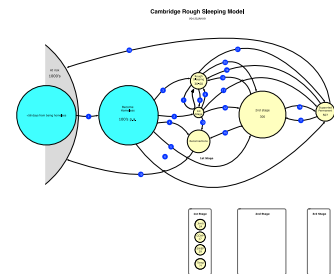
for operating this site, and the contract with the platform provider, Street Support Network Ltd. This concluded the work of the Action Group, and a County wide operational group was set up, led by ITAC, to develop the use, content and functionality of the site further.

Our goals in 2021/22, in addition to further developing and maintaining Cambridge City content are:

- To **build** awareness and usage so that the site becomes the place to go to for information relating to homelessness
- To **support** the local housing districts in developing their content
- To **promote** complementary initiatives such as the alternative giving scheme Cambridge Street Aid

Information

This Action Group focused on the development and use of information relating to the progress of homelessness at individual, cohort and system level. It went quiet for a time at the start of the pandemic since the key resources were re-directed onto the COVID-19 response. Proposals for improving the way that information on the progress of people from street to home is captured, analysed and presented, continued to be explored. With support from a University of Cambridge student group a visualisation tool was developed showing the flow of people through the homelessness system, using data from the Masters House project.



Our goals in 2021/22 are:

- To **develop** the tool further using data from a live project
- To **broaden** the participation in the group.

Housing

This Action Group, which included most local housing providers and related support services, developed a housing strategy aimed at building 20-50 new supported homes per year for the next 10-15 years dedicated to rough sleepers and hostel residents, funded by social investors. One site was identified, with a willing landowner and a number of partners willing to help. Based on work being led by Allia, a member of the group, the group decided to plan on the use of modular homes, built off-site and able to be relocated if necessary. Members of the Action Group then formed a small committee with the intention of forming a new Community Land Trust (CLT) to bring the proposals to life.



During the year, with the support of the Cambridgeshire and Peterborough Combined Authority, the new CLT became incorporated as the It Takes a City Community Land Trust, a charitable community benefit society, with five members of the Action Group forming the initial Board. The new CLT, with pro-bono support from property consultants Carter

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Jonas, submitted a pre-application planning enquiry to South Cambs District Council for a scheme to include 20 homes and a community café on the above site. However, a number of planning constraints were identified and the work on the site was paused. The CLT had a short-list of other sites, working with strategic landowners across Greater Cambridge, and completed a first-stage social investor funding campaign raising nearly £50,000 for immediate project management and planning costs for the short-listed sites, and c. £300,000 to purchase the first six modular homes built off-site. At year end the CLT was developing detailed proposals and planning assessments for the two most promising sites which would take 14 modular homes in total, with considerable interest and support from the local property industry.

Responsibility for all the above rests with the Board of the new CLT. Contact can be made via the Chair, Chris Jenkin – chris@itacclt.org.uk.

At a recent meeting of the Action Group, it was decided that:

- It had served its purpose and can now close with all members being invited to join the new CLT as Members
- It Takes a City will continue to **promote** the work of the CLT in finding partners, land and finance and to **connect** the CLT with related initiatives and programmes, in particular around support.

Women

This is a vibrant group representing all services available to homeless women. The group, which includes those with lived experience, is the voice of women in service design. In the previous year it focused on building a directory of all relevant services, developing a proposal for a women-only off-street respite centre, and exploring the potential for a women-only supported house.

The group went quiet for a time at the start of 2020/21 since the key resources were re-directed onto the COVID-19 response. The group is meeting again, focused on building the evidence for a women-only off-street respite centre, responding to proposed changes in City and County homelessness strategies, and providing the women's voice in ITAC's other groups, ensuring that the particular needs of homeless women are met.



Youth



This is a large Action Group including representatives of all services supporting homeless young people. The group developed proposals for a common basic assessment and referral system for all youth accommodation services.

The group went quiet for a time at the start of 2020/21 since the key resources were re-directed onto the COVID-19 response. However, the above principles were adopted within the County Council's re-commissioning for young people's housing related support services, due to commence on 1st January 2022. Group members became actively engaged in responding to the new tender which would bring the key players together into a new contract, and we concluded, with them, that the group had met its purpose and would no longer need to meet. ITAC will work to ensure that former members of the group provide the young people's voice in ITAC's other groups, so that the particular needs of homeless youngsters are met.

