

It Takes a City (Cambridge)

Annual Report 2024/25



Somewhere to call home



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1. Charity Information

TRUSTEES	Christopher Vivian Jenkin BEM (Chair) Paul Baxter (Treasurer) Alison Jane Morris (resigned 27 October 2025) Stephanie Louise Martinsen-Barker Emma Hooton Simon Allcock Barry Harwood Read (resigned 20 August 2025) Dr Asha Praseedom Robert Lake Graham Robert Dempsey (appointed 29 May 2024)
SENIOR MANAGEMENT TEAM	Elisabeth Silver CEO
COMPANY NAME AND NUMBER	IT TAKES A CITY (CAMBRIDGE) 12361870
CHARITY NUMBER	1190676
REGISTERED ADDRESS	c/o St Andrew's Street Baptist Church 40-43 St Andrews Street Cambridge CB2 3AR
BANKERS	Metro Bank Unit 1 Christ's Lane Cambridge CB2 3BZ
SOLICITORS	Mishcon de Reya Merlin Place Milton Road Cambridge CB4 0DP
ACCOUNTANTS	Business Partners Financial & Management Services Ltd Milton Hall Ely Rd Milton Cambridge CB24 6WZ



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2. Introduction

The Trustees present their annual report together with the financial statements of the charity for the year 1 April 2024 to 31 March 2025. 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.

3. Governance and collaboration

This section provides the basic facts about the organisation and how we work.

3.1. Legal basis

Our Memorandum and Articles of Association were registered with Companies House on 12th December 2019 as a company limited by guarantee. A previous charity, It Takes a City, an unincorporated association, was merged into the new charity. The company is registered as a charity with the Charity Commission and acknowledged by HMRC as eligible for Gift Aid.

The charity is generally known as ITAC, and this name is used throughout.

3.2. Leadership

ITAC is governed by a committed and experienced Board of Trustees, who meet every six weeks to provide strategic guidance, monitor performance, and support the senior team in navigating both challenges and opportunities. The Board maintains oversight of all ITAC projects and strategic developments, supported by regular financial reporting, policy reviews, and project-level updates. These meetings are attended as needed by key staff who report on operational activities and emerging developments.

We actively seek trustees who offer specialized expertise and contribute to our diversity. Several trustees bring lived or professional experience in homelessness, housing, mental health, faith-based community organising, volunteering and local government.



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New trustees are carefully selected through interviews conducted by existing Trustees, contingent upon the submission of a current CV outlining their relevant skills. Prior to their inaugural Trustee meeting, new appointees receive comprehensive briefings from the Chair and are granted access to essential documents.

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.

3.3. Staffing

Implementation of strategy and oversight of operations is delegated to our CEO, Elisabeth Silver. She is supported by a highly experienced staff team and a large group of volunteers, locums, and peer support workers.

Staff are often allocated to multiple roles, which gives flexibility in taking on new projects or navigating changes in commitments or funding.

We have outsourced two specific roles:

- *Accounting and bookkeeping to Business Partners Financial & Management Services Ltd*
- *IT support to CambIT*

We have also engaged the support of a professional fund-raiser on a contract basis.

3.4. Delivery and collaboration

The charity delivers a significant set of front-line services funded from various sources. In each one the charity takes full responsibility for service delivery, quality and funding, while integrating the work of partner organisations to provide the service user with a holistic approach to their needs.

We also work with partners to identify, advocate for, design and launch new services. Our strength in service delivery gives us the “voice” to advocate and convene. New services then add to the breadth of the services that we can offer our service users.

During the year the Charity Commission approved a change in our Objects, to add a further line:

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

We believe this change better recognises our innovative mix of delivery and advocacy

3.5. A Transition in leadership

The coming year will be marked by a significant moment in ITAC's history; our founder and Chair, Chris Jenkin BEM, has announced his intention to retire from the Board.

Chris has been a driving force behind ITAC since its inception — from convening the original Homelessness Summit in 2018, to leading the establishment of Crossways, shaping the Women's Homelessness Action Group (WHAG), and most recently spearheading the development of the Cambridge Homelessness Charter.



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His leadership has exemplified the values we hold dear: humility, collaboration, strategic vision, and a refusal to accept that rough sleeping is inevitable in a city like Cambridge. Chris will remain involved as a mentor and supporter during the transition, and we are deeply grateful for his legacy and ongoing commitment.

The Board is now actively seeking a new Chair of Trustees who can build on Chris's foundations while guiding ITAC through its next phase. We are looking for someone with strong strategic and governance skills, a passion for tackling homelessness, and the capacity to help ITAC further evolve its leadership model in line with our maturing structure.

The recruitment process will include consultation with staff, trustees, partners and service users to ensure the next Chair reflects both the spirit and future needs of the organisation.

4. Review of charitable activities

Here we look back at the services delivered during the year. The charity is in the process of significant growth and development.

4.1. Front-line services

The following reports on the services delivered to end-users during the year.

Crossways – Emergency Winter Accommodation

Crossways completed its fourth year of operation in early April 2025, once again providing essential emergency winter accommodation for some of the most vulnerable people rough sleeping in Cambridge. From November 2024 to March 2025 inclusive, Crossways offered a safe and stabilising environment for 43 individuals, with 38 accommodated in regular rooms and 5 during SWEP (Severe Weather Emergency Protocol) periods. A further 5 SWEP placements transitioned into full-time rooms.



