

PREVENTING AND TACKLING YOUTH AND FAMILY HOMELESSNESS THE LOCKDOWN YEAR



ANNUAL REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2021

Company Number 04333875 | Registered Charity Number 1090836

 **Cardinal Hume
Centre**
Turning Lives Around

“Every individual must be given every opportunity to live a life in which his or her basic needs are provided for, and in which so far as is reasonably possible, his or her full potential is realised. Each person matters. No human life is ever redundant.

Cardinal Basil Hume, Centre Open Evening, March 1994

CONTENTS

07	Chair and Chief Executive Foreword
08	The Centre at a glance
09	Our Finances
11	Our year in numbers
12	Who we've supported
13-23	Our review of 2020/21
15	Annabelle's story
21	Gabrielle's story
22	Mohsen's story
25	Sara's story
26	How you gave your support
27	Our volunteers

Cover: Mohsen fled Sudan at 15, read his story on page 22.

STRATEGIC REPORT

29	Measuring progress against our Business Plan
31	Strategic objectives
33	Enabler goals
34	Financial strategy
37	Fundraising approach
38	Structure, governance and management

FINANCIAL REPORT

43	Independent auditor's report
47	Notes to the financial statements
51	Statement of financial activities
52	Balance sheet
53	Statement of cash flows
64	Organisational details
65	Major supporters, trusts, companies and partners



The Cardinal Hume Centre supports homeless young people, badly housed families and people from the local community with little or no income.

We help people identify the skills, tools and confidence to break out of poverty and build better lives. People matter.



A young hostel resident learning to cook in a Life Skills session.



Having fun together
in our welcoming and
spacious play area
during lockdown.

A YEAR LIKE NO OTHER...

This was perhaps the most challenging year in the Centre's history. In responding to the pandemic, we knew closing the Centre was not an option, we had to remain on hand, a place for support, a home for young people.

It was the right decision. It is now clear that those living on the margins are at greatest risk of the consequences of Covid-19. Coping with homelessness or sub-standard housing, unemployment or insecure work is an incredible challenge at the best of times, but in a global health and economic crisis, those challenges are compounded. Young people and children are caught up in these consequences and it remains a risk to their learning, future wellbeing and potential.

You will see in this report how the Centre has stuck with its values, and combined this with its habitual professionalism and responsiveness. Arguably, the pandemic has brought out the best in the Centre and its team. Over the last year, we have been on hand for more than 1,100 including 465 families. We have been a safe home, housing 47 young people.

We have had to innovate and work in ways we may not have imagined previously, but we provided a proactive response to the pandemic, felt greatest by those already most in need.

Looking ahead, it is our challenge to continue to respond and where necessary innovate. As we write, the incidence of Covid-19 infections may be falling, but the economic consequences may yet get worse. Over time, many believe the consequence will be increased homelessness and worklessness. The data shows already that young people are at the greatest risk.

This means the challenge continues. It remains the Centre's priority to prevent the impact of Covid-19 from blighting its clients lives in the coming years, and into future generations. We need to continue to build tailored packages of support to enable children, young people and their families identify their own potential and skills in order to thrive. We have to work where we are our most effective and can deliver the greatest impact.

We can't do this without the continued support of our team and those who fund or advise us. You give us confidence to face the future with optimism and hope. Thank you for your support.



Robert Arnott,
Chair of Trustees

A handwritten signature in black ink, appearing to read 'Rob Arnott'.



George O'Neill,
Chief Executive

A handwritten signature in black ink, appearing to read 'George O'Neill'.

THE CENTRE AT A GLANCE

WHO WE ARE

The Cardinal Hume Centre has been supporting people out of poverty and homelessness for more than 30 years.

We stick proudly to the ethos of our founder, Cardinal Basil Hume. We provide a place of welcome, sanctuary and support to everyone who comes to the Centre.

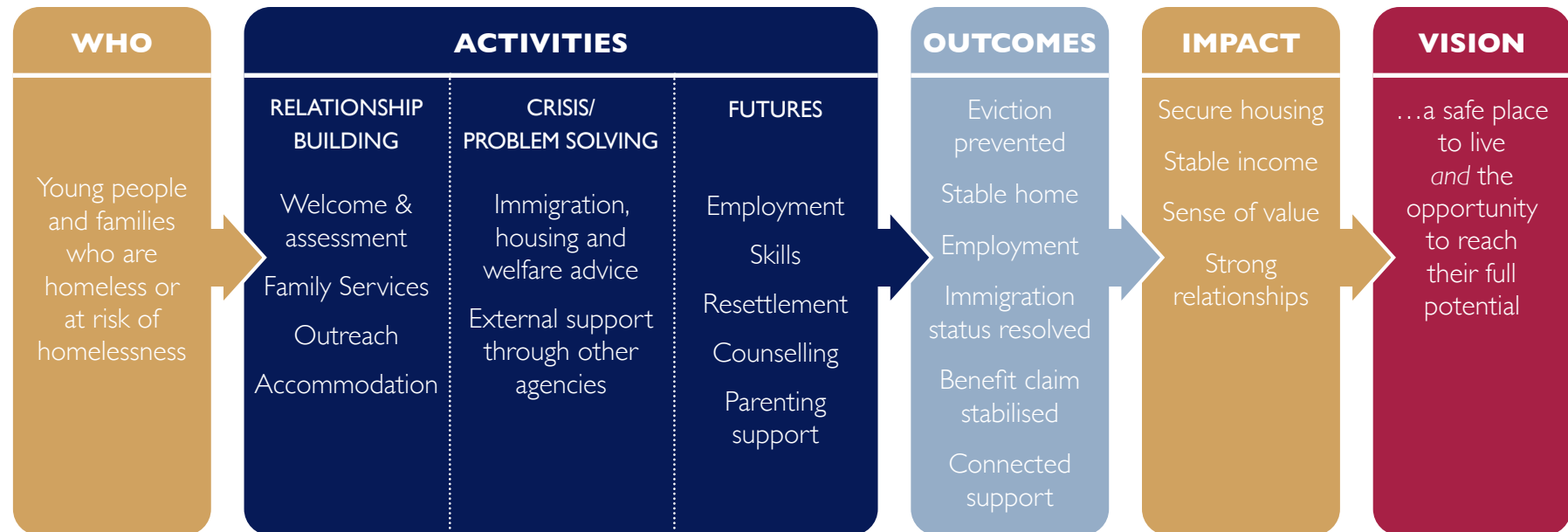
WHERE WE WORK

We are based in Westminster, which has one of the highest levels of rough sleeping and other forms of homelessness in the UK.