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Working

The group drew people from across the sector, including those with lived experience, to identify pathways to employment for rough sleepers and those remaining in hostel accommodation. The group developed a scheme for employers to join, and began, operationally, to connect those who need employment to those who could employ them, working with a small number of supportive employers in specific sectors. The group then identified the need for an additional outreach post to carry this forward. CHS Group was identified as the right organisation to host the new role, and ITAC and CHS Group were successful in CHS Group raising funds for the post for 2020/21.



COVID-19 impeded the progress that could be made as many of the employers the group had identified had to close down. The group itself was quiet for a time at the start of 2020/21 since the key resources were re-directed onto the COVID-19 response: but CHS Group's work continued in reaching out to those needing employment and working alongside them to find and be prepared for the opportunities that were available.

This group has now been merged into the new Community Connects Action Group, see below.

ITAC and CHS Group were again successful in bidding for funds so that this work continues in 2021/22.

Support



Following the Summit this group had a main objective of raising funds to enable a new mentoring / befriending scheme to be developed, supporting rough sleepers and those on the housing journey, as a person-centred scheme that stays with the person on the journey, regardless of their housing situation. A secondary objective of ensuring that lessons were learned from a recent death on the street was fulfilled by the County Council's

independent review and recommendations published during the year.

As above, CHS Group was identified as best placed to host the new mentoring / befriending scheme, and once again ITAC and CHS Group were successful in CHS Group raising funds for the post for 2020/21.

The new scheme was set up and launched during the year, mentors recruited, vetted and trained, mentees found, and connections made. As elsewhere, COVID-19 impeded progress a little.

This group has now been merged into the new Community Connects Action Group, see below.

ITAC and CHS Group were again successful in bidding for funds so that this work continues in 2021/22.

Community

A new County / City commissioning strategy for housing related support for adults, to commence 1st April 2022, will mark a potential major change away from the previous focus on hostel accommodation, and towards supporting people in their own accommodation. And support will be provided, just as for our mentoring / befriending project above, based on, and staying with, the person and not based on the accommodation the person is in at any one time.

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The new support provider(s) will also be required to work with the voluntary and community sector, ensuring a shift of focus away from street-based “hand-outs” and to working with the support providers.

ITAC is leading on several initiatives that “re-purpose” street-based support to housing-based support. Hence this new Action Group will bring together, propose and help to initiate, other ways of bringing the resources and care of the wider community to “wrap-around” and help people sustain and progress in their accommodation, to build their community connections and to flourish.



The new group being will include the former Working and Support groups above, to support, connect and encourage the work of CHS Group in these areas.

There are three further County-wide support initiatives that the group will need to liaise with:

- A **hospital discharge scheme**, with dedicated resources in the major hospitals, to prevent the all too frequent “discharge to the street”
- A **rough sleepers substance misuse programme**, bringing together resources from across the County and Peterborough, to provide a much-needed increase in the resources to help rough sleepers move on from substance misuse. This includes using peer and voluntary support workers to complement the professional teams. We are part of the operational group overseeing the programme.
- A system change programme to improve radically the way that **adults with multiple disadvantages** are supported across the County and Peterborough. ITAC is a named partner, with expertise in bringing a wide partnership together to achieve joined-up aims.

The new group’s goals for 2021/22 are expected to be:

- To **support** the development of the Employment Outreach and Mentoring / Befriending Schemes.
- To **work** with voluntary and community groups to identify, develop and launch new support schemes that can be offered to former rough sleepers alongside the professional services
- To **encourage** other volunteers to step forward to help
- To **promote** the working, mentoring and any new schemes across our partners



Business



We established a group of local business organisations to act as our “gateway” and counsel in reaching out to the wider business community in support of the wider work of It Takes a City. It was quickly apparent that a key need was to help high-street establishments know what to do and how best to help when rough sleepers are literally on their doorsteps, and we drafted an initial “Toolkit” based on work in other cities.

COVID-19 was of course particularly difficult for the high street, our own resources were stretched, and initially, due to the “Everybody In” initiative there were of course very few rough sleepers on the streets anyway, with the strong hope that would remain the case. We therefore pressed pause.

We are now updating the “Toolkit” taking into account all recent developments and will re-establish the group, once again as “gateway and counsel” to the wider business community.

Our goals for 2021/22 are:

- To establish this group as a powerful way to **connect** with the business community.
- To **support** businesses by developing and rolling-out a toolkit of advice and guidance
- To **present** funding and resource needs to the business community

Co-production

We have been supporting a Co-production Group of those with lived experience of homelessness who are keen to contribute to service design and system change across the County.