Importantly, 26 residents made a successful transition to next-stage accommodation destinations included temporary housing, supported accommodation, or tenancies. For those unable or unwilling to move on, efforts were made to maintain support through our *Survive and Thrive* service and city partnerships. The few who did return to street homelessness often did so by choice or due to circumstances such as having no access to necessary funding (NRPFs - No Recourse to Public Funds), substance dependency, or mental health complexities.



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The project again served as a key engagement point for individuals often excluded elsewhere. Several residents faced multiple bans from long-term providers, but with sustained engagement and multi-agency verification through Team around the Person (TAP) panels, we enabled successful referrals to appropriate housing options.

As noted above, delivery of a full service like Crossways depends on the support of numerous partners.

Funding:

- *Cambridge City Council*
- *Ministry of Housing, Communities and Local Government*
- *Private donors*

Delivery partners:

- *Evolve Guarding (24/7 security)*
- *Cambridge Churches Homeless Project (volunteers)*
- *Various churches (volunteers)*
- *Landlord (property licence)*

On site support:

- *Music therapy*
- *Recovery support from CGL Drug and Alcohol Service*
- *Mental health support via the Dual Diagnosis Street Project*
- *Healthcare access through nurses from local Access Surgery*
- *Optician visit for residents and ex-residents, resulting in multiple glasses prescriptions*
- *City Council Housing Advice team*

Inward referrals:

- *The Haven (see below) – supporting vulnerable women*
- *Street Support Team*
- *Wintercomfort*
- *City Council Housing Advice team*

Onward referrals:

- *Every other housing provider on the city*
- *It Takes a City Community Land Trust (see below) – accommodation provider*

As in previous years, the key challenge was the mismatch between the high level of resident needs and available move-on options. Many long-term providers are reluctant to accept



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individuals with higher support needs, and evictions remain common. This reinforces the importance of projects like Crossways as a vital stepping stone and stabilising intervention.

For winter 2025/26 and beyond we are working with a new landlord, taking on a year-round lease (rather than a winter licence), and delivering a summer project in the same premises.

The Haven – Creating a safe space for women

During its first full year, The Haven has firmly established itself as an indispensable service in Cambridge for women who are homeless, vulnerably housed, or otherwise marginalised

A cornerstone of ITAC's early work was convening the Women's Homelessness Action Group (WHAG) which was established to highlight and offer solutions to the distinct challenges faced by vulnerable and homeless women in Cambridge. Working alongside the WHAG, ITAC successfully set up and has run the Haven pilot project since June 2024.



The Haven, open from 8pm-8am twice weekly with some daytime hours in a central Cambridge location offers immediate trauma-informed relief while building long-term trust with women who may have been failed by or are distrustful of traditional services. The Haven has supported 38 individuals during the pilot period. The majority of service users are rough sleepers, but the service remains available to support women as they transition into housing and offers support to vulnerably housed women. The 2024 Women's Rough Sleeping Census (an invaluable piece of information-gathering on women's homelessness) took place while the Haven was open. Many of their responses specifically highlighted the Haven as a place they access due to it being a women-only space.

A Stepping-Stone to Stability

The Haven has served not only as a place of rest and safety, but as a critical engagement point. For many, it has been a bridge to accommodation — including five women who were supported to move into ITAC's Crossways winter shelter. These links were strengthened by joint work between staff at both projects and the wider *Survive and Thrive* service, allowing for smoother transitions and better outcomes.

Women accessing The Haven cite the consistent staff presence, warm meals, private space, and peer support as core to why they return. The service also offers practical support — from hygiene and laundry facilities to phone charging and quiet spaces for meetings with caseworkers.

Case studies from the year include:

- *A woman who used The Haven to prepare for a job interview while living in her car.*
- *Another who began applying for benefits after building trust with staff over time.*
- *Several women who were supported in accessing healthcare, escaping unsafe relationships, or taking up temporary housing offers.*



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The Haven is transforming lives and demonstrating the potential of trauma-informed, women-focused solutions and its innovative model has garnered local and national attention.

Partnership and Community Engagement

The Haven has successfully become a hub for local partners to connect with hard-to-reach women. Weekly afternoon sessions have hosted drop-ins from Women's Aid, the Street Outreach Team, CGL Drug and Alcohol Service, and Cambridge Access Surgery, and have included activities such as art, baking, and community meals.

The project has also caught the attention of national charity *Crisis*, who invited ITAC staff to present the model as part of their *Ending Women's Homelessness Project*.

Operational Resilience and Training

This year saw the successful recruitment of new staff, including a long-time volunteer who now works as a locum support worker. Staff have completed Naloxone and First Aid training, and protocols have been refined following a recent medical emergency at the site — an incident in which Haven staff administered emergency care until paramedics arrived.

The project also benefited from volunteer-led improvements to the physical space, with repainting of communal areas planned and regular donations of food, hygiene products, and festive gifts received throughout the year.