- 29% of children in Westminster are living in poverty (Trust for London)
- 24% of children living in Westminster are eligible for free school meals
- 3,917 children in Westminster were living in temporary accommodation between July and September 2020 (Homelessness Statistics - GOV.UK)

HOW WE WORK*

We are focused on tackling the root causes of homelessness and poverty.



*We have been thinking carefully about how we are making a difference for our clients and will be sharing a redefined Theory of Change later this year.

OUR FINANCES

VOLUNTARY INCOME		£000's
	Trusts	648
	Individuals	633
	Major Donors	576
	Community Groups	204
	Corporates	156
	Legacies	191
	Shop	—
	Total Voluntary	2,408
NON-VOLUNTARY INCOME		
	Statutory Income	417
	Income from Activities	401
	Other Income	234
	Total Non-Voluntary	1,052
Total Income		3,460
EXPENDITURE		
	Direct Charitable	2,679
	Fundraising	491
Total Expenditure		3,170
CARRIED FORWARD		
	Net Current Assets	897
	Restricted Funds	74
	Free Reserves	620



Being creative in one of our family activities.



Preparing healthy
food in our Family
Services kitchen.

OUR YEAR IN NUMBERS

In 2020/21 we helped hundreds of people increase their financial security and reduce their risk of homelessness

- 1,163** clients supported including 465 families, 202 children and young people (0 – 24 yrs) and 496 vulnerable adults
- 47** young people have been supported by our accommodation services; 12 moved on to more independent living
- 64%** of the young people living in our accommodation have been in education, training or employment
- 138** clients increased their income through benefit applications, the resolution of existing benefit issues and/or grants awarded
- 144** clients were issued foodbank vouchers; 224 clients were provided with supermarket vouchers totalling £26,625
- 66** clients were supported to secure successful housing outcomes including eviction prevention, solving disrepair issues and obtaining accommodation to meet immediate housing needs
- 166** clients were supported to secure or extend their right to remain in the UK
- 59** clients were supported with a range of out-of-work and in-work advice and support, including support with CVs, supporting statements, interview practice and work-based placements.
- 28** clients were supported to gain or sustain employment; 16 clients were supported into training or volunteering
- 36** Unaccompanied Asylum Seeking Children (UASC's) have received intensive language support
- 35** of our most vulnerable families, including their 72 children, received regular phone calls from our Family Services team
- 37** of our most vulnerable children attended our School Holiday programme and/or our Family Saturday's offer
- 174** staff and volunteers
- 93%** of staff agree that they enjoy the work they do and 91% are proud to work at the Centre

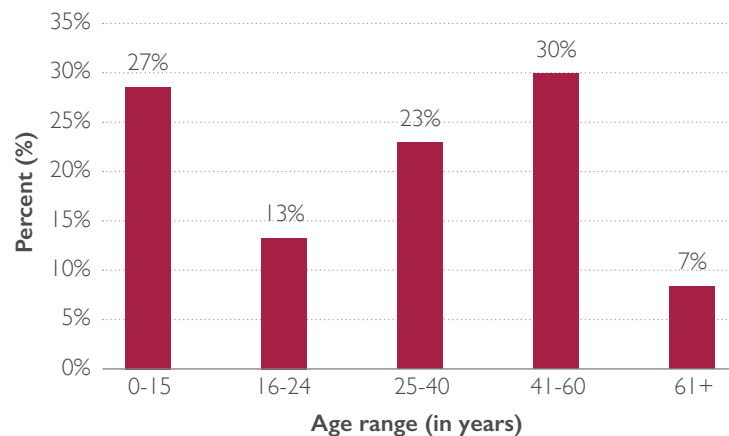


Preparing a
parcel of food
and essentials for
people in crisis.