A new part-time Co-production Facilitator has just been appointed to build on this work and we look forward to seeing those with lived experience engage more actively with our various groups during 2021/22. We are part of a small oversight group for the role.



Training



During the year we received a grant from the government’s Rough Sleepers Initiative to cover the costs of providing 20 training places in Trauma Informed Care and in Co-Production to commissioners, service leaders and front-line staff across the partner network.

Again, the COVID-19 response impeded us for a while, but by year end we had delivered two modules of Trauma Informed Care training and one module of Co-Production training to about 35 people in total. The courses were delivered online in a group session by our chosen partners, Homeless Link and the MEAM Network respectively. We anticipate the same grant for next year.

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Our goals for 2021/22 are:

- To **deliver** 3 or more courses

“Everybody In”



On 26th March 2020 the Housing Minister wrote to all housing authorities instructing them to make every effort to bring rough sleepers off the street into emergency accommodation, with funding support to follow – “Everybody In”. All shared accommodation had to close. National lockdown commenced. While this paused or slowed some of our plans for 2020/21, it opened up a new opportunity, to use our networks and resources to support “Everybody In” by locating suitable accommodation and offering associated services, in conjunction with the City Council as the

“Everybody In” lead agency.

We have supported as follows, which will continue from April 2021 onwards in some form:

- Helped set up and facilitate the bi-weekly **COVID-19 Cambridge Homelessness Partnership** meeting, bringing together all local agencies to ensure a coordinated multi-agency response in accommodation, support and health
- Set up and led a wide partnership to prepare, transport and deliver **all daily meals and practical essentials**, and provide daily contact and signposting, to up to 120 people in “Everybody In”, across up to 7 locations, 7 days a week.



- Secured high quality **summer-long en-suite student accommodation** for the Council for 20 rough sleepers



- Provided **on-site support for 20 people, including resettlement, bedding and laundry and other domestic needs**, coordinated with 6 local hotels being used for the same purpose

- Secured high quality **winter-long en-suite student accommodation** for the Council for 60 rough sleepers, significantly reducing the Council’s need for expensive hotel accommodation.



- Provided **on-site support for 60 people, including resettlement, bedding, laundry, COVID-19 safety, other domestic needs and more recently a lateral flow testing programme.**

Through all the above work we have helped to keep 100s of people safe, and not just safe but well looked after, boosting the chances of engaging with the support provided by local agencies and achieving a positive move on into accommodation. We now see the work of our Action Groups in the light of the needs of the former rough sleepers in the above emergency accommodation, to help them engage with, secure and sustain resettlement options, such that no-one has to return to the streets.

Due to the good offices of the Council and MHCLG funding, the winter project above will continue to the end of June 2021, with the expectation that all those still accommodated at the end of the year will have been found suitable accommodation by that time.



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Just before the year end, the Council asked us to continue the above support work and to take on responsibility for the support to up to 20 former rough sleepers moving from “Everybody In” to Council-funded private rented sector accommodation. We will add the other ITAC initiatives above to make this a holistic support offer.

Our goals for 2021/22 are to:

- Bring the above “Everybody In” work to a good conclusion, on behalf of the Council
- Develop the wrap-around support service for those in the private rented sector
- Establish, if possible, version of “Everybody In” for the coming winter.

Liaison

Since before the Summit in 2018 we have actively engaged with the County and City Councils, advocating, supporting and partnering. This has significantly accelerated during this year of COVID-19 while playing a lead role in the response to the pandemic for rough sleepers.



We have been working with the County and City Councils on the new “Street to Home” commissioning strategy for supported housing services, due to start in April 2022. We have contributed a lot of time and thought into the new commissioning strategy, providing informal and formal responses, and we are gratified that many of the developments and changes we have been advocating both directly and via the Action Groups are now evident in the new approach.



The Council has recently adopted a new Homelessness and Rough Sleeping Strategy, into which we contributed a lot of time and thought, informally and formally, including a contribution to the Housing Scrutiny Committee which approved the new Strategy. We endorse the strategy, which again reflects a lot of our advocacy in the past two years and have made recommendations for focus and for implementation which have been warmly received.

During the coming year we expect to continue to assist in seeing these developments come to fruition, as a “critical friend” and as a supportive partner bringing together the considerable level of support and commitment to addressing homelessness that is available in the wider community.