Challenges and Future Development

Attendance at the Friday afternoon sessions has been lower than hoped, leading the team to explore new formats, including a breakfast drop-in pilot to follow overnight sessions. More outreach is also being planned to engage women living in temporary accommodation, such as those at Jimmy's. A "buddy system" is being developed to help women attend appointments or navigate new environments, supported by Haven volunteers.

The Haven is now fully funded for 2025/26 thanks to renewed support from Cambridge City Council, the Ann Docwra Foundation, and private donors. This will ensure continued access to a much-needed women-led space in the city and allow the project to build on its successful pilot year.

Celebrating One Year of Impact

In June 2025, The Haven marked its first anniversary with a celebration and open day, inviting partner agencies and the women who use the service to reflect on progress, build connections, and shape the next year. From a fledgling pilot to a recognised cornerstone of women's homelessness support in Cambridge, The Haven has proved its worth — and its necessity.

Survive and Thrive

Originally designed to provide floating support to people after they moved out of emergency accommodation during the COVID pandemic in 2020/21, the service has grown into a dynamic, highly responsive support system for individuals at all stages of their housing journey — from pre-accommodation engagement to tenancy sustainment and crisis intervention.

Many individuals supported through *Survive and Thrive* spent time at Crossways or were supported by The Haven. The continuity of staff and coordinated support pathways allow for long-term, trust-based relationships. Women who have transitioned from The Haven into housing —



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or back again after tenancy breakdown benefit from consistent support that recognises the cyclical and non-linear nature of homelessness recovery.

Similarly, former Crossways guests who did not accept accommodation (offers) at closure have remained in contact with the team, showing how the project creates lasting, person-centred connections which allow people to transition into accommodation when they feel ready.

This year, *Survive and Thrive* supported over 17 former residents of Crossways following the closure of the winter accommodation at the end of March 2025. Support has ranged from assistance with immigration cases and Universal Credit claims, to arranging food parcels, mobile top-ups, and furniture provision. In one notable case, ITAC supported a resident as they made the journey from having no access, to establishing a claim for Universal Credit, which in turn extended their ability to access housing placements.

The team continues to provide outreach for individuals with long histories of rough sleeping, many of whom are reluctant to engage with services. This includes attending Team Around the Person (TAP) and TAP Prevention (of eviction) Panel meetings, offering essential insight and advocacy that often influences housing and health decisions for high-needs individuals.

Recent examples include:

- *Preventing a woman from returning to the streets after the closure of Crossways by liaising with adult social care and mental health services.*
- *Supporting an individual with complex mental health needs who had been excluded from most city services to access ongoing care and accommodation assessments.*
- *The team also regularly joins evening Street Outreach shifts and health network meetings to maintain connections with harder-to-reach individuals and ensure those without support remain on the radar of local services.*

Local demand continues to rise. The scope of *Survive and Thrive* now clearly encompasses both post-accommodation and pre-accommodation work responding to need wherever it emerges. It reflects a wider shift for support to be provided “for the journey” rather than stopping and starting at each stay in accommodation.

ITAC will continue to advocate for this shift.

With its agile, trauma-informed approach, *Survive and Thrive* continues to demonstrate that homelessness support is most effective when it is built on continuity, trust, and the freedom to respond where others cannot.



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Supporting people in modular homes

It Takes a City Community Land Trust (CLT) was set up by ITAC in 2020 with a mission to create “somewhere to call home” for those who are homeless. It is a separate organisation with its own Board of Directors, and a different legal structure. Our Chair and Founder is also the Chair and Founder of the CLT. The CLT has focused on the use of off-site manufactured homes on small plots of land. Its first scheme, known as Joy’s Corner, with four small homes side by side, was completed in November 2024 and all four homes happily occupied by February 2025.



Full details of the scheme, the CLT and its plans for more housing schemes can be found at www.ittakesacity.org.uk/community-land-trust.

ITAC is providing the following support to the CLT:

- *Website and comms*
- *Shared logo and identity*
- *Management, with Cambridge City Council, of selection and referral of residents*
- *Helping residents move in, and when ready, move on.*
- *Provision of a support service to residents: helping residents with practical matters of managing their home, complying with their conditions of stay, and connecting them to our wider support network.*
- *Engage local partners — including St John’s Church, which offers a space for support meetings*
- *Set up third party out-of-hours response protocols*
- *Support to evaluating further schemes, integrating the growing provision into wider networks of housing and support on residents’ journeys from street to home.*
- *Crystallising the learnings from this first scheme to guide future developments.*

The support service is part of our wider Survive and Thrive programme.

In the first year of operation:

- *Four residents moved in, each with unique support needs but united by their desire for stability.*
- *One resident has now progressed to the HARP priority band, meaning they can begin bidding for a permanent council tenancy — a major milestone in their housing journey.*
- *One resident shared that for the first time in years, they had a front door, a mailbox, and the quiet stability needed to reconnect with family.*



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- *Another was able to start planning for employment, with help from ITAC to manage benefits and avoid financial cliff-edges.*

Supported modular homes do more than provide shelter — they offer dignity and connection.