WHO WE'VE SUPPORTED

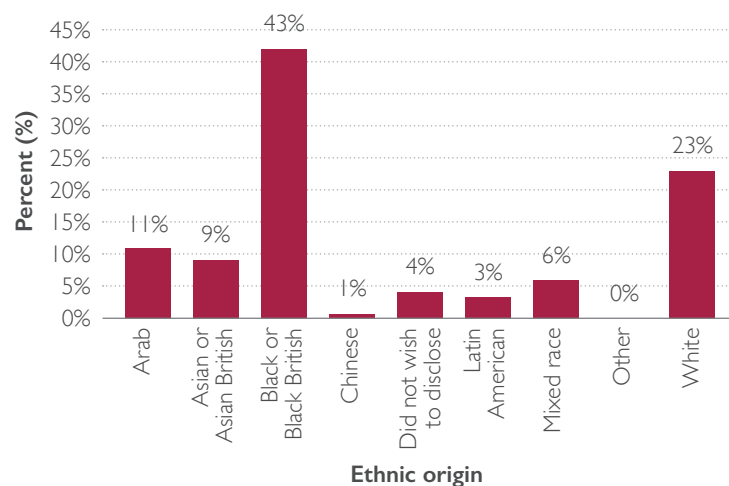
We supported
465
families

AGE

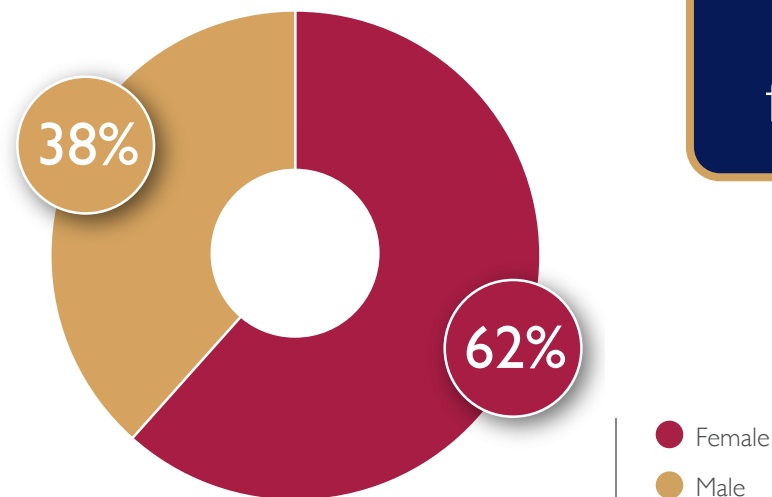


This year the Centre began to focus its efforts on supporting young people, children and families. This graph is based on the data we have both for the clients we have worked with directly, as well as the children and young people (0-24) we have supported indirectly through our support of the whole family.

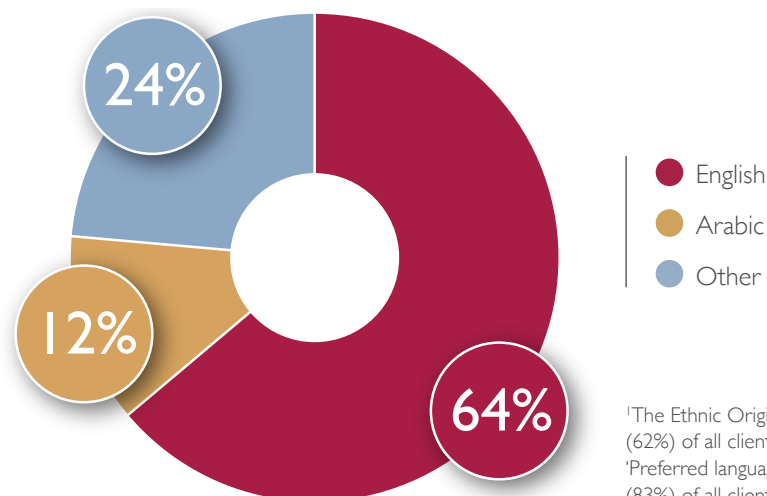
ETHNIC ORIGIN¹



GENDER



PREFERRED LANGUAGE²



¹The Ethnic Origin data is based on 730 (62%) of all clients worked with; ²The 'Preferred language' data is based on 962 (83%) of all clients worked with.

OUR REVIEW OF 2020/21 – SUPPORTING OUR CLIENTS DURING A GLOBAL PANDEMIC

The Centre aims to prevent the causes and tackle the consequences of poverty and homelessness. Our approach is to build a relationship with each individual, to recognise everyone is different and often faces complex interrelated challenges. We take time to understand what each person wants and the barriers they face. We focus on an individual's needs, rights and potential, and our response is multi-layered through the provision of an integrated range of services located in one place. Most of our work is one-to-one, and it is uniquely person-centred: we concentrate on the areas which our clients tell us have the greatest impact on their lives.

In a year dominated by the global pandemic, we have seen the challenges our clients face increase substantially. More than ever, staff have needed to work collaboratively across our services and in partnership with other local organisations to meet clients' changing needs.

The Centre did not close at any point during the pandemic: we have supported 1,163 clients across the year, among them 465 families, 202 children and young people, and 496 vulnerable adults.

Our delivery mechanisms have had to move to a hybrid of online and face-to-face support, following Government guidance to serve people safely and effectively as lockdown has eased or tightened. We are one of the few local organisations to have continued to provide some in-person support, believing it essential for our most vulnerable clients, often living in overcrowded accommodation with little or no digital facilities, for whom an online approach was not viable. We were determined to provide a warm and safe environment for those who needed it most.

ADDRESSING IMMEDIATE ESSENTIAL NEED

Supporting people to get back on their feet

Due to Covid-19 restrictions, families were suddenly forced to remain at home with their children all day with no access to school meals; family incomes were reduced by furlough or redundancy and learning opportunities or training for parents came to an abrupt halt. Initially, most requests to Family Services were for nappies but this soon grew to include requests for other toiletries and food.

We made parcels filled with toys, craft materials and books for the children. Families already using a foodbank needed to top up with food from our store because children were at home all day and the bills were mounting. Mothers who may have previously relied on money from a partner suddenly had none.

Many of the Centre's clients are migrant workers who have the right to live and work in the UK but who are not eligible for welfare or housing benefits should they lose their jobs. While our Immigration team worked with clients to change the conditions of their leave to remain (thus enabling them, with help from our Advice team, to claim benefits), we provided vital food vouchers. Thanks to the generosity of our donors, we were able to provide foodbank vouchers for 144 clients and 224 clients were provided with supermarket vouchers totalling £26,625.

SUPPORTING THOSE EXPERIENCING SOCIAL ISOLATION

Putting people back in touch

Many of the families and young people we support live in temporary accommodation. This often means that they do not have well established local networks and therefore do not benefit from the practical and emotional support such networks provide. During the pandemic these clients have been unable to visit family and friends living further afield or find respite from challenging living conditions. This has left our clients at a high risk of social isolation and its attendant negative impacts on physical and mental health.

At the Centre we attempted to mitigate the impact of such isolation by consulting with partners, the local Family Hub and the families themselves.

We maintained contact through regular phone calls, and circulating relevant information such as newsletters, public health messages in several languages, together with details of any online, cultural and library activities.