Resilience

The scope and scale of our work increased dramatically during the year due to the COVID-19 pandemic, bringing into a play a new role of connecting resources from the wider community to bear on current operational issues affecting homeless people, in addition to our core role of bringing resources together to develop new solutions that make a difference. For the new work, listed above under the COVID-19 heading, we went from conversation to action to change in a matter of days, several times. We led on the process, but each time relied upon the goodwill and support of numerous organisations and many volunteers. Each new piece of work was on the front-line, working directly with service users, mainly those who had until very recently been sleeping rough. We had to pay careful attention to COVID-19 safety in addition to mitigating all the normal risks of service delivery. Work was started without the usual weeks or months of planning and





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preparation, as the only possible response to an emergency situation, at the urgent request of Cambridge City Council. Considerable Trustee effort was required to set up and supervise the work.

It became clear that we needed to pay much more attention to governance and risk management, to provide a stable basis for the future. We see this as part the natural growth of the charity, albeit accelerated by the requirements of the pandemic. With the generous support of a donor, we were able to take someone on to work on a comprehensive approach to governance and risk management, with the first phase, developing the key policies and risk assessments needed, now complete.

As part of this work, we developed and reviewed a comprehensive Risk Register and concluded that a key risk is the availability of the Chair, who leads on strategic engagement, financial management, document management, compliance and Board and Company administration.

Our goals for 2021/22 are:

- Subject to further agreement, to **embed these policies and processes** into our operations and extend the work to **cover the wider issues of compliance, reporting, new service development and impact analysis**.
- Buy in and establish **accounting and administration resources**.



Trustees Responsibilities Statement – for the period ending 31 March 2021


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:


.....

Mr Chris Jenkin BEM

Chair of Trustees

Date: 15th July 2021



Independent Examiners Report – for the period ending 31 March 2021

I report on the accounts of the Charity for the period ended 31 March 2021, 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.

Mr M Hewett ACA DChA

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



STATEMENT OF FINANCIAL ACTIVITIES
(including Income & Expenditure Account)

FOR THE PERIOD ENDED 31 March 2021

	Note	Unrestricted Funds £	Restricted Funds £	2021 Total £
INCOME				
Donations and legacies	1	3,920	99,714	103,634
Income from charitable activities	2	76,135	250	76,385
Other income		119	-	119
Total		80,174	99,964	180,138
EXPENDITURE				
Charitable activities	3	87,883	57,924	145,807
Total expenditure		87,883	57,924	145,807
Net (expenditure)/income for the year		(7,709)	42,040	34,331
Funds brought forward at beginning of year		-	-	-
Transfers		20,865	(20,865)	-
Funds carried forward at end of year		13,156	21,175	34,331

The accompanying notes form part of these financial statements.



BALANCE SHEET (Registered Number: 12361870)

AS AT 31 March 2021

	NOTE	2021 £
CURRENT ASSETS		
Cash at bank and in hand		51,065

		51,065
CURRENT LIABILITIES		
Creditors	8	(16,734)

NET CURRENT ASSETS		34,331

		34,331
		=====
Represented by:		
Unrestricted	9	13,156
Restricted	9	21,175

		34,331
		=====

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

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

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

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

The financial statements were approved and authorised for issue by the Trustees on 15th July 2021 and signed on their behalf by

Chris Jenkin BEM
Chair of Trustees

The accompanying notes form part of these financial statements



Notes to the Financial Statements

ACCOUNTING POLICIES FOR THE PERIOD ENDED 31 March 2021

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. Accordingly, the financial statements will continue to be prepared on a going concern basis.

Company status

The Charity is a company limited by guarantee. The members of the Charity are the Trustees named on page 1 and those organisations and individuals who have been invited to become members and where relevant have paid the membership fee. 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 has entitlement to the funds, any performance conditions attached to the item(s) of income have been met, it is probable that the income will be received and the amount can be measured reliably.



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For legacies, entitlement is taken as the earlier of the date on which either: the charity is aware that probate has been granted, the estate has been finalised and notification has been made by the executor(s) to the Trust that a distribution will be made, or when a distribution is received from the estate. Receipt of a legacy, in whole or in part, is only considered probable when the amount can be measured reliably and the charity has been notified of the executor's intention to make a distribution. Where legacies have been notified to the charity or the charity is aware of the granting of probate, and the criteria for income recognition have not been met, then the legacy is treated as a contingent asset and disclosed if material.

Donations are recognised when the charity has been notified in writing of both the amount and settlement date. In the event that a donation is subject to conditions that require a level of performance before the charity is entitled to the funds, the income is deferred and not recognised until either those conditions are fully met, or the fulfilment of those conditions is wholly within the control of the charity and it is probable that those conditions will be fulfilled in the reporting period.