Street Storage

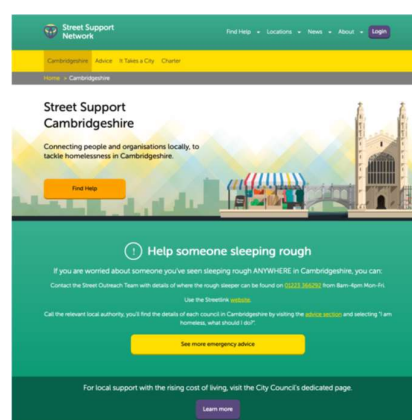
Street Storage Cambridge was set up with the vision of providing a safe place for individuals to store their belongings while they are rough sleeping, in temporary accommodation, or in a period of transition. Based on a successful model in London, and in collaboration with Pickfords Cambridge, Street Storage opened its doors in March 2025.

Street Support Cambridgeshire

Street Support Cambridgeshire is our local version of the national Street Support network, an easy to use and mobile-friendly website to direct people seeking help and those providing help to all the services available. The platform provides a reliable, searchable directory of assistance across the County, in partnership with District Councils.

We carried out a detailed review and update of the site entries at the start of the year.

During the year the site was recognised as a significant resource for the Information Pillar of the Cambridge Homelessness Charter (see below), with the potential for extensive information on how to prevent homelessness.



More information can be found at <https://streetsupport.net/cambridgeshire/>

4.2. Advocating for change

In system change

This year, ITAC staff have contributed to several system-level initiatives, including:

- *The Women's Homelessness Census and follow-up analysis of service access issues.*
- *The development of the Trauma-Informed Network across Cambridgeshire and Peterborough, with staff helping lead conversations on best practice and peer support.*
- *A new working group tackling anti-social behaviour around community venues, with ITAC offering insight into how complex needs and social exclusion contribute to disruptive behaviour, and how support — not exclusion — can improve outcomes for both individuals and neighbourhoods.*
- *The Changing Futures programme of system change for those with multiple disadvantage across Cambridgeshire and Peterborough.*



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In women's services

The Women's Homelessness Action Group (WHAG) was created by ITAC in 2018 as an independent group in recognition of a simple but critical truth: **homelessness affects women differently**, and traditional services often fail to meet their needs. From hidden homelessness and sexual exploitation to barriers in accessing mixed-gender hostels, women face intersecting risks that require gender-specific responses.

The WHAG leads the conversation on how Cambridge responds to women experiencing homelessness. The Haven service was developed with the active encouragement and support of the WHAG.

This year, WHAG's advocacy work has directly shaped:

- *The development and delivery of The Haven*
- *Public awareness around the lack of women-only spaces*
- *The training and mobilisation of volunteers across ITAC's women's services*
- *The Women's Homelessness Census*

Through the WHAG, ITAC ensures that women experiencing homelessness are not only recipients of care but active participants in shaping the systems meant to support them.

Further information about the WHAG can be found at <https://www.ittakesacity.org.uk/whag/>

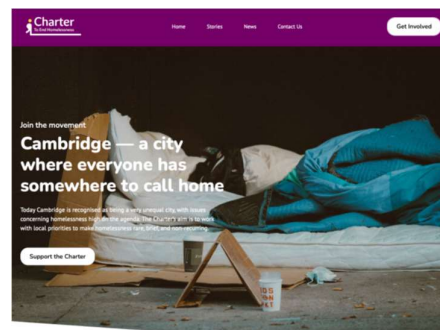
In supporting a culture of learning and visibility

Our presence in citywide initiatives — from the Changing Futures network to local church-led anti-social behaviour forums — reflects our commitment to collective learning and transparency. By contributing insight and advocating for lived experience voices, we help build a citywide culture of responsive, joined-up care.

In a Charter to end homelessness

Launched in late 2023, inspired by Prince William's *Homewards* initiative and building on ITAC's original founding vision, the Charter brings together stakeholders from across Cambridge with a clear goal: to make homelessness rare, brief, and non-recurring. During the year we:

- *Established a Collaboration Group of stakeholders, acting as an informal governing body, growing to 80 members representing more than 50 organisations from across the community.*
- *Recruited a part-time Programme Lead to facilitate the Collaboration Group and lead the work*
- *Led the work on developing the wording of the Charter and a strategic framework of Six Pillars of change for working towards the goal*





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- *Established a first working group on Employment*
- *Designed a sign-up and pledge process for organisations and individuals to formally adopt the Charter's principles.*
- *Prepared for a public launch via a dedicated Charter website, domain name and logo, and a community engagement campaign.*

The Six Pillars theory of change builds on previous ITAC work: interventions and outcomes needed in Data, Information, Housing, Support, Health and Employment, each to be led by a working group, with overall coordination from the Collaboration Group.

The work is facilitated by ITAC and co-chaired by our Chair of Trustees and Cambridge City Council's Executive Councillor for Homelessness.

The aim is for the Charter to become self-sustaining within three years, with funding, governance, and delivery models built around collective responsibility — not just individual projects or funders.

More information can be found here: <https://cambridgehomelessnesscharter.org.uk>

"The Charter signals a cultural shift. It's not just a call to action, but a shared promise — that Cambridge can and will act together to end homelessness." — Chris Jenkin - Chair of Trustees, ITAC

4.3. Communications and networking

In 2024/25, ITAC continued to develop its communication and outreach strategy to connect people and organisations working to end homelessness in Cambridge. This work is integral to how we build partnerships, mobilise support, and ensure the voices of lived experience shape what we do.