One team member was assigned to making weekly telephone calls to families. Through these conversations we were acutely aware of parents' feelings of helplessness and anxiety in regard to their children's schoolwork and attainment while schools were closed. Children were frequently unable to access schoolwork and often struggled to understand it. For ten children, we provided sessions with a volunteer teacher, which were particularly appreciated by parents who had not been able to talk to their teachers about their children's work.

Early in the first lockdown (March 2020), Family Services offered the use of its large open space to the Bessborough Family Hub

so that it could have somewhere to meet safely to support some of the most vulnerable local families. The Family Hub provided a member of its staff to supervise one session each week for families, while other sessions were supervised by our own staff.

When restriction levels have allowed, we have also hosted family events in London parks.

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As lockdown eases, we are providing more opportunities for families to network with each other. A recent Saturday event centred on planting wheat, bringing families from diverse backgrounds together to connect through the sharing of stories about the importance of wheat in our varied cultures. For these parents, it was the first time in many months that they had been able to share food and conversation with other adults.

This year, 35 of our most vulnerable families, including their 72 children, received regular phone calls from our Family Services team.

ANNABELLE'S STORY

At the start of lockdown Annabelle's marriage was breaking up and she and her 16-month-old baby son were living in a studio flat with no outdoor space. So when Covid meant that local playgroup sessions were put on hold and parks and playgrounds were closed, parents like Annabelle found themselves with nowhere to turn and with no routine.

Annabelle was desperate to find somewhere her son could play but the nearest community spaces were rife with anti-social behaviour and drug-use: "I was so scared of the virus, I didn't want to leave the flat. I have mental-health concerns, and lockdown was getting to be too much. It affected my mental health. I was so worried about my son's future – how this was going to affect his development. That's when I was referred to the Cardinal Hume Centre."

Gaia, Family Services manager at the Centre, explains, "Throughout the crisis we have worked with partners to reach families who are struggling to cope and who are particularly isolated. By offering food, a safe space and advice relating to housing and income, we have been able to support families face-to-face. Staying open has helped ensure vulnerable children don't fall behind with their learning. It has helped alleviate some of the powerlessness that parents tell us they experience – just having somewhere they can turn to for support, knowing that they are not alone."

Annabelle says, "Having somewhere like the Centre made life a lot easier. Before, I was speaking to no one and wasn't seeing anyone. And now I get to speak to people face to face! I know my son is having fun and I can relax. My son learns something new every time he comes here and he's started talking a little bit more."



Annabelle and her son...



...in the play area...



...during lockdown.

I know my son is having fun and I can relax. My son learns something new every time he comes here and he's started talking a little bit more.

WORKING TO MEET THE INCREASED NEED FOR HOUSING, WELFARE AND DEBT ADVICE

Giving people the information they need to take control

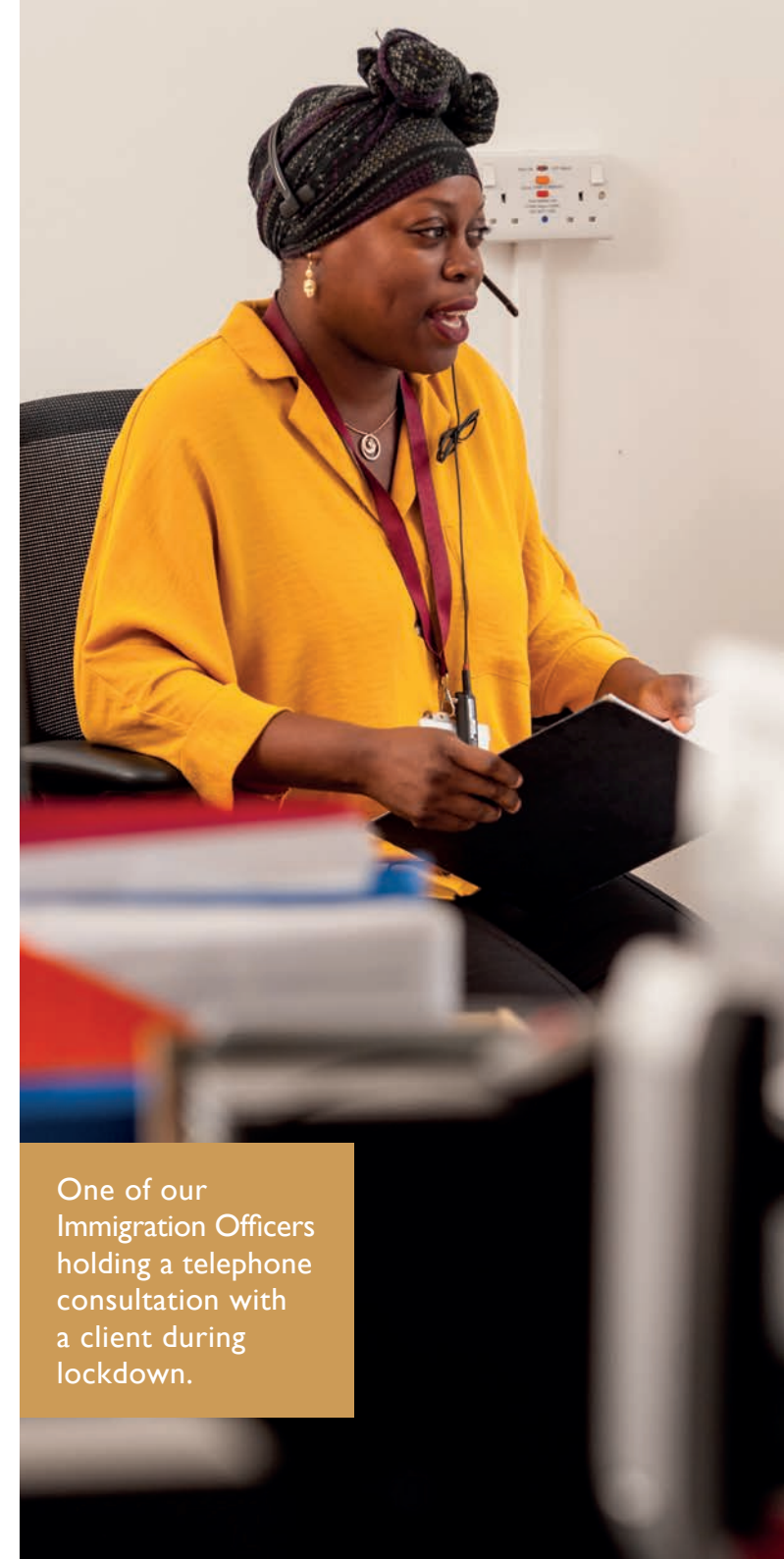
The pandemic has resulted in many people who would not normally struggle to pay their rent turning to us for advice. Throughout the year, as the government has made changes to the furlough scheme and other programmes designed to offer people more protection, so our team has had to take extra care to help clients navigate these unfamiliar processes.

