



# Wintercomfort for the homeless

Annual report and financial statements  
for the year ended 31 March 2022

Overstream House, Victoria Avenue, Cambridge CB4 1EG

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## Report of the Chair of Trustees

For my report as Chair of Wintercomfort, I would like to thank and congratulate Sarah Foreman (former Chair of Trustees) for the steadfast and successful leadership she has provided the organisation for the past six years. During this time, the Charity has evolved from simply providing free welfare to an organisation that delivers training and learning opportunities, giving people the chance to gain qualifications and build self-esteem to move into employment. Sarah Foreman continues to make an important contribution to Wintercomfort in her new role as the Interim Services Manager.

Over the past two years, Covid-19 has shone a spotlight on the most vulnerable in our community and we saw organisations working together to keep everyone safe. As part of the 'Everyone In' initiative, like many, we worked in close partnership with statutory and other local providers to identify approx. 180 rough sleepers in Cambridge and place them in temporary accommodation. Since then, we have supported those identified to move forward and where possible, move into permanent accommodation.

However, the impact of the pandemic is just beginning for homelessness services. According to the annual forecast by the housing charity Crisis, overall core homelessness by 2024 is projected to be one-third higher than in 2019. The majority of local councils are warning of a 'tidal wave' of need caused by benefit freezes, soaring food and energy bills and the end of Covid-19 eviction bans. Now more than ever, it is critical that Wintercomfort continues to provide its support to the most vulnerable and in need.

At Wintercomfort we do not stand still, our services are constantly evolving as the homelessness landscape and the needs of the people we support change. The services we deliver have always been driven by our service users and one of our greatest assets is that 35% (2020/21: 35%) of the staff now at Wintercomfort have previously benefitted from our services and 52.5% (2020/21: 49%) have had experience of homelessness.

I would like to thank all the team at Wintercomfort, led by our Chief Executive Officer Sarah Halls. They have all shown outstanding commitment and resilience through such a challenging time. I would also like to thank all our partners, funders, volunteers and everyone who has individually fundraised for us throughout the year. It is only with your support that we can continue to deliver such high-quality services to the homeless and vulnerably housed.

Thank you.

**Rod Cantrill**

**Chair of Trustees**

*"They saved my life. They really did save my life. If they hadn't given me my dignity back. I really don't think I know where I would be to be honest with you."*

*(Service user)*

## Report of the Chief Executive Officer

During 2021/22, we saw the world slowly move away from the restrictions of Covid-19. As we begin to resume our everyday lives, we have reflected on what we have learnt from the unprecedented challenges created by the pandemic.

There were two critical components to ensuring the most vulnerable within our society were fully supported during this time. 1) strong collaboration with other local organisations to ensure people received all the support they needed and 2) being able to adapt quickly, providing the same high-quality support, but via different channels. These two factors made a massive impact on the effectiveness of our service delivery during Covid-19 and moving forward, we want to incorporate these new ways of working into our mainstream services.

In support of greater collaborative working, I am delighted to announce that from April 2022, Wintercomfort will be part of the new cross-partner 'Streets to Home' initiative. Commissioned by Cambridge County Council, the partnership includes Wintercomfort, Riverside, Jimmy's, Cyrenians, CGL and CHS. 'Streets To Home' will provide a more cohesive approach to tackling rough sleeping and homelessness in Cambridge, providing better outcomes for those who use the service. We are thrilled to be part of this new partnership and we very much look forward to sharing the impact of this initiative in the years to come.

During the pandemic we also learnt the importance of flexibility and adapting services to support our service users in a way that worked best for them. Overwhelmingly they reported enjoying the more flexible service we now offer, including having appointments via phone, Whats App, Zoom and meetings in the community. As always it is their feedback which shapes our service design and we have already started to implement a more outreach style approach, working within other organisations and meeting with service users outside of Overstream House. Through this new model of working, we aim to reach a much wider audience who may not necessarily have considered using Wintercomfort's services before.

Whilst always looking forward, it is important to recognise the services our hard working, phenomenal team have delivered over the past year. During 2021/22, we supported 456 (2020/21: 476) homeless or vulnerably housed adults. We delivered 659 (2020/21: 515) counselling sessions. During this time, with our support 40 (2020/21: 18) people gained paid employment and 117 (2020/21: 23) individuals maintained their tenancies through advice and support from our Housing Support and Prevention Service. More details about our work is included in this report and I hope you will find it an interesting read.

Financially, this has been a challenging year for Wintercomfort. Competition remains high for grants and donations, however we were fortunate to break even by the end of the financial year. Looking to the future, the funding environment is becoming more challenging as the weak economic environment has an impact. None of these achievements would have been possible without the hard work of our team and I would like to take this opportunity to say thank you to the staff, our incredible volunteers and our trustees, who all contribute to the success of Wintercomfort. It is their commitment, talent, compassion and determination which help the most vulnerable progress forward to a more independent and happier life.

With very best wishes

**Sarah Halls, CEO.**

## Strategic report

### Beneficiaries of the work of Wintercomfort for the homeless

Adults who are rough sleeping or vulnerably housed in Cambridge.

People who are sleeping rough or who are homeless have complex needs and face multiple disadvantages. All have experienced some level of trauma. Those we help often have poor physical and/or mental health and struggle with alcohol and/or drug dependencies. Many have criminal records, low educational attainment levels and poor numeracy and literacy. Individuals are usually long-term unemployed and have limited job skills. They are isolated, living on the margins of society, having lost contact with friends and family. Homelessness is rarely the result of simply having nowhere to sleep. For the people who use Wintercomfort, it tends to be the result of complex and often cumulative events e.g. relationship breakdown, job loss, eviction, addiction, leaving an institution, abuse or just an inability to cope.

#### Case study – Kayleigh’s story

Kayleigh didn’t have a straightforward childhood although that’s not something she wishes to dwell upon. Issues in her early life sadly led to poor mental health, self-harm and a pattern of alcohol and drug dependency. The relationships she formed were often with people living similarly chaotic lives and she frequently found herself trying to cope with her own problems whilst caring for others. Carl, her partner of more than four years was himself an alcoholic. During their relationship, Kayleigh managed to overcome her own addiction but tragically, returned home one day to discover Carl’s body in the flat they shared. He had died of alcohol abuse.

Since the flat was in Carl’s name, within two weeks, Kayleigh found herself homeless. Living on the streets and struggling with grief, it is perhaps little surprise that she relapsed into destructive patterns of behaviour. Eventually, after spending time first in Jimmy’s and then in a women’s hostel Kayleigh began to engage with Alison, our Senior Women’s Project Worker.

Throughout the pandemic, in addition to always being there for emotional support, Alison helped Kayleigh with practical support including help to access the food bank and dealing with the local authorities and other support services. With Wintercomfort’s support, Kayleigh is engaging with CGL (Drug and Alcohol Support Services) and is making fantastic progress in overcoming her addiction. She is also making great strides in overcoming her struggles with anxiety. She’s also enjoying taking part in some of the activities on offer at Wintercomfort and is really keen to get involved in some cooking classes. “I really like cooking and trying to make something nice out of what I can get from the foodbank. It would be great to learn some new recipes to cook on a budget”.

As for the future, Kayleigh has ambitions to become a support worker herself. “I want to use my own experiences to help other people. Wintercomfort have helped me so much and I want other people who are experiencing the same things to know that they will be there for them too.”

“Alison helped me so much. She’s someone I can always talk to. I’ve never had that in my life before.” Kayleigh – service user