Strengthening Our Online Presence

Our website continues to serve as a platform for updates on ITAC projects. This year, we refreshed the Women's Homelessness section in response to rising interest and engagement with the Haven project.

Social Media and Direct Engagement

We have grown our social media footprint across LinkedIn, and Facebook, helping us to:

- *Share updates from projects*
- *Highlight fundraising opportunities*
- *Promote volunteer roles and training*
- *Engage the wider public in key conversations*



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Our newsletter, which is published quarterly, showcases case studies, staff insights, and collaborative initiatives. Open rates remain strong, and subscriber feedback continues to inform future content and strategy.

Media and Public Representation

ITAC staff and trustees have participated in numerous speaking engagements and media appearances this year — from local radio to sector events. These include:

- *Contributions to public discussions on women's homelessness*
- *Presentations at Trauma-Informed Practice workshops*
- *Sharing learning from Crossways and The Haven with partner organisations and research groups such as CHIRN (Cambridge Homelessness Impact Research Network)*

Public recognition of our work also grew this year, with The Haven receiving interest from national charity Crisis and praise from public sector professionals for its innovative, trauma-informed model.

We continued to support student-led initiatives such as Embrace, providing materials, motion templates for college JCRs, and guidance on donation drives and volunteering.

While we remain a relatively small charity, our reputation has grown. This year:

- *We were invited to speak to Crisis and the national Ending Women's Homelessness Project.*
- *Our work was featured in local press and academic research.*
- *Our CEO has been invited to join the Housing Justice Night Shelter Advisory Board*
- *We strengthened our public presence through events like Pride, the Mill Road Winter Fair, and a volunteer celebration that brought together dozens of contributors from across our projects.*

Looking Forward

In the year ahead, we plan to:

- *Employ an Administrator who can invest time and expertise in developing our use of our CRM system (Donorfy) to manage stakeholder and supporter relationships more effectively*
- *Explore a potential refresh of ITAC's visual identity and website design to reflect our evolution from pilot projects to sustained service delivery*

Whether sharing stories of transformation or mobilising action around unmet needs, our communications strategy is focused on connection — between people, services, and systems. We believe that telling these stories well, and inviting others into them, is fundamental to changing the conversation — and the reality — around homelessness in Cambridge.



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5. Future Directions and Aspirations

2024/25 was a year of consolidation, learning, and steady expansion for ITAC. With five frontline projects in operation — Crossways, The Haven, Survive and Thrive (now including support at Joy’s Corner), Street Support Cambridgeshire, and Street Storage — with our role as convener of the Cambridge Homelessness Charter growing in strategic importance.

5.1. Our Vision

We remain grounded in a single, clear aim:

To end homelessness and rough sleeping in Cambridge by making it rare, brief, and non-recurring

To do this, we are charting a path that strengthens not only our services but also the systems around them.

We can only deliver part of the vision, which will “take a city” to achieve. Implementing the vision comes from strengthening our own contribution across our set of key services, and in convening and collaborating with many others, largely through the mechanism of the Cambridge Homelessness Charter, to make changes and fill gaps across the system of services that provide support and help to those who are rough sleeping or homeless in our city.

5.2. Project developments

Crossways – from seasonal shelter to strategic anchor

Crossways continues to set a citywide standard for trauma-informed emergency winter accommodation. Looking ahead:

- *Following a long search for permanent premises, we are in negotiation for a 10-year lease to continue the Crossways winter project*
- *We have recruited a volunteer coordinator to enhance and invested in a volunteer management platform, the better to manage volunteer recruitment, retention and experience.*
- *We are exploring a new Crossways summer accommodation service using the same building, in conjunction with Cambridge City Council*

The Haven – strengthening women’s safety and belonging

As The Haven enters its second year:

- *A full-year review will inform the next phase of service design, with particular focus on daytime provision and enhanced outreach.*



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- *We are exploring a buddy system and external partnerships (e.g. domestic abuse, mental health, and sex worker support services).*
- *A fundraising strategy will be launched to secure multi-year sustainability and explore expansion beyond the current site.*

Survive and Thrive – from floating support to system integration

Survive and Thrive has evolved from post-accommodation support to a flexible, citywide safety net. Next steps include:

- *Scaling the team to ensure continuity across modular homes, NRPF housing, and individuals with no other caseworker.*
- *Deepening our involvement in city wide Team Around the Person initiatives and system-level working groups to prevent evictions and reduce duplication.*
- *Formalising our role as a bridging service between rough sleeping, temporary housing, and independent living.*

Street Storage – adjustments to increase take-up

Although uptake for the project was initially slow, there are plans to focus on partnership work with other organisations in the city over the summer, and to make adjustments needed to fit the needs of the local context in Cambridge:

- *Shift from fixed hours to a flexible, appointment-based model.*
- *Work with partner agencies to provide mobile storage options or coordinated transport support.*
- *Increase awareness among frontline workers and build referral pathways across day centres and outreach teams.*

Street Support Cambridgeshire – building up its role in preventing homelessness

As noted above, Street Support Cambridgeshire is a key tool in the Information Pillar of the Cambridge Homelessness Charter. We hope to redevelop and re-launch as a central information and access tool, in particular to hold information that all can use to help someone threatened with homelessness.