In 2020/21, 138 clients increased their income through benefit applications.

Despite Government measures to prevent eviction during lockdown, clients have faced serious housing issues requiring our support. Our housing advisors report long delays in decisions on homelessness and housing offers, which have grown worse during lockdown. Clients with repair issues are also having to wait longer for a solution, which has contributed to the challenges of life in lockdown. One client, a single parent with a baby beginning to crawl, was concerned about dangerous appliances and faulty plumbing in the studio flat where she lived. It took months of intensive work by our team before mother and baby secured safe, appropriate two-bedroom accommodation.

This year, 66 clients were supported to secure successful housing outcomes, including the provision of accommodation, the prevention of eviction and the completion of home repairs.

We have also worked closely with the Mary Ward Legal Centre to ensure that our clients are able to access debt advice quickly, advice which can help address underlying issues and break the cycle of poverty.



One of our Immigration Officers holding a telephone consultation with a client during lockdown.

LOCKDOWN AND THE IMPACT ON CLIENTS WHO NEED HELP WITH THEIR IMMIGRATION STATUS

Providing the right advice to those who need it most

The most problematic barriers to secure housing and employment can stem from an individual's immigration status. Without leave to remain in the UK, individuals and children can remain trapped in poverty and vulnerable to exploitation and abuse. Accredited by the Legal Aid Agency and the Office of the Immigration Service Commissioner, the Centre's Immigration team represents undocumented migrants - people who have no right to work or benefit support, to have a bank account or to receive NHS treatment other than for emergencies.

This year clients approaching us for support with their immigration status have experienced significant delays due to the Home Office being forced to halt all face-to-face interviews for a time. This has left many in limbo, unable to plan for their future and trying to manage on very low incomes, often in the worst accommodation. Many of these clients have needed us more than ever, requiring access to food and other essentials while our Immigration team worked on their cases.

We are grateful to the Greater London Authority for funding to provide immigration advice to young people. This is part of a project being delivered in partnership with Depaul UK and New Horizon Youth Centre to provide wrap-around immigration, employment, education and training support at the Youth Homelessness Accommodation Hub, an emergency hostel in west London with 40 beds for young people.

Over the course of the year the Centre helped 166 clients to secure or extend their right to remain in the UK. In the words of one client:

“*Dear Natalie.
When I was feeling completely helpless,
you stood there to help me. Thanks for
being there by my side.

I want to express my earnest gratitude to
you, for extending your warm hands towards
me and my son when we was left alone.
Thank you so much!

You were so busy but still, you rushed in to
help us. Thank you so much.

I'm forever grateful.
Regards
Gloria and Freddie**

*Gloria and Freddie's names have been changed to protect their identity.

SUPPORTING YOUNG PEOPLE IN OUR RESIDENTIAL ACCOMMODATION THROUGH THE PANDEMIC

Turning young lives around

The Cardinal Hume Centre provides a home for up to 37 vulnerable young people, among them asylum-seeking children, young care-leavers and those unable to remain at home with their family.

All of these young people have experienced a trauma in their young lives. This can result in difficulties around managing emotions, which can lead to significant depression, anxiety, or anger.

Many of our local partner organisations were no longer able to provide the usual services our residents would access. Our hostel team and Life Skills worker, in collaboration with staff from across the Centre, have attempted to bridge this gap as much as possible.

Our key workers have continued to support young residents to develop the resilience needed to combat the challenges. Many of our local partner organisations were no longer able to provide the usual services our residents would access such as gym, music,

sports and dance classes, personal financial management training, counselling, psychotherapy, support on alcohol and substance abuse and workshops on personal relationships and mental health. So our hostel team and Life Skills worker, in collaboration with staff from across the Centre, have attempted to bridge this gap as much as possible. As our hostel is regarded as one household, from the perspective of social distancing, our young people have been able to use our light and airy communal spaces inside and our courtyard outside, to socialise. Staff engaged the residents in activities such as; cooking, BBQs, gardening, basketball and table tennis to help the young people to manage their well-being during lockdown.

Our role is to help residents find a path to greater independence and a big part of this is enabling them to step down from full-time supported accommodation. The five self-contained flats in neighbouring Basil Hume House provide a secure experience of more independent living while still maintaining contact with the Centre's key workers and facilities. These flats enable residents to stay at the Centre for a further 6-12 months and then be helped to move into suitable longer-term accommodation.

This year 47 young people have been supported by our accommodation services. Onward transition was impossible during the highest levels of lockdown, but now, we are seeing movement with 12 young people moving on to more independent living. We work to ensure our residents find the support they need to continue their lives successfully. This year 30 (64%) of the young people living in our accommodation have been in education, training or employment.