Trustees' report

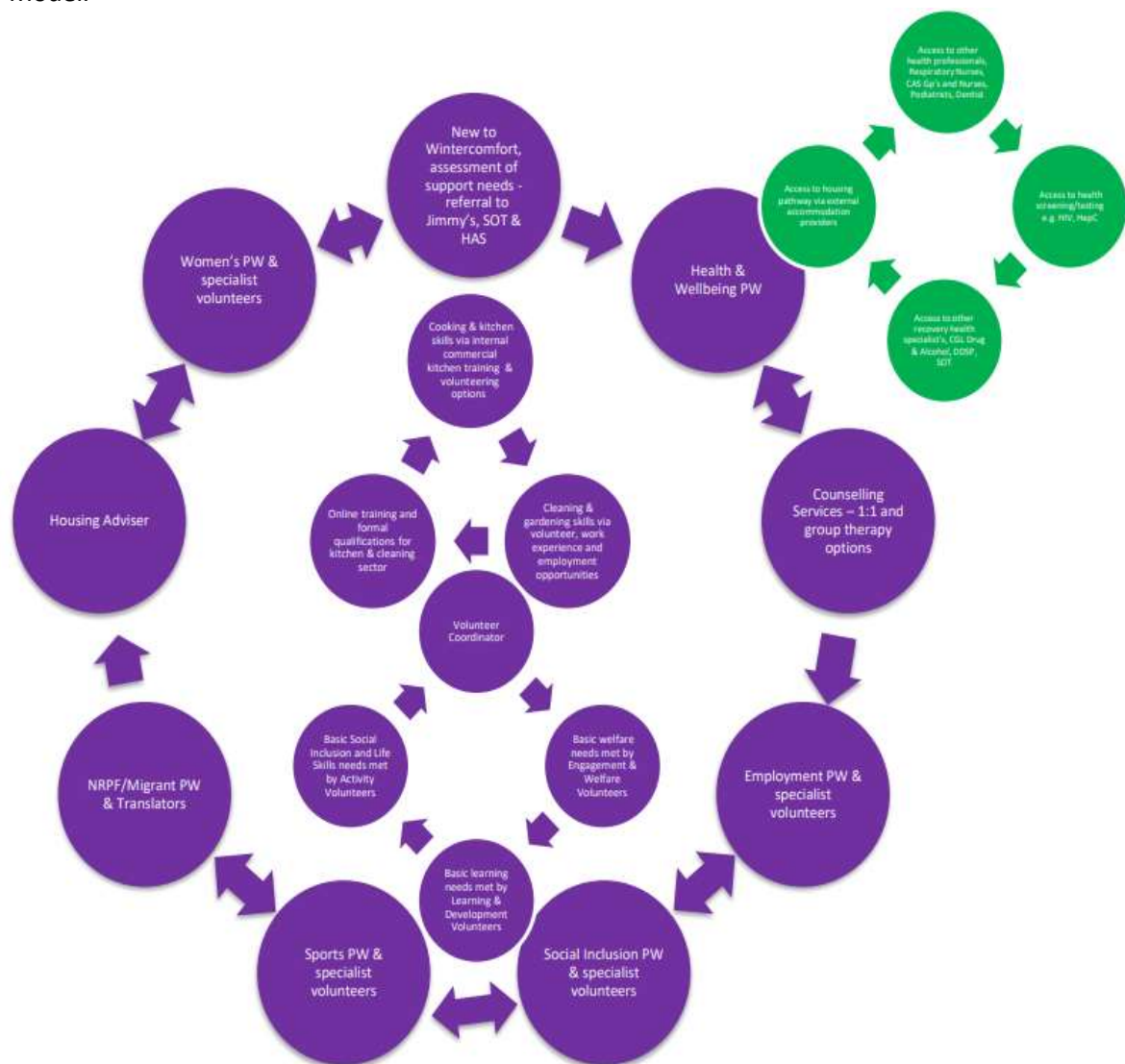
Objectives and activities

Our Mission Statement

Wintercomfort supports those with experience of homelessness by offering essential welfare services and social, learning and work opportunities to enable them to achieve their potential.

Our charity was founded in May 1991, over 30 years ago, in response to a clearly identified need to support those who find themselves homeless and/or vulnerably housed in Cambridge. We now deliver a range of services that don't just meet the potentially life threatening, immediate urgent needs of our service users but also strive to facilitate lasting and proactive change in their lives.

Our Service Delivery Model.



## Trustees' report

### Objectives and activities

Wintercomfort is an advice and support hub, helping those who are homeless or at risk of losing their home. We offer vital activities designed to provide learning, training and improve self-esteem; empowering those we support to move out of homelessness, as well as free daily welfare. We are open seven days a week. Wintercomfort provides a number of services from its city centre location and out in the community.

**Independent housing advice and support:** Drop-in clinics for housing advice and support including Home-Link bidding and private rental applications, housing debt, applying for grants and tenancy support.

**Employment, training and volunteering:** Including CV writing, literacy and numeracy support, digital inclusion, job & volunteering applications, interview preparation and practice, practical skills training within our catering team and food hygiene accreditation, support to gain CSCS accreditation and employment opportunities within our social enterprise business Overstream Clean & Garden.

**Counselling and therapy:** In person or telephone-based sessions, specialist support for those recovering from addiction, support to cope with past trauma, anxiety and help to build self-resilience and self-esteem. Our qualified counsellor is experienced in supporting people using an integrative counselling approach including, one to one counselling, group therapy, mindfulness, art therapy, with a specialism in the field of addiction and recovery.

**Health and wellbeing:** Assisting with GP registrations, access to dental treatment, accompanying service users to medical appointments, referrals to drug and alcohol support services, Covid-19 testing and vaccination clinic, specialist sexual health and hepatitis clinic and monthly footcare clinic.

**Women's only service:** Independent Sexual Violence Advisor accredited 1:1 support for women including emotional support, accommodation help and advice, referrals to a wide range of general and gender informed services such as counselling, practical support to ensure they have the basics to maintain their dignity, such as toiletries and clean clothes, advice and guidance on how to stay safe, with access to physical and mental health support and personal development plans. Regular group activities take place including coffee mornings, cooking sessions, yoga, arts and crafts as well as day trips to museums and the botanical gardens.

**Migrant support:** Including support for those at risk of exploitation and trafficking through modern slavery, support with official documentation, help with immigration services including legal advice, translation services and English language tuition.

**Social inclusion and sports:** Including a weekly reading group, museum visits, cinema trips, photography clubs, excursions and day trips and gardening. Daily and weekly sports & exercise programmes including individual fitness plans for service users.

**Welfare support:** Including provision of hot food and drinks, showers, laundry, toiletries and a clothing and footwear store. Food and fuel vouchers are provided along with home furnishing starter packs and grants when service users move into accommodation.

## Trustees' report

### Objectives and activities

#### **LEARNING, DEVELOPMENT AND EMPLOYMENT**

Due to Covid-19 restrictions, all volunteering activities within Overstream Clean & Garden and in our commercial kitchen took place at Overstream House, but the majority of our learning activities were conducted via 1:1 sessions remotely via telephone, email, text or through meetings in the community.

Throughout 2021/22, service users participated in basic skills activities which included kitchen skills, budgeting skills, IT skills and basic literacy and numeracy. 54 (2020/21: 12) service users gained accredited or non-accredited qualifications, this included Construction Skills Certification (CSCS) and IOSH Managing Safety Scheme, Colour Coding and Infection Control, Health and Safety, Introduction to Cleaning, Manual Handling, Sharps Handling, Washroom Hygiene and Housekeeping. 75 (2020/21: 28) service users volunteered with Overstream Clean & Garden or within our commercial Kitchen. 137 (2020/21: 64) service users gained work ready skills including writing CVs, learning job seeking skills and interview techniques. 50 (2020/21: nil) service users gained knowledge around maintaining employment including time keeping, money management and appropriate behaviour in the workplace and 40 (2020/21: 18) service users gained paid employment, mainly within Overstream Clean & Garden, the hospitality sector or the construction industry.

#### **HOUSING SUPPORT**

During 2021/22, our Housing Support and Prevention Service provided information and advice to 117 (2020/21: 51) service users in order to maintain their tenancy. In addition, we helped 25 (2020/21: 6) homeless service users to gain accommodation.

Most of our work involved explaining to people how the housing system works, and the actions required to successfully navigate the housing pathway. If they were particularly vulnerable (mainly presenting with mental health issues), we made phone calls on their behalf or attended meetings with them. Where applicable, we encouraged people to register and bid on Home-Link. This year we supported 16 service users to bid for accommodation in this way. We worked closely with them to adhere to their housing plans, and we worked with those who had Council housing debt, devising repayment plans that were manageable. During the year, our Housing Advisor sat on the Housing First Panel, providing recommendations on suitable candidates for the programme.

## Trustees' report

### Objectives and activities

How did we meet our objectives? (Continued)

Once into accommodation we continued to work closely with service users to maintain their tenancies. This included making applications for grants on their behalf and providing them with free furnishings via our furnishing fund. Support has also been provided around budgeting and setting up direct debits, to enable them to manage their finances, which can often be overwhelming at first. Telephone support was then provided usually on a weekly basis until the Project Worker felt they could manage independently. This continued support is critical to ensuring they do not put their tenancy at risk and repeat the homelessness cycle.

### COUNSELLING AND WELLBEING

Historically counselling had taken place face to face at Overstream House. However, due to Covid-19, we had to adapt to remote working via telephone. Surprisingly, the result of this was a much greater take up and increased engagement. During the year we delivered a record number of 659 (2020/21: 515) sessions. Remote counselling has been successful for a number of reasons:

- 1) Convenience - people don't have to make an appointment and travel to Overstream House, which can be problematic and result in a higher number of cancellations.
- 2) Honesty – service users have expressed they are more likely to be honest and open up on the telephone rather than in a face-to-face setting.
- 3) Some have reported feeling concerned about attending Overstream House for fear of being seen by those they wish to avoid.

During 2021/22, a significant proportion of those using the counselling service had an alcohol or drug addiction problem and this was the primary reason for their counselling. Other issues included, low-moderate depression and anxiety, health anxieties, accommodation issues, employment, abuse, childhood trauma, family breakdown, parenting, bereavement and relationship issues.

In addition to our counselling, the overall wellbeing of our service users remained paramount. During the year, 210 (2020/21: 82) people received some form of medical/wellbeing support. This included attending foot care clinics, lung clinic, HIV testing, sexual health, dentist and encouraging service users to register with the Access Surgery. Anyone struggling with mental health issues or substance misuse problems was automatically offered counselling with our in-house counsellor as well as referrals to CGL and other mental health providers. Overall, a large proportion of service users reported an increase in physical and mental wellbeing from working with Wintercomfort.