5.3. Collaborating to end homelessness

We will continue to host and facilitate the Cambridge Homelessness Charter but will expect the rapidly growing Collaboration Group that forms its initial governance, to contribute resources to complement our own, leading in due course to a self-sustaining self-governing movement for change.

Following launch (31st July 2025) the focus is on establishing working groups under each of the six pillars of change.



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5.4. Strengthening the core

As our project and service portfolio grows, so must the core, the management and staff capacity and capabilities and the financial capacity to oversee the work and ensure resilience. As noted below this is not restricted to funding (especially reserves) important though that is.

Infrastructure

As our portfolio of projects has expanded, so too has our administrative and strategic workload. To ensure we can continue to deliver high-quality services without overextending our small team, we have:

- *Implemented Donorfy, a new CRM system, to manage contacts, donor relationships, and communications more effectively.*
- *Invested in staff training, including First Aid, Naloxone, trauma-informed practice, and specialist areas such as domestic abuse and LGBTQ+ inclusion.*
- *Bringing volunteer coordination in-house, particularly at The Haven and Crossways, to improve consistency, onboarding, and rota coverage.*
- *Began restructuring our staff leadership, including discussions around introducing additional senior support capacity across projects and back-office functions.*

Fundraising and financial stability

Until now, much of our funding has been project-specific and reliant on a small number of key grants and private donors. Recognising the risks of this model — especially as project complexity increases — we have taken the following steps:

- *Commissioned a third-party fundraiser to help build a more strategic approach to grant applications and long-term donor engagement.*
- *Increased use of unrestricted funds to support central infrastructure, such as IT, communications, and compliance.*
- *Begun work to articulate a clear case for core support, recognising that sustainable delivery depends on strong back-office systems, not just frontline capacity.*

5.5. Final thoughts

Our rapid growth will continue into 2025/2026 and 2026/27, in particular as we introduce the new year-round Crossways projects. There is opportunity and risk – in capacity, structures and funding – and alongside the front-line developments and city-wide advocacy the charity will need a strong focus on its infrastructure to provide a solid basis for these and other developments. It is likely that stabilising these developments and aligning them with our advocacy work will take priority over any further developments for the next year. But who can predict the future!

ITAC is here for as long as it's needed — and is working every day to make sure that need one day disappears.



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6. Financial overview and reserves

During the accounting period, the charity reported an income of £478,959, a significant increase from the previous year's £331,555. Expenditures totalled £448,800 (2024: £312,057), resulting in a surplus of £30,160 compared to the prior year's surplus of £19,498.

As of 31 March 2025, the charity's total reserves amounted to £97,592 (2024: £38,107) of which £61,030 (2024: £29,326) were restricted funds.

Our policy is to maintain a reserve equivalent to three months operational expenditure, which was c. £112k for the year.

This shortfall is due to the rapid growth of the charity over the past two years.

The Trustees intend to grow the reserves level, noting that with the continued growth of the charity further efforts will need to be made to ensure reserves grow to and are maintained at the right level.

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

- *Cambridge City Council*
- *Ministry of Housing, Communities and Local Government (formerly Department of Levelling Up, Housing and Communities / Housing Justice / Homeless Link)*

We are grateful to the Trusts and Foundations that have provided financial support:

- *Aidan Trust*
- *NPT Transatlantic*
- *Cambridge Aid*
- *Evelyn Trust*
- *Cambridge Community Foundation (CCF) grants:*
 - *CCF CambsCuisine,*
 - *CCF Warwick & Dominey Fund*
 - *CCF The Cambridge Building Society*

In addition we are building support from corporates, community organisations and generous individuals:

- *Crofton Engineering Ltd*
- *Mills and Reeve*
- *High net worth individuals*
- *Beth Shalom Reform Synagogue*
- *Churches*
- *Community organisations who ran concerts: Mawson Road Community Orchestra, Sing! Community Choir and Cambridge Chorale*



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7. Trustees' Responsibilities Statement for period ending 31st March 2025

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: 18 December 2025



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8. Independent Examiners Report for period ending 31st March 2025

I report on the accounts of the Charity for the period ended 31 March 2025, which are set out on pages 22 to 33.

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

Since the Charity's gross income exceeded £250,000 your examiner must be a member of a body listed in section 145 of the 2011 Act. I confirm that I am qualified to undertake the examination because I am a member of Institute of Chartered Accountants in England and Wales, which is one of the listed bodies.

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 FCA DChA

Dated: 18 December 2025

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



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9. Presentation of the accounts 2024-25

Statement of financial activities

	Unrestricted funds	Restricted income funds	2025 Total	2024 Total
Income (Note 2)				
Donations and legacies	84,731	252,474	337,205	21,012
Charitable activities	141,704	-	141,704	310,378
Other	50	-	50	165
Total Income	226,485	252,474	478,959	331,555
Expenditure (Note 4)				
Charitable activities	222,208	226,592	448,800	312,057
Total Expenditure	222,208	226,592	448,800	312,057
Surplus	4,277	25,882	30,159	19,498
Transfer admin charges	5,667	(5,667)	-	-
Transfer Between Funds	(11,489)	11,489	-	-
Net transfers	(5,882)	5,882	-	-
Net Movement of funds	(1,545)	31,704	30,159	19,498
Reconciliation of funds:				
Total funds brought forward	38,107	29,326	67,433	47,935
Total funds carried forward	36,562	61,030	97,592	67,433

The Statement of Financial Activities includes all gains and losses recognised in the year.