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.

Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

Other income is recognised in the period in which it is receivable and to the extent the goods have been provided or on completion of the service.

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the bank.

Expenditure recognition and irrecoverable

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably.

All expenditure is accounted for on an accruals basis. All expenses including support costs and governance costs are allocated to the applicable expenditure headings. Governance costs are those incurred in connection with administration of the company and compliance with constitutional and statutory requirements.

Expenditure on charitable activities includes the costs associated with furthering the charitable purposes of the charity through the provision of its charitable activities. These costs include charitable grants and donations. It also includes governance costs.

As the Charity is not registered for VAT, all VAT incurred is charged against the relevant category of expenditure.

Financial Instruments

The charity only holds financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.



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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.

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.

1. DONATIONS AND LEGACIES

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

Included within restricted grant income is gift in kind income amounting to £6,000. Associated costs are shown within direct costs. Included within grants above is £13,000 received from Cambridge City Council.

2. INCOME FROM CHARITABLE ACTIVITIES

	Unrestricted Funds 2021 £	Restricted Funds 2021 £	Total funds 2021 £
COVID-19 Food and support scheme	16,835	250	17,085
COVID-19 on-site support	52,900	-	52,900
Street Support Cambridge	6,400	-	6,400
	-----	-----	-----
	76,135	250	76,385
	=====	=====	=====



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3. EXPENDITURE ON CHARITABLE ACTIVITIES

	2021
	£
Direct costs	
COVID 19 food and support scheme	20,862
COVID 19 on site support	49,927
Training costs	2,200
Coordinator costs	26,214
Staff costs (NOTE 4)	15,782
Street Support Cambridge	18,825
Policies and process costs	3,150

	136,960
	=====
Governance and Support costs (see analysis below)	8,847

	145,807
 Support costs	
Management and Administrative support	4,466
Bank charges	139
Office costs	363
Subscriptions	74
Insurance	715
Accountancy fees	1,500
Other	90

	7,347
 Governance costs	
Independent examination fee	1,500

	8,847
	=====

4. STAFF COSTS

	2021
	£
Support costs	
Wages and salaries	15,322
Social security costs	-
Pension costs	460

	15,782
	=====
	No.
Average number of staff	1

No employee earned in excess of £60,000	



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5. INDEPENDENT EXAMINER'S REMUNERATION

2021
£

Independent examiners' remuneration

- Examination fees

1,500

- Accountancy fees

1,500

=====

6. TRUSTEES' EXPENSES AND REMUNERATION AND TRANSACTIONS WITH THE TRUSTEES

1 trustee received reimbursement of expenses incurred in connection with the affairs of the charity amounting to £978. At the year end £166 was outstanding.

7. TAXATION

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

8. CREDITORS

2021

Amounts falling due within one year

£

Trade creditors

13,175

Accruals

3,000

Taxes and Social Security

229

Other creditors

330

16,734

=====



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9. FUNDS

	Opening Balance	Income	Expenditure	Transfers	Balance as at 31 March 2021
	£	£	£	£	£
Unrestricted	-	80,174	(87,883)	20,865	13,156
Restricted					
Street Support Cambridge Start-up Fund	-	9,000	(10,500)	1,500	-
Aidan Trust -Start-up, administration and Coordinator Fund	-	25,000	(6,111)	-	18,889
NPT Transatlantic - Personnel and Related Costs Fund	-	15,000	(15,000)	-	-
Aidan Trust – Resilience Fund	-	4,000	(3,150)	-	850
Cambridge City Council - Coordinator and related costs Fund	-	10,000	(10,000)	-	-
Coordinator start-up Fund	-	6,250	(8,885)	2,635	-
Development Fund	-	25,000	-	(25,000)	-
Masters House Residents Fund	-	2,464	(1,828)	-	636
Daily Meals Fund	-	250	(250)	-	-
Training Fund	-	3,000	(2,200)	-	800
Total restricted	-	99,964	(57,924)	(20,865)	21,175
Total funds	-	180,138	(145,807)	-	34,331

Fund Purposes

Street Support Cambridge Start up Fund – Relates to donations specifically for the running of the Street Support Cambridgeshire website. Included within this fund is £6,000 paid directly to the supplier on behalf of It Takes A City (Cambridge).