*“[counsellor] also helps me. Immense amounts....hearing good things come out of my mouth actually makes me say ‘I’ve got a much better life than I had before’ and that keeps my mental health going every day.” (Service user)*

## Trustees' report

### Objectives and activities

#### **WOMEN'S SERVICE**

During the year, we worked with 134 (2020/21: 97) women who were homeless or vulnerably housed. A significant amount of the work has been carried out via telephone and Zoom. We found remote 1:1 working enabled us to connect with hard-to-reach women, who previously had not engaged well with our service. The women's sessions focused on a variety of different issues including emotional support, personal development, life skills, money management, housing advice, family issues, isolation and loneliness, mental wellbeing, sexual abuse and violence, family issues, health anxieties, job skills and benefit advice.

Domestic violence and sexual abuse continued to be a significant problem for many of the women we supported. A large part of the work undertaken has been to educate them about what coercive and controlling behaviour is and that it is an illegal act and not a normal part of a relationship. Our Senior Women's Project Worker is trained in supporting women in this situation and we worked closely with Cambridge Women's Aid, ISVA and the Police to ensure they were fully supported.

Once restrictions began to ease, small group work activity was delivered with the women. Weekly coffee mornings began, cooking sessions took place as well as arts and crafts sessions during the week. We also provided outings to places such as local museums and botanical gardens and there were sports/recreational activities delivered exclusively for women. Many of the groups were run by volunteers and peer to peer support has been encouraged.

To increase engagement and let women know about the clubs and online activities available, we have created a new closed Facebook Group exclusively for the women's service. This is now starting to gain attraction. 29 (2020/21: nil) women have now joined the group and they are actively participating and leaving supportive messages for one another.

#### **SOCIAL INCLUSION AND SPORTS**

We recognise that keeping our service users active is important for both their mental and physical health. This has been an ongoing focus for our Health & Wellbeing Project Worker and our Sports Project Worker. Bespoke support and fitness plans are created for service users who want to improve their physical health and they are encouraged to join some of the group sessions which take place at Wintercomfort.

Over the year we recorded 539 (2020/21: 223) instances of people taking part in games and sports. Activities have included the gym, swimming, cycling, walking, aerobics, circuits, and boxercise. Sessions are held outside on Jesus Green and inside at the centre. There are also some sessions exclusively for women, including a weekly yoga class.

**“Wintercomfort has been that place to have essential needs met and someone to listen and offer support.” (Service user)**

## Trustees' report

### Objectives and activities

How did we meet our objectives? (Continued)

#### **NO RECOURSE TO PUBLIC FUNDS**

During the year we provided (via IR Immigration Law), free legal advice to 65 service users who have NRPF. Project Workers along with our translator worked with this cohort to explain the rights that pre-settled and settled status provides, as well as the general conditions for acquiring settled status. Significant time has been spent acquiring the necessary paperwork such as passports and National Insurance numbers, and we have attended meetings with service users if we felt additional support was required. We have also worked closely with this group to secure paid employment as private rental is often their only housing option.

#### Wintercomfort's Outcomes

- 117 individuals maintained their tenancies through advice and support from our Housing Support and Prevention Service.
- 194 individuals took part in basic skills workshops.
- 54 individuals gained accredited/non accredited qualifications.
- 75 individuals volunteered within Overstream Clean & Garden or in our commercial kitchen.
- 137 attended work ready 1-2-1s sessions.
- 50 individuals took part in maintaining employment training.
- 40 individuals gained employment.
- 98 service users reported improved confidence in work related skills.
- 134 women benefitted from our bespoke women's only service.
- 65 NRPF service users received free, high quality legal advice and support.
- 210 individuals received some form of medical / wellbeing support, e.g. foot care clinics, lung clinic, HIV testing, sexual health, dentist and GP.
- 25 individuals gained accommodation through advice and support from our Housing Support and Prevention Service.
- 57 individuals self-reported a reduction in substance misuse.
- 659 counselling sessions were provided.
- 71% of service users reported increased physical and mental wellbeing from working with Wintercomfort.

“One guy was supported by Wintercomfort to get a job with Swiss Laundry which helped him secure accommodation. Now he's got an even better job with more security. He's not drinking regularly anymore. He's much more stable. He's sustaining everything and doing really, really well.”

## Strategic Report

### Achievements and performance

#### Attendance information

During this financial year Wintercomfort supported 456 (2020/21: 476) people who were homeless or vulnerably housed, a reduction of 4.2% from last year. Over the year, service users visited Wintercomfort 7,540 times (2020/21: 5,767). While bans on eviction remained in place, the number of people requiring support remained fairly static. Sadly, we are anticipating numbers to increase in the next few years. Service users were supported by a combination of staff from Wintercomfort as well as teams from, City Council Housing Advice, Cambridge Street Outreach and Jimmy's Cambridge during the pandemic.

Statistic	2020/21	2021/22
Total number of individuals	476	456
Total number of visits	5,767	7,540

Statistic	Q1 2021/22	Q2 2021/22	Q3 2021/22	Q4 2021/22
Individuals attending centre in each quarter	186	213	222	254
Visits to centre	1,858	1,995	2,012	1,675
Breakfasts & lunches served	1,629	1,910	1,841	1,438
Average daily attendance	18	25	26	19

## Strategic report

### Achievements and performance

#### **Employees**

Wintercomfort operates an equal opportunities recruitment programme. Over the year, 52.5% (2020/21: 49%) of Wintercomfort's staff team reported having had experience of homelessness. All frontline staff are enhanced DBS checked and trained in safeguarding of vulnerable adults (SOVA).

#### **Volunteers**

Volunteers play an important role in providing Wintercomfort's services for those who are homeless or vulnerably housed. As a charity, we know and appreciate the value, skills and experience that volunteers can bring. In the last year Wintercomfort has worked with 33 volunteers from the local community on a regular basis. All volunteers are recruited to the needs of the charity and the service users. They all have a comprehensive induction, training and on-going support from our volunteer coordinator.

We are so privileged to have such a wonderful team of committed and gifted volunteers who work tirelessly every week to support our service users and staff. We are committed to providing volunteers with a safe, fulfilling and rewarding experience, as well as offering the opportunity to meet new people, experience new things and help to make a real difference to the lives of homeless people in Cambridge. We could not deliver our services without our volunteers, and we are immensely grateful to them.

All volunteers are enhanced DBS checked.

## Strategic report

### Fundraising aims and achievements

Wintercomfort could not provide the range of services that we deliver or help so many homeless and vulnerably housed people without the fundraising and communications work that raises our profile, increases awareness and raises funds. In 2021/22 our fundraising costs equated to 6.3% (2020/21: 7.5%) of our income which we believe is an excellent return on investment.

With the gradual easing of restrictions over the course of 2021 and into 2022, we have been delighted to have returned to some face-to-face engagement and fundraising opportunities. Our Christmas Appeal was a great success, benefiting from many in-person fundraising events within the community and raising just over £82,000. In February, we were delighted to be able to hold our flagship fundraising event, the United for Cambridge Sleepout, as an in-person event at The Abbey Football Stadium. The event was attended by more than 70 people from businesses across the region and raised almost £16,000 for Wintercomfort.

This year, fundraising especially around the area of trusts and foundations, has been highly competitive and we are extremely grateful and fortunate to have such a good level of regular and loyal supporters. Our Income Generation Strategy has always been to have a diverse number of income streams, to ensure we are never reliant on just one channel of funding. We will also continue to invest time and resources into our social enterprise, Overstream Clean & Garden, which we believe will be an invaluable source of income over the years ahead.

Wintercomfort's fundraising team comprises of two part time consultants who specialise in major grants funding bids as well as a full-time Fundraising and Communications Manager who works with our corporate, community and individual donors. We honour communication preferences and make a single annual fundraising appeal prior to Christmas each year and otherwise issue a quarterly newsletter to supporters for information only. We strive to reflect the values we have for vulnerable people in our fundraising practices by providing guidance whenever possible. All our fundraising activities comply with the guidelines laid down by the Fundraising Regulator and we have not failed to adhere to the standards and nor have we received any complaints.