The notes on pages 24 to 33 form part of these financial statements.



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Balance sheet

	Note	Year ending 31 March 2025	Year ending 31 March 2024
		£	£
CURRENT ASSETS			
Cash at bank and in hand		135,469	147,291
Debtors and deposits	8	28,050	34,817
		<u>163,519</u>	<u>182,108</u>
CURRENT LIABILITIES			
Creditors: amounts falling due within one year	9	(65,927)	(114,675)
		<u>(65,927)</u>	<u>(114,675)</u>
NET CURRENT ASSETS		<u>97,592</u>	<u>67,433</u>
		97,592	67,433
NET ASSETS		<u>97,592</u>	<u>67,433</u>
Represented by:			
Unrestricted	10	36,562	38,107
Restricted	10	61,030	29,326
		<u>97,592</u>	<u>67,433</u>

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

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

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

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

Chris Jenkin

Chris Jenkin BEM
Chair of Trustees

Dated: 18 December 2025

The notes on pages 24 to 33 form part of these financial statements.



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Notes to the accounts

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.

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



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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.

2 Income

	Unrestricted funds £	Restricted funds £	Total 2025 £	Total 2024 £
Donations and Gifts	77,731	5,816	83,547	21,012
Grants from Government and other charities	7,000	246,658	253,658	161,625
Charitable activities	141,704	-	141,704	148,753
Interest	-	-	-	65
Other	50	-	50	100
Total Income	226,485	252,474	478,959	331,555
 Total 2024	 100,276	 231,279	 331,555	



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3 Analysis of receipts of government grants

2025

Cambridge City Council - Coordination and communication	10,000
Cambridge City Council - Survive and Thrive project	47,000
MHCLG DLUHC - Crossways 2024-25, last of 3 years funding	41,750
Cambridge City Council – Haven project – deferred from 2023/24	85,205

2024

Cambridge City Council (no name) - Coordination and communication	10,000
Cambridge City Council (no name) - Support Survive and Thrive project	20,000
Cambridge City Council (James McWilliams) - Support for Rough Sleepers	20,000
Survive and Thrive Service 2023/24 Year 1 (DLUHC funded via Cambridge City Council).	
DLUHC 1000 2401210969 K IT TAKES A CITY C - £45k to DLUHC Crossways Grant (Crossways project)	45,000
DLUHC 1000 2401210969 K IT TAKES A CITY C - £30k to DLUHC Crossways Grant (Crossways project)	30,000

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4 Expenditure on charitable objectives

	2025	2024
	£	£
Direct costs		
Cost of delivering charitable activities	230,118	169,972
Employment costs	208,900	131,170
	439,018	301,142
Support costs		
Bank charges	565	385
Subscriptions	1,192	1,026
Insurance	2,191	635
	3,948	2,046
Governance costs		
Independent examination fee	-	2,140
Accountancy fees	5,834	6,730
	5,834	8,870
Total expenditure	448,800	312,058



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5 Staff Costs

	2025 £	2024 £
Support costs		
Wages and salaries	192,912	122,369
Social security costs	11,826	5,539
Pension costs	4,162	3,262
	208,900	131,170
	2025 No	2024 No
Average number of staff	9	5

No employee earned in excess of £60,000.

Key management personnel

The key management personnel are defined as the CEO and the Trustees, of which the total employee benefits in aggregate for the year were £40,832 (2024: £29,345).

Trustees' Remuneration and Expenses

During the year, no Trustees received any remuneration or other benefits (2024 - £Nil).

During the year ended 31 March 2025, no Trustee expenses have been incurred (2024 - £Nil).

6 Independent examiners remuneration

	2025 £	2024 £
Independent examiners' remuneration		
- Examination fees	2,445	2,325

7 Taxation

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



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8 Debtors

Amounts falling due within one year	2025 £	2024 £
Accounts receivable	25,401	26,886
Other debtors	2,449	7,831
Prepayments	200	100
	28,050	34,817

9 Creditors

Amounts falling due within one year	2025 £	2024 £
Trade creditors	39,740	12,163
Accruals	260	14,223
Deferred income	10,000	82,205
Taxes and Social Security	14,057	5,027
Other creditors	1,870	1,057
	65,927	114,685

Deferred income

	2025 £	2024 £
Opening balance	82,205	-
Balances released in the year	(82,205)	-
Amounts deferred in the year	10,000	82,205
Closing balance	10,000	82,205

Deferred income for 2025 is a £10,000 payment by Cambridge City Council at the end of the year to cover costs to be incurred in 2025/26 on providing temporary accommodation for rough sleepers in specific circumstances.