MAINTAINING SUPPORT THROUGH THE PANDEMIC

Interview with Louisa

Louisa, Hostel Team Leader, shares how residents have coped this last year: "There are some misconceptions about young people who live in hostels, like that they have criminal behaviour or substance misuse, or that they all act a certain way, but that's not the case," says Louisa. "Young people are just like you and me, they come here with different goals and aspirations. They just happen to live in a hostel."

"Through day-to-day interactions and sessions with keyworkers, we help residents build the skills they need to gain independence. Most of the young people who come to us have not had this sort of support before," explains Louisa. "We work with people from different backgrounds with different needs, treating everyone as individuals: no one is marginalised."

Covid-19 and the lockdown brought their own problems: "The pandemic had a noticeable impact on mental health in the hostel - ranging from low moods and reduced interaction with staff to diagnosed conditions such as psychosis."

"In the first lockdown there wasn't online education provision available straightaway, so in the summer we upgraded our wifi system to make it easier for students to access classes online. They could use the Centre's IT suite, too."

"There were a lot of differences in how the residents engaged with going online. Some did really well, and two have even started degrees. But for others, like those trying to learn English, it was a struggle."

“Through day-to-day interactions and sessions with keyworkers, we help residents build the skills they need to gain independence. Most of the young people who come to us have not had this sort of support before.

Many young people have now returned to in-person lessons at college, and others have moved on from the hostel: "Throughout the pandemic, young people were still moving on to more independent living but at a slower rate. There's now such a backlog it will take a while for young people to be able to move on as quickly as before."



A typical bedroom in our hostel.

SUPPORTING FAMILIES WORRIED ABOUT THEIR CHILDREN'S LEARNING AND DEVELOPMENT WHEN SCHOOLS AND NURSERIES CLOSED

A place to play and learn

At the Cardinal Hume Centre, we know that children living in poverty are less likely to do well at school which, in turn, puts them at greater risk of living in poverty as adults. We seek to address this by supporting the families we work with to move out of poverty by increasing their income either through employment or benefits.

We also seek to intervene by providing learning and play activities for families in need. Before lockdown, these would have included; "stay and play" sessions, homework clubs and trips. During the higher levels of Covid-19 restrictions, this was not possible, and so we had to provide support in a different way.

We kept the Family Centre open throughout lockdown. When infection rates were high, however, only one family at a time could visit, so we prioritised the most vulnerable. By remaining open, we were able to offer support and answer any questions or anxieties that the parents had. For some, we were that crucial someone to talk to in a very lonely time, as well as being somewhere safe and positive to go to with their children.

By providing this positive space and supportive ear, we were able to pick up more generally on parental concerns which we could then refer to or discuss with colleagues and the wider partnership, including Westminster Early Help, to get the appropriate support.

By providing this positive space and supportive ear, we were able to pick up more generally on parental concerns which we could then refer to or discuss with colleagues and the wider partnership, including Westminster Early Help, to get the appropriate support.

We worked to assist families with home learning. We used funding supplied both by our donors and the Westminster Community Contribution Fund to provide books, games and puzzles for families to use at home, showing parents how to make things like "playdough" and discussing and demonstrating the value of such shared activities for a child's development.

GABRIELLE'S* STORY

The pandemic and lockdowns intensified educational exclusion for those without ready access to internet, phones and computer technology. At the Centre, we have addressed this through maintaining a safe environment for schoolwork support, and promoting IT access for students living in the hostel.

By December 2019, Gabrielle, aged 18, had no safe place to call home. A breakdown of relationships, between Gabrielle and her mother and step-father, forced her to turn to sleeping on sofas at acquaintances' homes. With just a waitressing job, and no other financial support she lived this way for two months.

The Cardinal Hume Centre hostel gave her more than safety and a way to cope with her traumatic family breakdown and weeks of homelessness, but also support with applying to university: "The hostel and the support I have received from Life Skills and my Keyworker has helped me grow in confidence. It's so good to have people to talk to. [Being here] has really improved my state of mind."

During the pandemic, most students had to convert to studying online, without access to many practical resources. For Gabrielle, her freedom to study was even more limited by not having a personal laptop of her own. "It has been difficult working remotely, I have only been on campus three times this year."

Not only did the Centre upgrade its internet infrastructure for our residents to learn remotely, but also thanks to a gift left by a donor in their will, the Centre was able to help Gabrielle to get a laptop making a world of difference to her studies: "Having the laptop meant I could work when it suited me. I didn't need to ask a staff member to escort me down to the IT suite. It

meant that I could access documents I needed and apps that have really help me improve my writing."

"Going to university makes me feel like I am doing something with my life. It makes me proud to think that I am making my family proud. Completing my first year has given me even more belief that I can finish and make something of myself. I believe that having studied will give me more options."

*Gabrielle's name has been changed to protect her identity.



“The hostel and the support I have received from Life Skills and my Keyworker has helped me grow in confidence.”

MOHSEN'S STORY

Mohsen came to the UK alone, in February last year, having fled South Sudan at the age of 15. He now takes English lessons at the Centre with Jenny, who teaches refugee and asylum-seeking teenagers under the care of Westminster Council.

"Before I reached the UK, I was in the Calais camp for three months – it was a horrible time." Arriving in London just before the Covid-19 lockdown was also difficult: "People I met in France were sent to other cities, like Manchester. And they didn't have time even for a phone call."

Mohsen was keen to learn English: "When I arrived I could only say 'yes' and 'no' but I didn't understand any questions and it made me feel alone."

A few months of Jenny's classes made a big difference. He was able to enrol at a local college and make friends. "I study English, Maths, ICT and Digital Skills. My friends at college speak English when we are together. I play football, too; my team has people from different nationalities. So we all speak English, and it's improving my English."