## Strategic report

### Fundraising aims and achievements

We would like to thank the following trusts and grant makers for their generous support:

The Albert Hunt Trust	Highway One
The Barr Foundation	The Holliday Charitable Trust
The Batterson Chivers Foundation	The Henry Smith Charity
The Beatrice Laing Trust	The Hunting Horn General Charitable Trust
The Betty Lawes Foundation	John Coates Trust
The Blunt Trust	Sir Jules Thorne Charitable Trust
The Britford Bridge Trust	Lloyds Bank Foundation for England & Wales
Cambridgeshire Community Foundation	Mathworks
Cambridge City Council	The Newby Trust
Cambridgeshire County Council	The Northwick Trust
Cambridge Street Aid	The Oley Foundation
Cambridge United Youth & Community Trust	The Pilgrim Trust
The City & University Masonic Trust	The Polonsky Foundation
The Cole Charitable Trust Foundation	The Pye Foundation
The CPF Trust	The National Lottery Community Fund
The Dorcas Trust	The Sobell Foundation
Ernest Hecht Charitable Foundation	The Twigden Trust
The February Foundation	
Garfield Weston Foundation	
Gwyneth Forrester Trust	
The Hamish Ogston Foundation	
The Headley Trust	

and the following companies and organisations for kind donations, goods and services:

Amazon Europe	Intrasonics Ltd
Arnold Clark	John Lewis plc
ASDA	The Rotary Club of South Cambridgeshire
Birketts LLP	Sainsbury's
The Barnes Group	Speechmatics
Crash (Construction Charity)	Tendring Pacaific
Facebook	Waitrose Ltd
Fine & Country	William Cook Holdings Ltd
The Firepit Company	Z Tech Control Systems
Hexcel	

## Financial review and results for the year

Wintercomfort achieved a breakeven outcome for the year, a surplus of £384 (2020/21: £162,243).

### Income

Income was £1,049,009 for 2021/22, which is a decrease of £185,391 on the previous year (£1,234,400). Of this, £452,736 (2020/21: £525,955) was given for specific projects whilst the remaining £596,273 (2020/21: £708,445) was given or raised for unrestricted use. The outcome for the year is in line with expectations which anticipated a much more challenging year than 2020/21, which was characterised by Covid related emergency funding, public generosity as well as the Furlough scheme. The Budget for 2021/22 anticipated increased competition for a smaller pool of funds as well as upwards pressure on costs. It should be noted that in 2022/23 this trend is expected to continue, especially in respect of expenditure where there is considerable inflationary pressure in the system. Employers National Insurance contributions increased by 1.25% from April to the 6<sup>th</sup> November 2022, and the cost of food and fuel has risen considerably. Wintercomfort is redoubling its efforts to raise additional funds, as well as taking stringent measures to reduce our cost base. A deficit is now anticipated for the financial year 2022/23.

### Expenditure

Total expenditure reduced by £28,960 over the previous year (£1070,573) to £1,041,613. Whilst there was an increase in payroll costs (see note 5b below), there was a reduction of expenditure in several areas including the impact of Covid 19 emergency purchases made in 2020/21:

- Payroll costs: increase of £69k due to Fundraising and Communications Manager on payroll replacing a third-party consultant, and temporary duplication of the Services Manager role, offset mainly by the following cost reductions
- Fundraising consultant expenses (£23k lower, see payroll costs above)
- Food costs lower in 2021/22 due to emergency Covid 19 purchases made in 2020/21 (£22k)
- Service user equipment costs lower due to emergency Covid 19 purchases made in 2020/21 (£5k)
- Gifts in Kind expenditure (£12k lower)
- Other professional fees (£8k lower due to one off Donorfy implementation costs in 2020/21)
- Reduction in bad debt provision 2020/21 (£16k)
- Building maintenance costs (£5k lower)
- Irrecoverable VAT (£4k lower)

## Strategic report

### Financial review and results for the year

#### Review of investment performance

At the end of the year the value of the corporate bond investments (in the Invesco Perpetual Corporate Bond Fund and the M&G Gilt and Fixed Interest Fund) stood at £109,593 (2021: 116,605). These investments reduced by £7,012 in value over the year.

#### Funds and Reserves

The charity held the following funds at 31 March (£'s)	2022	2021
Restricted funds	37,334	31,025
Designated funds:	255,713	265,536
- Designated strategic fund	90,000	90,000
- Designated fixed assets fund	151,792	161,615
- Designated building fund	13,921	13,921
Remaining free reserves	608,592	604,694
Total	901,639	901,255

Restricted funds are used only for the purposes specified by the donor or grant giver. Designated funds are funds set aside by the Trustees for specific purposes according to the needs of the organisation.

The designated strategic reserve provides for major changes to funding and operational matters anticipated in the foreseeable future. The Trustees agreed this could be used as required during the Covid-19 pandemic for future proofing the organisation against the impact of the virus, or on reduced giving levels from individuals.

The designated fixed assets fund represents the cost of the building owned by Wintercomfort and from which its services are run, and the equipment used by the charity. This is because these assets are essential to the running of the charity and the funds cannot be spent elsewhere.

The designated building fund remains to assist in funding building works and improvements to the premises.

Free reserves are held by the Trustees to ensure continuity of service should the charity experience any unexpected changes in circumstances. The Reserves Policy was increased from six to nine months in 2020/21 to reflect the uncertain and increasingly competitive environment in which Wintercomfort now operates. It is planned to bring the fund up to target value in the next five financial years, and this goal will be balanced against the likelihood of continued increasing demand for our services and hence increased expenditure over the same period. This will be achieved by attracting corporate giving to cover current activities, freeing up unrestricted income to build reserves and protect services.

The Strategic Report is continued on page 40.

## Statement of trustees' responsibilities

The trustees (who are also directors of Wintercomfort for the homeless 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 directors to prepare financial statements for each financial year. Under that law the directors have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law the directors 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 charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company 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 in the Charities SORP (FRS102);
- Make judgements and estimates that are reasonable and prudent;
- State whether applicable UK Accounting Standards 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 charity will continue in operation.

The trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charitable 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 charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Insofar as the trustees are aware at the time of approving our trustees' annual report:

- there is no relevant audit information of which the charitable company's auditor is unaware; and
- The trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

The Trustees are responsible for the maintenance and integrity of the charity and financial information included on the charity's website in accordance with legislation in the United Kingdom governing the preparation and dissemination of financial statements.

### Auditors

Price Bailey LLP were reappointed as auditors in the year in accordance with Companies Act 2006.

These accounts have been prepared in accordance with the provisions applicable to companies subject to the small companies' regime and in accordance with FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" (effective 1 January 2015).

Signed on behalf of the Trustees on 6<sup>th</sup> December 2022:



Christine Leonard (Secretary)

## Independent Auditor's Report to the Members of Wintercomfort for the homeless

### Opinion

We have audited the financial statements of Wintercomfort for the homeless (the 'charitable company') for the year ended 31 March 2022 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of cash flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2022, and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

### Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

## Independent Auditor's Report to the Members of Wintercomfort for the homeless

### Other information

The other information comprises the information included in the trustees' annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

### Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the trustees' report (incorporating the directors' report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the directors' report has been prepared in accordance with applicable legal requirements.

### Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the directors' report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies' regime and take advantage of the small companies' exemptions in preparing the directors' report and from the requirement to prepare a strategic report.

### Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

## Independent Auditor's Report to the Members of Wintercomfort for the homeless

In preparing the financial statements, the trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

### Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

We gained an understanding of the legal and regulatory framework applicable to the charity and how it operates and considered the risk of the charity not complying with the applicable laws and regulations including fraud in particular those that could have a material impact on the financial statements. This included those regulations directly related to the financial statements. In relation to the charity this included financial reporting.

The risks were discussed with the audit team and we remained alert to any indications of non-compliance throughout the audit. We carried out specific procedures to address the risks identified. These included the following:

- We reviewed systems and procedures to identify potential areas of management override risk. In particular, we carried out testing of journal entries and other adjustments for appropriateness.
- We reviewed minutes of Trustee Board meetings and agreed the financial statement disclosures to underlying supporting documentation.
- We have made enquiries of management and officers of the charitable company regarding laws and regulations applicable to the organisation.

## Independent Auditor's Report to the Members of Wintercomfort for the homeless

- We have reviewed any correspondence with the Charity Commission and reviewed the procedures in place for the reporting of incidents to the Trustee Board including serious incident reporting of any such matters, if necessary.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities is available on the Financial Reporting Council's website at: <https://www.frc.org.uk/Our-Work/Audit/Audit-and-assurance/Standards-and-guidance/Standards-and-guidance-for-auditors/Auditors-responsibilities-for-audit/Description-of-auditors-responsibilities-for-audit.aspx>. This description forms part of our auditor's report.

### Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.