Aidan Trust -Start-up, administration and Coordinator Fund – Grant to be used against set up and admin costs and costs associated with the Coordinator and Community Engagement Manager.

NPT Transatlantic - Personnel and Related Costs Fund – Grant income is to be spent on personnel costs.

Aidan Trust – Resilience Fund – Income received specifically to cover expenditure on Safeguarding, health and safety, data protection and “HR” policies, including Risk management policy, risk register, risk assessments as well as developing Specific policies and controls for the services offered (Street Support Cambridge, food scheme, support scheme). The project is due to complete in the following year.

Cambridge City Council - Coordinator and related costs Fund – Income received specifically from the City Council to Co-ordinate and resource It Takes A City Action groups.

Coordinator start-up Fund – Income specifically received to cover the costs of the charities co-ordinator. Costs exceeded the income specifically receive, hence a transfer from unrestricted.

Development Fund - Funding was provided to enable the charity to pay for projects arising from Action Groups, but due to the pandemic, and success in raising other funds for projects that did proceed, donors agreed it could be used for more general development purposes. A transfer is shown to reflect this.

It Takes a City (Cambridge), c/o St Paul’s Church, Hills Road, Cambridge CB2 1JP

Company Limited by Guarantee Registered in England and Wales (No. 12361870) Registered as a Charity in England (No. 1190676)



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Masters House Residents Fund– This funding relates to two separate grants from the local CLAS fund, claimed for the charity by Cambridge Cyrenians. Income is to be used to cover domestic costs our partners had incurred in the Masters House food and support work. Balance carried forward will be used to cover future planned costs.

Daily Meals Fund – A donation provided specifically to be used on this scheme

Training Fund – Funding received from MHCLG, via the Council, to be used specifically on training. The balance carried forward is to be used to provide further training in 2021/22.

All of the above funds are represented by cash at bank.

10. ANALYSIS OF NET ASSETS BY FUND

	General Fund £	Restricted Funds £	Total £
Fund Balances at 31 March 2021 represented by:			
Current assets	29,890	21,175	51,065
Current liabilities	(16,734)	-	(16,734)
	-----	-----	-----
	13,156	21,175	34,331
	=====	=====	=====

11. MERGER DETAILS

It Takes A City (Cambridge), was incorporated on 12 December 2019. Its registered charity number is 1190676.

It Takes A City, an unincorporated unregistered association recognised for Gift Aid by HMRC, was initially set up in July 2019 to handle the income and expenditure of the affairs. However, the level of activity quickly outgrew that structure and hence It Takes A City (Cambridge) was incorporated in December 2019 to take the charitable objectives work forward.

Under an asset transfer agreement, all the assets of It Takes A City were transferred to It Takes A City (Cambridge) with effect from 6 April 2020. It Takes A City (Cambridge) also agreed to discharge the liabilities of It Takes A City as they fell due for payment. It Takes A City also agreed to transfer to It Takes A City (Cambridge) any further income arising.

11. MERGER DETAILS (continued)

Analysis of Statement of Financial Activities on merger



	Unincorporated charity (pre merger) £	Incorporated charity (pre merger) £	Incorporated charity (post merger) £	Combined total £
Total income	70,268	-	109,871	180,139
Total expenditure	(24,281)	-	(121,527)	(145, 808)
Net income/(expenditure)	45,987	-	(11,656)	34,331

Analysis of Net Assets at date of merger

	Unincorporated charity (pre merger) £	Incorporated charity (pre merger) £	Combined total £
Net assets	45,987	-	45,987
Represented by:			
Unrestricted funds	7,622	-	7,622
Restricted funds	38,365	-	38,365
Total funds	45,987	-	45,987

12. RELATED PARTY TRANSACTIONS

One trustee, who is self-employed, had a rolling monthly contract with the charity which was fully funded by and on request from Cambridge City Council, to manage a number of the Council's temporary hostels set-up as part of "Everybody In". A total of £28,520 was paid to the trustee during the period and is included in Direct costs – COVID 19 on site support. At the year end there was a balance due of £3,179. This contract ended in May 2021. Full disclosure was made to the Charity Commission and appropriate controls put in place.

A loan amounting to £500 was provided by another trustee to the charity during the period. This loan was interest free and was fully repaid during the period.

During the period 2 trustees made personal donations to the charity totalling £4,500. No benefits were received as a result of these donations.

The application by Cambridge Cyrenians to the CLAS Fund for support to Masters House residents was made on our behalf by a Trustee who is a senior manager with Cambridge Cyrenians.