"I've learned a lot at the Centre. For example, the first time I spoke to a doctor, I just said, 'Yes,' to everything. He said to me, 'Your eyes are better?' I said, 'Yes.' He said, 'Do you see well?' I said, 'Yes.' But when I met him again, I said, 'No, I don't see well, and when I'm in class sometimes the light gives me headaches, and I can't see the screen: please can I get glasses?' And he said, 'Yes!'"

Mohsen is keen to learn more: "I want to be able to speak in front of people, like when you present a paper, and this will take time. My goal is to speak proper English and not make a mistake. The journey doesn't stop."

"I study English, Maths, ICT and Digital Skills. My friends at college speak English when we are together. I play football, too; my team has people from different nationalities. So we all speak English, and it's improving my English."



Mohsen and Jenny practising conversations.



Mohsen writing an email with his teacher's help.

HELPING CLIENTS FACE UNEMPLOYMENT

Providing a route back into employment

The Employment team experienced an increase in returning clients last year: many, particularly those working in the hospitality, retail and leisure sectors, lost their jobs during lockdown. Our Employment advisors helped those affected to focus on transferrable skills as it is anticipated that opportunities, particularly in hospitality, will be limited for the foreseeable future. It's estimated that a fifth of workers in the hospitality industry lost their jobs during this period.

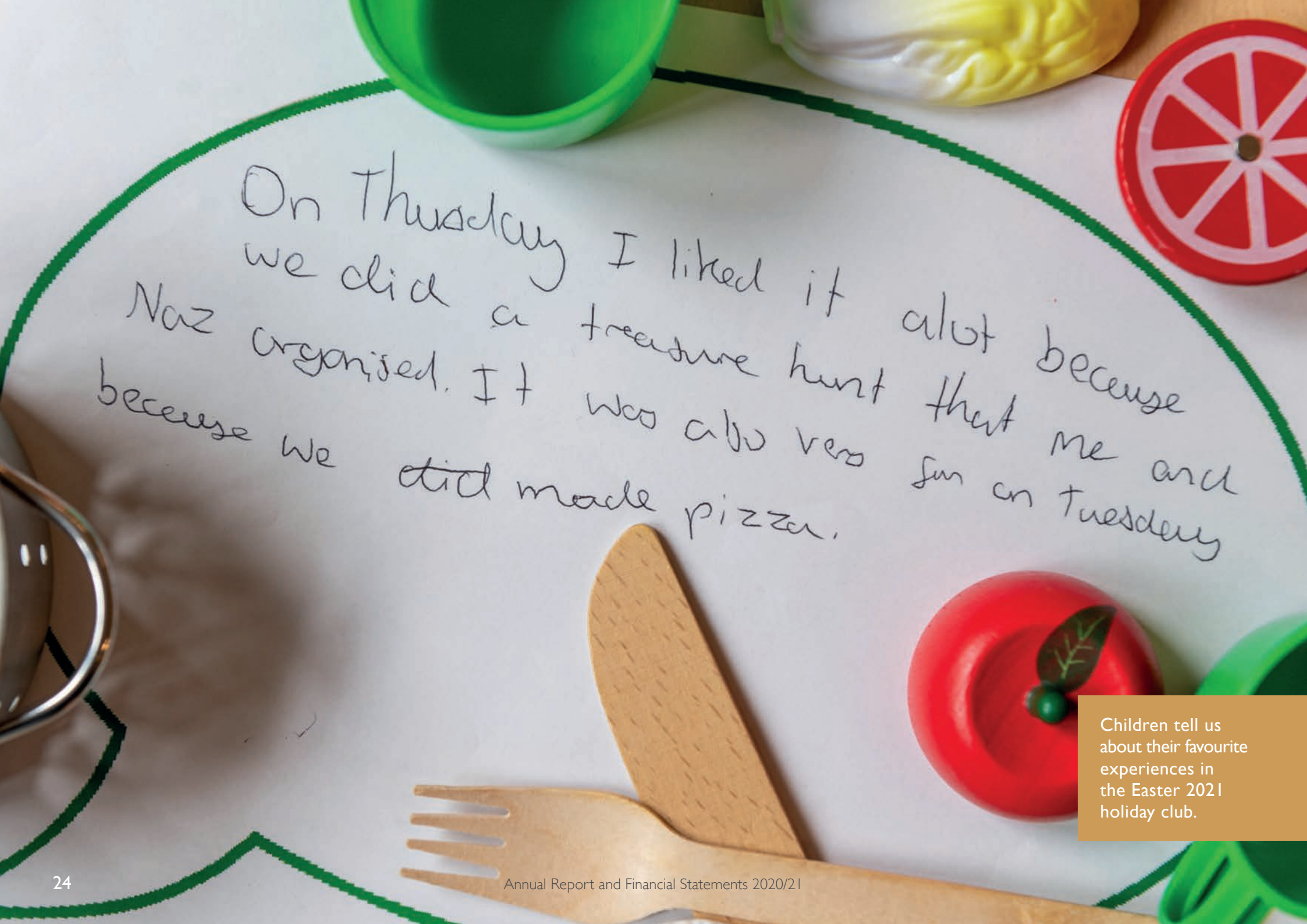
The team developed and fast-tracked a six-month employment mentoring scheme, matching job-seeking clients with six mentors from among our corporate partners. The scheme has been so successful for both clients and mentors, we have now recruited additional mentors to make the scheme available to all employment and learning clients.

We have adapted our Quality Employment Skills Training course so that we can deliver this to clients online.

The six session course provides pre-employment skills to clients new to the Cardinal Hume Centre wishing to find employment. In 2020/21 the Employment team supported 59 clients with a range of advice from help with writing CVs and accompanying statements, to interview practice and work-based placements. 28 clients went on to gain or sustain employment, while 16 clients were supported into training or volunteering.

The team developed and fast-tracked a six-month employment mentoring scheme, matching job-seeking clients with six mentors from among our corporate partners.