Helena Wilkinson BSc FCA DChA (Senior Statutory Auditor)

for and on behalf of

**PRICE BAILEY LLP**

Chartered Accountants

Statutory Auditors

Tennyson House

Cambridge Business Park

Cambridge

CB4 0WZ

Date: 13 December 2022

Statement of financial activities for the year ended 31 March 2022  
(Incorporating an Income and Expenditure Account)

	Notes	Unrestricted general funds 2022 £	Unrestricted designated funds 2022 £	Restricted funds 2022 £	Total funds 2022 £	Total funds 2021 £
Income from:						
Donations	3a	431,968	-	6,309	438,277	586,087
Charitable activities						
Welfare service	3b		-	148,949	148,949	156,192
Learning & Development activities	3b		-	242,888	242,888	265,180
Social enterprise	3b	101,998	-	54,590	156,588	135,353
Other trading activities	3c	58,644		-	58,644	25,830
Other income	3d	3,584	-	-	3,584	65,247
Investment income		79	-	-	79	511
<b>Total Income</b>		<b>596,273</b>	<b>-</b>	<b>452,736</b>	<b>1,049,009</b>	<b>1,234,400</b>
Expenditure on:						
Raising funds		65,765	-	-	65,765	92,546
Charitable activities						
Welfare Service		206,176	-	148,950	355,126	365,462
Learning & Development activities		203,243	-	242,888	446,131	425,989
Social Enterprises		120,002	-	54,589	174,591	186,576
<b>Total Expenditure</b>	4&5	<b>585,186</b>	<b>-</b>	<b>446,427</b>	<b>1,041,613</b>	<b>1,070,573</b>
Net income before investment gains		1,087		6,309	7,396	163,827
Net losses on investments	7	(7,012)	-	-	(7,012)	(1,584)
Net (Expenditure)/income for the year		(5,925)	-	6,309	384	162,243
Transfers between funds	15	9,823	(9,823)	-	-	-
Surplus for the year being net movement in funds		3,898	(9,823)	6,309	384	162,243
Total funds at 1 April		604,694	265,536	31,025	901,255	739,012
<b>Total funds at 31 March</b>		<b>608,592</b>	<b>255,713</b>	<b>37,334</b>	<b>901,639</b>	<b>901,255</b>

The statement of financial activities includes all gains and losses recognised in the year.

All income and expenditure derive from continuing activities.

The attached notes form part of these financial statements.

## Balance Sheet as at 31 March 2022

Company number 02615905	Notes	2022		2021	
		£	£	£	£
<b>Fixed assets</b>					
Tangible assets	6		151,792		161,615
Investments	7		109,593		116,605
			<u>          </u>		<u>          </u>
			261,385		278,220
<b>Current assets</b>					
Debtors	8	58,352		25,327	
Cash at bank and in hand		651,816		762,550	
		<u>          </u>		<u>          </u>	
		710,168		787,877	
Creditors: amounts falling due within one year	9	(31,958)		(63,916)	
Creditors: deferred income	10	(37,956)		(100,926)	
		<u>          </u>		<u>          </u>	
Net current assets			640,254		623,035
			<u>          </u>		<u>          </u>
Net assets	14		901,639		901,255
			<u>          </u>		<u>          </u>
<b>Unrestricted funds</b>					
General funds	15	608,592		604,694	
Designated funds	15	255,713		265,536	
		<u>          </u>		<u>          </u>	
			864,305		870,230
Restricted funds	15		37,334		31,025
			<u>          </u>		<u>          </u>
Total funds	15		901,639		901,255
			<u>          </u>		<u>          </u>

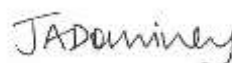
The attached notes form part of these financial statements.

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

The financial statements were approved by the Board of Trustees on 6<sup>th</sup> December 2022 and signed on their behalf by:



R Cantrill (Chair of Trustees)



J Dominey (Trustee)

## Statement of cash flows for the year ended 31 March 2022

	Notes	2022 £	2021 £
Cash flows from operating activities:			
Net cash (used by)/provided by operating activities		<u>(92,120)</u>	<u>162,469</u>
Cash flows from investing activities:			
Proceeds from the sale of property, plant and equipment		-	843
Purchase of property, plant and equipment	6	<u>(18,613)</u>	<u>(7,085)</u>
Net cash used in investing activities		<u>(18,613)</u>	<u>(7,085)</u>
Change in cash and cash equivalents in the reporting period		(110,734)	156,227
Cash and cash equivalents at the beginning of the reporting period		<u>762,550</u>	<u>606,323</u>
Cash and cash equivalents at the end of the reporting period		<u>651,816</u>	<u>762,550</u>
<u>Reconciliation of net income to net cash flow from operating activities</u>			
Net income for the reporting period (from SOFA)		384	162,243
Adjustments for:			
Depreciation charges	6	28,437	26,914
Losses/(Gains) on investments	7	7,012	1,584
Losses/(Gains) on disposal of tangible assets		-	(214)
Decrease/(increase) in debtors		(36,714)	26,368
Increase/(decrease) in creditors		<u>(91,239)</u>	<u>(54,426)</u>
Net cash (used by)/provided by operating activities		<u>(92,120)</u>	<u>162,469</u>

### Analysis of changes in net debt

	At start of year £	Cashflows £	At end of year £
Cash in hand	661,777	(110,777)	551,000
Notice deposits	<u>100,773</u>	<u>43</u>	<u>100,816</u>
Total	<u>762,550</u>	<u>(110,734)</u>	<u>651,816</u>

## Notes to the accounts

### 1. Accounting Policies

#### Accounting convention

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019) – (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006. Wintercomfort meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy. Wintercomfort's legal status is shown on page 40

#### Going concern

The trustees consider that despite the increased competition for funds and pressure on costs, given the levels of income already secured for the following financial year together with the existing reserves and robust control of costs, they have secured the immediate future of the charity. The budget for 2021/22, based on a conservative view of prospects for the year, was revised in May 2021. The budget for 2022/23 takes the same view of the environment in which Wintercomfort will be operating. The Management Accounts including actual results, forecast trading and cashflows, are reviewed on a bi-monthly basis by the trustees to ensure Wintercomfort remains operational and a going concern.

#### Financial instruments

The charity only has financial assets and 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. Fixed assets are recorded at depreciated historical cost and investments are recorded at fair value, being the closing market value rate as shown in note 7. All other assets and liabilities are recorded at cost which is their fair value.

#### Funds

Unrestricted funds are donations and other income receivable or generated for the objects of the charity without further specified purpose and are available as general funds. Designated funds are unrestricted funds earmarked by the Board of Trustees for particular purposes. Restricted funds are to be used for specific purposes as laid down by the grant providers and donors. Expenditure which meets these criteria is charged to the fund together with a fair allocation of management and support costs.

#### Income

Voluntary income received by way of donations from fundraising activities and unsolicited gifts is included in full in the Statement of Financial Activities when receivable. Performance related grant income is recognised in accordance with performance conditions, while Income for non-performance related grants is recognised when received. Income from social enterprise sales is recognised when the service is performed. Legacies are accounted for when received or when receipt is probable, can be estimated and has been notified before the balance sheet date. Income is analysed according to the activity that produced the resources.

## Notes to the accounts

### 1. Accounting Policies (continued)

#### Donated goods and services

Donated professional services are recognised as income when the charity has control over the item, any conditions associated with the donated item have been met, the receipt of economic benefit from the use by the charity of the item is probable and that economic benefit can be measured reliably. In accordance with the Charities SORP (FRS 102), the time contribution of our volunteers is not recognised.

On receipt, donated professional services are recognised on the basis of the value of the gift to the charity which is the amount the charity would have been willing to pay to obtain services of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

#### Expenditure

Expenditure is recognised in the period in which it is incurred and includes attributable VAT which cannot be recovered. Expenditure is allocated to the particular activity where the cost relates directly to that activity. However, the cost of overall direction and administration, comprising the salary, governance and overhead costs of the central function, is apportioned on the basis of time spent on each activity.

#### Pension

Contributions to employees' personal pension plans are charged to the statement of financial activities in the year in which they become payable. The assets of the scheme are held separately from the assets of the Charity.

#### Operating Leases

Rentals paid under operating leases are charged to the statement of financial activities on a straight-line basis over the period of the lease.

#### Fixed assets

Tangible assets are measured at depreciated historical cost. Depreciation is provided at rates calculated to write off the cost of assets over their expected useful life as follows:

Freehold property	2% on cost
Property improvements	5% on cost
Equipment	15% - 25% on cost

#### Investments

Quoted investments are valued at the balance sheet date, at market value. Revaluation gains or losses are recognised in the statement of financial activities and attributed to the fund for which the investments are held.

#### Debtors

Trade and other debtors are recognised at the settlement amount due and prepayments are valued at the invoice amount which relates to future periods after the year end date.

#### Cash at bank and in hand

Cash at bank and cash 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.

## Notes to the accounts

### 1. Accounting Policies (continued)

#### 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.

#### 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.

#### Taxation

The Charity is exempt from taxation on its income and gains falling within the Corporation Tax Act 2010 as all income and gains are applied to charitable purposes.

In common with many other charities, Wintercomfort is unable to recover the majority of value added tax incurred on expenditure.

### 2. Critical accounting judgements and accounting estimates

In application of the Charity's accounting policies which are described in note 1, the trustees are required to make judgements, estimates and assumptions. Estimates and associated assumptions are based on historical experience and other factors considered relevant and are reviewed on an ongoing basis. Critical judgements having the most significant effect on amounts recognised in the financial statements are as follows:

- Recognition of charitable income: Judgement may be required to determine the point at which performance related grant conditions have been met;
- Analysis of charitable expenditure: Judgement is required to allocating charitable expenditure and the related support costs to activities as some expenditure relates to more than one activity;
- Impairment of assets: Judgement is required to determine appropriate depreciation methodology and in considering whether carrying values of assets are impaired.