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10 Statement of Funds

For year 2024/25

	Opening Balance	Income	Expenditure	Transfer of admin charges	Transfer from general funds	Balance as at the end of March 2025
	£	£	£	£	£	£
Unrestricted Funds	38,107	226,485	(222,208)	5,667	(11,489)	36,562
Restricted Funds	-					
Charter		26,833	(18,736)	(5,667)	-	2,430
Client support	-	1,650	(975)	-	-	675
Comms	-	25,000	(36,489)	-	11,489	-
Crossways	6,860	45,750	(49,187)	-	-	3,423
Haven	-	95,702	(73,346)	-	-	22,356
DLUHC - Capital						
Incubator Funding	3,197	-	(3,197)	-	-	-
Street Storage	-	9,490	(6,458)	-	-	3,032
Survive & Thrive	17,623	47,100	(35,609)	-	-	29,114
OASISS Ukrainian Support	1,646	950	(2,596)	-	-	-
Total for all restricted funds	29,326	252,475	(226,593)	(5,667)	11,489	61,030
Total funds	67,433	478,959	(448,800)	-	-	97,592

The transfer of general funds to Comms reflects the unfunded support the project gives to all other projects.

Funds with similar purpose are amalgamated above, as follows:

Charter – collaborative programme to advocate for ending homelessness in Cambridge

- *Cambridgeshire Community Foundation 2024/25 - (£4k) – to support the work to facilitate the Charter Collaboration Group*
- *National Philanthropic Trust - 2024/25 (£10k) - to support the work to facilitate the Charter Collaboration Group and develop promotional activity*
- *Aidan Trust - (£12.833k) - to support the work to facilitate the Charter Collaboration Group, develop a website and related work*

Client support – grants in aid of our beneficiaries

- *Cambridge Aid - multiple small grants – to provide financial help to homeless people supporting access to work and accommodation*
- *Cambridge Street Aid - multiple small grants – to provide financial help to homeless people supporting access to work and accommodation*



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Comms – communications and promotion of all projects

- *Cambridge City Council - Comms 24/25 (£10k) – for communications and collaboration work, and to run the Street Support Cambridgeshire web platform.*
- *National Philanthropic Trust - 2024/25 (£15k) – for communications and collaboration work.*

Crossways – winter shelter accommodation for rough sleepers

- *DLUHC - NSTF 24/25 (£41.75k) – to transform a winter night shelter into a sustainable winter provision for rough sleepers.*
- *Cambridgeshire Community Foundation 2024/25 - (£4k) – to cover the costs of purchasing meals for Crossways residents.*

Haven – safe space and services for vulnerable women. Subsumes previous fund called WHAG.

- *Cambridge City Council - Haven 2023/24 (£65.674k) – to set up and run a pilot overnight safe space for vulnerable women, especially those sleeping rough.*
- *Cambridge City Council - Haven 2024/25 (£16.441k) – to extend the pilot overnight safe space for vulnerable women, especially those sleeping rough.*
- *Private donor - Haven – (£0.25k) – for supporting vulnerable women at the Haven.*
- *Evelyn Trust - £430 – to support set-up costs.*
- *Ann Docwra - (£7.5k) – for supporting vulnerable women at the Haven.*
- *Chamifealion Trust - (£5k) – for supporting vulnerable women at the Haven.*
- *Multiple small gifts – for supporting vulnerable women at the Haven.*

Street Storage – provision of safe storage for rough sleepers' carried bags and items

- *Cambridgeshire Community Foundation - CBS (£9.49k) – to set up and operate a pilot project offering safe storage for rough sleepers' belongings.*

Survive & Thrive – provision of support to those in various accommodation settings

- *Cambridge City Council - Survive and Thrive 24/25 (£25k) – to provide support to current or former single homeless people in various accommodation settings.*
- *Cambridge City Council - RSI 2024/25 (£22k)) – to provide further support to current or former single homeless people in various accommodation settings.*
- *Joy's Corner support - (£0.1k) – for support to those at the ITAC CLT's housing project at Joy's Corner.*

OASISS Ukrainian Support – provision of support to homeless Ukrainians

- *Multiple small grants and donations – for provision of language training, housing support and social integration activities for Ukrainian refugees.*



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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
Restricted Funds					
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 for all restricted funds	9,358	224,419	(274,652)	63,341	29,326
Total Funds	47,935	331,555	(312,057)	-	67,433

11. Analysis of Net Assets

	Unrestricted Funds £	Restricted Funds £	Total Funds 2025 £
Current year			
Current assets	92,489	71,030	163,519
Current liabilities	(55,927)	(10,000)	(65,927)
Total net assets	<u>36,562</u>	<u>61,030</u>	<u>97,592</u>
Prior year			
	Unrestricted Funds £	Restricted Funds £	Total Funds 2024 £
Current assets	70,577	111,531	182,108
Current liabilities	(32,470)	(82,205)	(114,675)
Total net assets	<u>38,107</u>	<u>29,326</u>	<u>67,433</u>



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12. Related Party Transactions

No trustees or connected persons have received any payments from the charity during the year (2024: £Nil).

The charity provides various services to the charitable community benefit society “It Takes A City Community Land Trust”. The charity’s Founder and Chair is also the Society’s Founder and Chair. The work to develop and bring to operation the modular home scheme for people who are homeless, now known as “Joy’s Corner”, involved both organisations. The potential for a conflict of interest is understood and managed by ensuring that other Trustees/Directors in both parties approve any transactions between the two organisations.