### 3. Income

The following grant providers are considered government grants: Cambridge City Council and Cambridgeshire County Council. Further detail on the nature and scope of these grants is given in Note 16. All grants relate to revenue expenditure and are recognised in the periods over which the related costs are recognised. At 31 March 2022 there were no unfulfilled conditions and no amounts were carried forward. Further assistance

## Notes to the accounts

3a. Income from donations	2022	2021
	£	£
Restricted		
Sleeping Bags	nil	5,000
Donated goods: food, second-hand clothing & consumables	5,964	13,002
Donated services: professional services & advice	<u>345</u>	<u>345</u>
Total restricted	<u>6,309</u>	<u>18,347</u>
Unrestricted		
Donations from individuals	205,457	263,475
Donations from companies and other organisations	25,359	32,155
Unrestricted income from trusts and foundations	75,966	158,667
Appeal donations	85,241	84,616
Gift Aid	<u>39,945</u>	<u>28,827</u>
Total unrestricted	<u>431,968</u>	<u>567,740</u>
Total Donation Income	<u>438,277</u>	<u>586,087</u>

### 3b. Income from charitable activities

Income from charitable activities is disclosed according to the various programmes for which it is given. Income from local government is restricted and was £145,531 (2021 - £171,341) including a one-time Infection Control Funding Grant of £13,627 (2021 - £12,536), and a discretionary covid grant of £nil (2021 - £10,000).

### 3b. Income from charitable activities

For the year ended 31 March 2022

	Welfare	Learning & development	Social enterprise	Total
	£	£	£	2022
				£
Learning & development programme	39,293	91,685	14,553	145,531
Pathways & progression projects	29,182	43,773	21,286	94,241
Housing support	8,000	12,000	-	20,000
Financial Support	5,100	7,650	-	12,750
Foodbank	400	600	-	1,000
Moving forward project	8,000	12,000	-	20,000
Access & outreach project worker	15,627	23,440	-	39,067
SE supervision & training	-	-	18,750	18,750
Employment programme	12,654	18,980	-	31,634
Catering Training	2,800	4,200	-	7,000
Women's project	19,040	28,560	-	47,600
Service User Small Grants	8,853	-	-	8,853
Total restricted	<u>148,949</u>	<u>242,888</u>	<u>54,590</u>	<u>446,427</u>
Social enterprise	-	-	101,998	101,998
Total	<u>148,949</u>	<u>242,888</u>	<u>156,588</u>	<u>548,425</u>

3b. Income from charitable activities

For the year ended 31 March 2021	Welfare	Learning & development	Social enterprise	Total 2021
	£	£	£	£
Learning & development programme	46,262	107,945	17,134	171,341
Pathways & progression projects	48,272	72,409	21,286	141,967
Housing support	9,044	13,566	-	22,610
Financial Support	1,118	1,676	-	2,794
Foodbank	400	600	-	1,000
Moving forward project	8,000	12,000	-	20,000
Access & outreach project worker	3,667	5,500	-	9,167
SE supervision & training	-	-	25,000	25,000
Employment programme	4,000	6,000	-	10,000
Weekend welfare	-	-	22,816	22,816
Women's project	24,322	36,484	-	60,806
Social Inclusion project worker	6,000	9,000	-	15,000
Service User Small Grants	5,107	-	-	5,107
Total restricted	<u>156,192</u>	<u>265,180</u>	<u>86,236</u>	<u>507,608</u>
Social enterprise	-	-	49,117	49,117
Total	<u>156,192</u>	<u>265,180</u>	<u>135,353</u>	<u>556,725</u>

3c. Income from other trading activities

	2022	2021
	£	£
Fundraising Events	37,518	-
Internal Cleaning	18,303	18,024
Cambridge Half Marathon entry fees	-	510
Food Recharge to Cambridge City Council	2,033	6,200
Cambridge Housing Society	790	1,096
Total	<u>58,644</u>	<u>25,830</u>

Fundraising events for the year ended 31<sup>st</sup> March 2022 included Cambridge United Youth and Community Trust Sleep Out proceeds (£15,823), Christmas Carol Concert proceeds (£2,617), Rotary Club event (£2,400) amongst others.

All income from other trading activities was unrestricted

3d. Other Income

	2022	2021
	£	£
Furlough Reclaim	<u>3,584</u>	<u>65,247</u>

## Notes to the accounts

### 4. Analysis of expenditure on charitable activities

For the year ended 31 March 2022	Direct costs £	Staff costs £	Support costs £	Depreciation £	Donated Items £	Total 2022 £
Charitable activities						
Welfare	68,361	228,955	40,270	11,230	6,309	355,125
Learning & Development	36,831	343,433	51,505	14,363	-	446,132
Social enterprise	9,082	152,468	10,197	2,844	-	174,591
Raising funds	65,765	-	-	-	-	65,765
<b>Total</b>	<b><u>180,039</u></b>	<b><u>724,856</u></b>	<b><u>101,972</u></b>	<b><u>28,437</u></b>	<b><u>6,309</u></b>	<b><u>1,041,613</u></b>
For the year ended 31 March 2021	Direct costs £	Staff costs £	Support costs £	Depreciation £	Donated Items £	Total 2021 £
Charitable activities						
Welfare	79,360	198,610	58,240	10,905	18,347	365,462
Learning & Development	43,218	297,915	71,473	13,383	-	425,989
Social enterprise	9,662	159,801	14,413	2,700	-	186,576
Raising funds	<u>92,546</u>	-	-	-	-	<u>92,546</u>
<b>Total</b>	<b><u>224,786</u></b>	<b><u>656,326</u></b>	<b><u>144,126</u></b>	<b><u>26,988</u></b>	<b><u>18,347</u></b>	<b><u>1,070,573</u></b>

#### 4a. Analysis of support costs

For the year ended 31 March 2022	Welfare £	Learning & development £	Social enterprise £	Total 2022 £
Governance (note 4b)	2,429	3,106	615	6,150
Office costs	3,510	4,489	889	8,888
Finance	11,292	14,442	2,860	28,594
I.T. & Telephones	4,675	5,979	1,184	11,838
Professional advice	878	1,123	223	2,224
Premises and utilities	17,486	22,364	4,428	44,278
<b>Total</b>	<b><u>40,270</u></b>	<b><u>51,503</u></b>	<b><u>10,199</u></b>	<b><u>101,972</u></b>

Support costs are allocated on the percentage of time spent by staff on each activity.

Finance costs include irrecoverable vat amounting to £10,477 (2021: £14,473).

## Notes to the accounts

### 4b. Analysis of support costs (continued)

For the year ended 31 March 2021	Welfare	Learning & development	Social enterprise	Total 2021
	£	£	£	£
Governance (note 5)	2,687	3,298	665	6,650
Office costs	5,425	6,658	1,343	13,426
Finance	20,139	24,715	4,984	49,838
I.T. & Telephones	4,906	6,020	1,214	12,140
Professional advice	4,215	5,173	1,043	10,431
Premises and utilities	<u>20,868</u>	<u>25,609</u>	<u>5,164</u>	<u>51,641</u>
Total	<u>58,240</u>	<u>71,473</u>	<u>14,413</u>	<u>144,126</u>

5. Governance costs	2022	2021
	£	£
Audit fees	6,150	6,650
Trustee expenses	-	-
	<u>6,150</u>	<u>6,650</u>

5a. Net movement in funds for the year	2022	2021
	£	£
This is stated after charging:		
Depreciation on fixed assets owned	28,437	26,914
Profit on disposal of tangible fixed assets	-	(214)
Other operating leases - equipment (see note 12)	2,400	3,600
Audit fees	6,150	6,650

5b. Staff costs and numbers	2022	2021
	£	£
Staff costs were as follows:		
Salaries, wages and other staff costs	660,186	604,278
Social security costs	48,884	42,818
Pension contributions	<u>15,786</u>	<u>9,230</u>
	<u>724,856</u>	<u>656,326</u>

## Notes to the accounts

5c. Full-time equivalent number of employees during the year was as follows:

Charitable activities	19.6	17.5
Management and administration	<u>3.5</u>	<u>3.7</u>
	<u>23.1</u>	<u>21.2</u>

The average headcount during the year was 38.0 (2021 – 34.0). No employee received emoluments of more than £60,000. Staff costs of the Senior Management Team (see page 44) during the year totalled £200,408 (2021 - £185,490) and £4,931 employer’s pension contributions (2021 - £2,813).

### 6. Tangible fixed assets

	Land and buildings	Plant and machinery	Total
Cost	£	£	£
At 1 April 2021	378,390	136,976	515,366
Additions	-	18,613	18,613
Disposals	-	-	-
At 31 March 2022	<u>378,390</u>	<u>155,589</u>	<u>533,979</u>
Depreciation			
At 1 April 2021	262,974	90,777	353,751
Charge for the year	7,026	21,411	28,437
Disposals	-	-	-
At 31 March 2022	<u>270,000</u>	<u>112,188</u>	<u>382,188</u>
Net book value at 31 March 2022	<u>108,390</u>	<u>43,402</u>	<u>151,792</u>
Net book value at 31 March 2021	<u>115,416</u>	<u>46,199</u>	<u>161,615</u>

### 7. Investments

	2022	2021
	£	£
Corporate bond fund investments:		
Market value as at 1 April	116,605	118,189
Revaluation	<u>(7,012)</u>	<u>(1,584)</u>
Market value as at 31 March	<u>109,593</u>	<u>116,605</u>
Investments are UK based and comprise:		
Invesco Perpetual Corporate Bond	50,739	54,006
M&G Gilt and Fixed Interest Fund	<u>58,854</u>	<u>62,599</u>
	<u>109,593</u>	<u>116,605</u>
Historical cost	<u>100,000</u>	<u>100,000</u>

## Notes to the accounts

8. Debtors	2022	2021
	£	£
Trade debtors	27,778	17,721
Other debtors	24,809	3,824
Prepayments	<u>5,765</u>	<u>3,782</u>
	<u>58,352</u>	<u>25,327</u>

Other Debtors at the 31<sup>st</sup> March 2022 include current onetime invoices for Wintercomfort's share of the Cambridge United Youth and Community Trust Sleep Out proceeds (£15,823), as well as a grant invoice to Mathworks (£3,700)

9. Creditors: Amounts falling due within one year	2022	2021
	£	£
Trade creditors	8,521	9,044
Taxation and social security	21,418	19,663
Other creditors and accruals	<u>2,019</u>	<u>35,209</u>
	<u>31,958</u>	<u>63,916</u>

10. Creditors: Deferred income	2022	2021
	£	£
At 1 April	100,926	142,400
Received during the year	286,636	218,084
Released to income during the year	<u>(349,606)</u>	<u>(259,558)</u>
At 31 March	<u>37,956</u>	<u>100,926</u>

Deferred income relates to performance-based trust and foundation grant income given for the delivery of specific projects.

### 11. Pension commitments

The Charity operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the charity in an independently administered fund. The pension charge represents contributions payable by the charity to the fund.

Total employer contributions paid for the year were £15,786 (2021 - £9,517). Contributions totalling £1,394 (2021 - £933) were payable to the fund at the balance sheet date.

12. Operating leases	2022	2021
	£	£
The Charity has commitments under non-cancellable operating leases for office equipment which are payable:		
Within one year	1,200	1,200
In two to five years	<u>1,200</u>	<u>2,400</u>
	<u>2,400</u>	<u>3,600</u>

### 13. Related parties

Trustees received no remuneration in the year (2021- £nil). During the year expenses amounting to £nil were paid to trustees (2021 - £nil). In the same period the trustees donated a total of £7,500 including gift aid (2021- £7,500). Sarah Foreman, previously Chair of Trustees, became the Interim Services Manager effective 8<sup>th</sup> December 2021.

## Notes to the accounts

### 14. Analysis of net assets between funds

As at 31 March 2022	General funds £	Designated funds £	Restricted funds £	Total funds £
Fixed assets – tangible assets	-	151,792	-	151,792
Fixed assets – investments	109,593	-	-	109,593
Net current assets	<u>498,999</u>	<u>103,921</u>	<u>37,334</u>	<u>640,254</u>
	<u>608,592</u>	<u>255,713</u>	<u>37,334</u>	<u>901,639</u>

As at 31 March 2021	General funds £	Designated funds £	Restricted funds £	Total funds £
Fixed assets – tangible assets	-	161,615	-	161,615
Fixed assets – investments	116,605	-	-	116,605
Net current assets	<u>488,089</u>	<u>103,921</u>	<u>31,025</u>	<u>623,035</u>
	<u>604,694</u>	<u>265,536</u>	<u>31,025</u>	<u>901,255</u>

## Notes to the accounts

### 15a. Movement of funds in year to 31 March 2022

	1 April 2021 £	Income £	Expenditure £	Transfers /Gains & Losses £	31 March 2022 £
Learning & development programme	-	145,531	(145,531)	-	-
Progression project	-	94,241	(94,241)	-	-
Moving forward project	-	20,000	(20,000)	-	-
Housing support service	-	5,000	(5,000)	-	-
Women only service	-	47,600	(47,600)	-	-
Tenancy Advisor	-	15,000	(15,000)	-	-
Foodbank	-	1,000	(1,000)	-	-
Access & outreach project worker	-	39,067	(39,067)	-	-
Social enterprise supervision & training	-	18,750	(18,750)	-	-
Financial support	-	12,750	(12,750)	-	-
Catering Training	-	7,000	(7,000)	-	-
Employability programme	-	31,634	(31,634)	-	-
Support activities	12,201	8,854	(8,854)	-	12,201
Driving lesson fund	477	-	-	-	477
Donated goods & services	<u>18,347</u>	<u>6,309</u>	-	-	<u>24,656</u>
Total restricted funds	<u>31,025</u>	<u>452,736</u>	<u>(446,427)</u>	-	<u>37,334</u>
Designated funds					
Designated strategic fund	90,000	-	-	-	90,000
Designated fixed assets fund	161,615	-	-	(9,823)	151,792
Designated building fund	<u>13,921</u>	-	-	-	<u>13,921</u>
Total designated funds	265,536	-	-	(9,823)	255,713
General funds	<u>604,694</u>	<u>596,273</u>	<u>(595,186)</u>	<u>9,823</u>	<u>615,604</u>
Total unrestricted funds	<u>870,230</u>	<u>596,273</u>	<u>(595,186)</u>	<u>(7,012)</u>	<u>864,305</u>
Total funds	<u>901,255</u>	<u>1,049,009</u>	<u>(1,041,613)</u>	<u>(7,012)</u>	<u>901,639</u>

Local government income is shown under note 3b

## Notes to the accounts

### 15b. Movement of funds in year to 31 March 2021

	1 April 2020	Income	Expenditure	Transfers	31 March 2021
	£	£	£	£	£
Learning & development programme	-	171,341	(171,341)	-	-
Progression project	-	141,967	(141,967)	-	-
Moving forward project	-	20,000	(20,000)	-	-
Housing support service	-	22,610	(22,610)	-	-
Women only service	-	60,806	(60,806)	-	-
Foodbank	-	1,000	(1,000)	-	-
Access & outreach project worker	-	9,167	(9,167)	-	-
Social enterprise supervision & training	-	25,000	(25,000)	-	-
Social inclusion project worker	-	15,000	(15,000)	-	-
Financial support	-	2,794	(2,794)	-	-
Employability programme	-	10,000	(10,000)	-	-
Support activities	12,202	5,107	(5,107)	-	12,202
Covid Emergency & Weekend Service	-	22,816	(22,816)	-	-
Driving lesson fund	477	-	-	-	477
Donated goods & services	-	<u>18,347</u>	-	-	<u>18,347</u>
Total restricted funds	<u>12,679</u>	<u>525,955</u>	<u>(507,608)</u>	-	<u>31,026</u>
Designated funds					
Designated strategic fund	90,000	-	-	-	90,000
Designated fixed assets fund	182,072	-	-	(20,457)	161,615
Designated building fund	<u>13,921</u>	-	-	-	<u>13,921</u>
Total designated funds	285,993	-	-	(20,457)	265,536
General funds	<u>440,340</u>	<u>708,445</u>	<u>(562,964)</u>	18,873	604,694
Total unrestricted funds	<u>726,333</u>	<u>708,445</u>	<u>(562,964)</u>	<u>(1,584)</u>	<u>870,230</u>
Total funds	<u>739,012</u>	<u>1,234,400</u>	<u>(1,070,573)</u>	<u>(1,584)</u>	<u>901,255</u>

## Notes to the accounts

### 15c. Movement of funds:

Restricted funds	Explanation
Social Inclusion Project Worker	To provide support for vulnerable adults.
Driving lesson fund	The provision of driving lessons for Service Users
Employability programme	To enable project workers to providing job skills workshops.
Employment & volunteering Project Worker	To help individuals who have experienced homelessness to undertake volunteering and work placement opportunities.
Women only service	A variety of support services focused on women.
Housing support service	Housing advice service supporting people to maintain their tenancies and provide assistance to those moving from homelessness to housing.
Learning and development programme	To support delivery of welfare, learning and personal development activities. Our agreement requires us to: Offer a welfare and learning and development service a minimum of 5 days or 35 hours per week, of which 10 hours must be welfare-based. Offer activities aimed to build self-esteem, and a strong focus on preparation for employment with annual targets for employment.
Moving forward project	This project supports migrant service users with outcomes around employment and training, legal advice, language skills and accommodation.
Progression and Pathways projects	The Pathways project ended in September 2018 and in January 2019 it was replaced by the Progression Project. The Progression Project focuses on outcomes on basic skills, volunteer work experience, employment and substance misuse. The Pathways project supported a structured pathway of learning, volunteering and work experience opportunities leading to employment.

## Notes to the accounts

### 15c. Movement of funds: (continued)

Restricted funds	Explanation
Support activities	The provision of small grants (generally under £250) to individuals for specific items from various sources such as CCF, CEA, MEAM, Staywell, Street Aid.
Designated funds	Explanation
Designated building fund	This represents funds accumulated towards the cost of significant building improvement works required to be undertaken in the next three to five years.
Designated fixed assets fund	This fund represents the book value of Overstream House and the equipment owned by the charity
Designated strategic fund	This fund provides for major changes to funding or operational challenges, such as a pandemic/Covid resurgence.

## Notes to the accounts

### 16. Analysis of statement of financial activities figures to 31 March 2021

	Notes	Unrestricted general funds 2021 £	Unrestricted designated funds 2021 £	Restricted funds 2021 £	Total funds 2021 £	Total funds 2020 £
Income and endowments from:						
Donations	3a	567,740	-	18,347	586,087	416,799
Charitable activities						
Welfare service	3b		-	156,192	156,192	132,947
Learning & Development activities	3b		-	265,180	265,180	209,032
Social enterprise	3b	49,117	-	86,236	135,353	270,421
Other trading activities	3c	25,830		-	25,830	16,098
Other income	3d	65,247	-	-	65,247	-
Investment income		511	-	-	511	4,023
<b>Total Income &amp; Endowments</b>		<b>708,445</b>	<b>-</b>	<b>525,955</b>	<b>1,234,400</b>	<b>1,049,320</b>
Expenditure on:						
Raising funds		92,546	-	-	92,546	99,101
Charitable activities						
Welfare Service		209,269	-	156,193	365,462	263,836
Learning & Development activities		160,811	-	265,178	425,989	370,842
Social Enterprises		100,338	-	86,238	186,576	261,632
<b>Total Expenditure</b>	4&5	<b>562,964</b>	<b>-</b>	<b>507,609</b>	<b>1,070,573</b>	<b>995,411</b>
Net income before investment gains		145,481		18,346	163,827	53,909
Net losses on investments	7	(1,584)	-	-	(1,584)	3,297
Net income for the year		143,897	-	18,346	162,243	57,206
Transfers between funds	15	20,457	(20,457)	-	-	-
Surplus for the year being net movement in funds		164,354	(20,457)	18,346	162,243	57,206
Total funds at 1 April		440,340	285,993	12,679	739,012	681,806
Total funds at 31 March		<b>604,694</b>	<b>265,536</b>	<b>31,025</b>	<b>901,255</b>	<b>739,012</b>

## Strategic report (continued)

### Financial management and policies

#### Reserves policy

The Trustees of Wintercomfort aim to oversee and manage a prudent level of reserves in order to meet the current and future needs of our beneficiaries, and to do this by establishing reserves for designated matters and free reserves as explained in the strategic report on page 16.

#### Investment policy

The Trustees have decided to retain short term funds in cash reserves which are risk free, provide for seasonal fluctuations in operating cash flows and cover nine months expenditure and to hold medium term investments in corporate bonds and gilt edged securities.

### Governance and management

#### Governing document

Wintercomfort, a company limited by guarantee, is governed by its memorandum and articles of association. Liability of the members in the event of the company being wound up is limited to £1 each.

#### The Board

The board of trustees is responsible for the strategic governance of the charity and all act in their capacity as trustees as unpaid volunteers. Members of the board who are directors for the purpose of company law who served during the year are set out under legal and administrative details on page 46.

The board meets bi-monthly and receives written reports on all aspects of the charity's work at each meeting. Trustees regularly review the skillsets that would strengthen the board's overall effectiveness. The board operates an equal opportunities recruitment policy and trustees are recruited to provide specific or general skills. New trustees follow an induction process and are required to spend some time experiencing the different aspects of the charity's activities to gain an understanding of all aspects of the work of Wintercomfort and to meet key members of staff. All trustees are required to understand their legal obligations in taking on the role of Trustee. All Trustees are SOVA trained.

At every annual general meeting (AGM) one third (or the number nearest to one third) of the trustees retire by rotation, being those who have been longest in office since their last appointment or reappointment. If at the meeting at which a trustee retires by rotation, the vacancy of the retiring trustee is not filled he /she shall, if willing to act, be deemed to have been reappointed unless at the meeting it is resolved not to fill the vacancy or unless a resolution for the reappointment of the trustees is put to the meeting and lost. At the AGM in December 2021, Sarah Foreman, Christine Leonard and Rod Cantrill were the longest in office since the election of trustees at the last AGM, they retired at this meeting and were duly re-elected. Sarah Foreman stepped down from the Board of Trustees on 7<sup>th</sup> December 2021 and was replaced in the role of Chair of Trustees by Rod Cantrill.

## Strategic report

### Governance and management

#### Management

Decisions about matters of procedure, policies, finances and changes to the way the charity is run are made by the trustees at bi-monthly board meetings (on a majority vote with a quorum present of three or one third whoever is the greater). The board delegates certain areas of governance to the finance committee. This comprises of the chair and other trustees with relevant financial experience. The finance committee meets bi-monthly or more often should the need arise.

The day to day running of the charity is delegated to the chief executive officer (CEO) who is responsible for the delivery of the agreed strategy and for ensuring that the charity's policies are adhered to. The pay of the CEO and the other members of the senior management team (SMT) is reviewed by the chair and finance committee and benchmarked against equivalent roles in similar sized UK charities, taking into account geographical variations in cost of living. The CEO and SMT are listed in the legal and administrative section of these financial statements and their employment costs are disclosed in note 5 to the accounts.

#### Staff remuneration and the living wage

From 1 April 2021 all staff were paid a minimum of £9.50/hour.

#### Pensions

Wintercomfort provides pension arrangements for staff using the National Employment Savings Trust (NEST) plan which was chosen as it caters to small organisations such as ours and provides staff with flexibility and control over their arrangements. Wintercomfort contributes the equivalent of 3% of basic salary for all eligible members of staff.

## Strategic report

### Risk and safeguarding

#### Risk

The trustees have a risk management process to assess risks to which the charity is exposed. This process identifies the types of risks the charity faces, prioritises them and identifies mitigation strategies. Risk management forms an integral part of all of the charity's strategic management thinking and decisions. All projects and services are risk assessed at the outset as well as being regularly updated. Overall responsibility for ensuring that this process is carried out lies with the board of trustees and the chief executive officer. Each month progress against strategic objectives is measured and reviewed and the most significant risks to meeting strategic goals are identified and reported to the board.

The coronavirus pandemic has had a major impact on the way we provide services and impacts on the first two risks identified below. Initially, the income generated by the social enterprise activities was severely curtailed and subsequently the lockdown measures announced by the Government forced us to temporarily close our premises. In response to these challenges we adjusted our service delivery which has involved closer working relationships with the local authorities and other external agencies which is on-going. We launched a Covid-19 appeal and increased fundraising efforts to fund revised working practises, enabling both service users and support staff to maintain contact remotely by phone or electronically. We have continued to provide laundry services by appointment and to prepare nutritious food from our premises for delivery by volunteers to those in temporary accommodation or for collection by those sleeping rough and we will continue to develop our response in partnership with these agencies. In addition, Government assistance through the coronavirus job retention scheme has mitigated the financial impact of the loss of income from our social enterprises. The trustees consider that the most significant risks currently facing the charity and their mitigating factors remain as follows:

Risk	Mitigating factors
Failing to raise the income required to deliver services.	Financial planning, scenario planning, management of reserves, risk mitigation strategies.
Failure to provide appropriate care for service users / abuse of service users.	Safeguarding best practice, policy, procedures, training for staff, volunteers and trustees.
Failure to comply with human resource procedures and / or employment regulations.	Ensure all policies and procedures reflect statutory requirements and good practice and are regularly reviewed.

## Strategic report

### Risk and safeguarding (continued)

#### Safeguarding

Wintercomfort works with vulnerable adults and the policies and procedures that have been implemented to ensure the safety and protection of service users include:

- Safe recruitment policies for staff and volunteers working with service users including enhanced DBS (Disclosure & Barring Service) checks for all staff and volunteers.
- Safeguarding training for staff and volunteers commensurate with their roles and responsibilities and all Trustees– regularly repeated every 3 years.
- Clear procedures so that staff are aware of how to report concerns.
- Robust risk and safeguarding assessment practices.

## Legal and administrative details

### Wintercomfort for the homeless (limited by guarantee)

Registered office	Overstream House, Victoria Avenue, Cambridge, CB4 1EG.
Company registration number	02615905
Charity registration number	1003083
Trustees	Rod Cantrill (Chair – appointed 7 <sup>th</sup> December 2021) Sarah Foreman (Chair – resigned 7 <sup>th</sup> December 2021) Christine Leonard (Secretary) Joanne Crellen Jane Dominey Anne Pollintine Tim Tyndall Jo Kibble
Chief Executive Officer	Sarah Halls
Senior management team	Chris Goldsmith – Finance and Business manager Donna-Louise Cobban - Services Manager (left 21 <sup>st</sup> January 2022) Sarah Foreman – Interim Services Manager (from 8 <sup>th</sup> December 2021) Melody Brooker – Fundraising and Communications Manager
Bankers	Royal Bank of Scotland 21 Petty Cury Cambridge CB2 3NE
Auditors	Price Bailey LLP Tennyson House Cambridge Business Park Cambridge CB4 0WZ