On Thursday I liked it alot because
we did a treasure hunt that me and
Naz organised. It was also very fun on Tuesday
because we did make pizza.

Children tell us
about their favourite
experiences in
the Easter 2021
holiday club.

SARA'S STORY

Sara, a mother of three, with life challenges that she describes as “burdening her spirit” – including homelessness, a disabled partner and having to flee from Azerbaijan to the UK – was determined to “do something of value”. Already the holder of a Master’s degree in Business, Sara completed a second Master’s in Chemical Research at Birkbeck in 2017. Sara was determined to have a career in science, yet despite endless applications, employment eluded her. “It is difficult to describe my feelings of embarrassment. To be unemployed when you possess two Bachelor’s degrees and two Master’s degrees, is difficult to explain. It undermined my confidence and I was so afraid of being asked about my employment status, that I became isolated.” Sara needed to find a job and despite her anxieties, made an appointment at the Cardinal Hume Centre. “The positive environment and warm welcome, galvanised me to look positively to my future”, Sara says. “I was encouraged to talk about my skills, experience and career goals with an employment specialist who listened and understood. I started to believe in myself again as I was supported with job searches and tailored applications. And I began to get job interviews!”

Sara describes the relationship with her employment specialist as being key to her renewed confidence. “She believed in me and my career aspirations. I trusted her and this helped me regain my confidence and stand out from the crowd.” Despite the global pandemic and lockdown, Sara passed a telephone interview to be a laboratory technician with a leading UK scientific research centre. “I was invited to an assessment at the centre which analyses large scale sampling of Covid-19 and offered the role the very next day! It was like a dream. In one moment, the whole world changed and I burst into tears. Finally, after so many years of trying, I would be working with a prestigious organisation, doing something of value for my community in a job I had always dreamed of.”



Jeanita, our employment advisor, photographed with Nki (from our immigration team) before the pandemic.

“The positive environment and warm welcome, galvanised me to look positively to my future, I was encouraged to talk about my skills, experience and career goals with an employment specialist who listened and understood. I started to believe in myself again as I was supported with job searches and tailored applications. And I began to get job interviews!”

HOW YOU GAVE YOUR SUPPORT

As a charity, over 70% of our income comes from our supporters. Our work is only made possible because of the incredible generosity of donors. Statutory funding from Westminster City Council (WCC) also enables us to provide essential services to our clients.

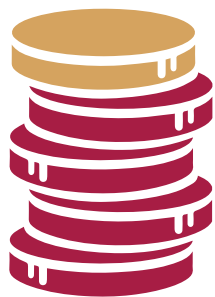
HOW YOU GAVE YOUR HELP

Legacies	£191,000
Donations	£2,217,000
Charity Shop*	—
TOTAL VOLUNTARY INCOME	£2,408,000

OTHER CENTRE INCOME

Statutory Income	£417,000
Earned Income	£635,000
TOTAL INCOME	£3,460,000

OUR DONATIONS



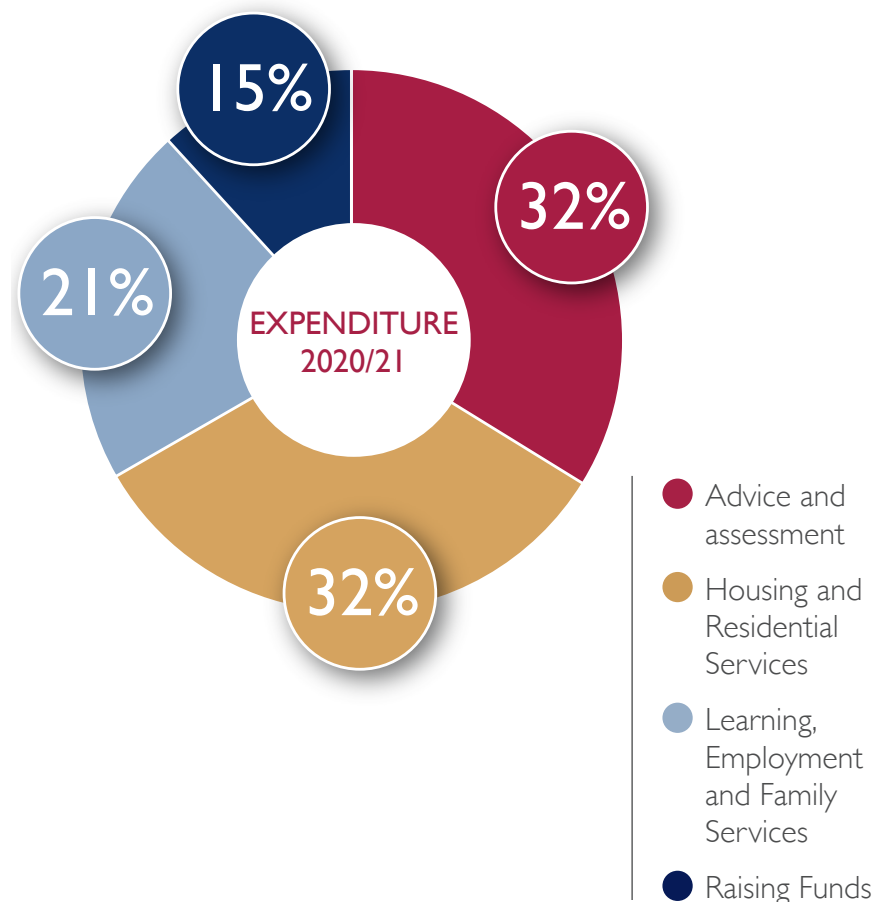
For every £1 donated,

85p is spent on service delivery.

*The Charity Shop has been closed all year, owing to Covid-19.

HOW YOUR MONEY IS SPENT

Our expenditure in 2020/21 was £3.2m of which 85% was spent on delivering services. In comparison, NCVO Almanac data tables across the last five years shows charities spend, on average, 70% on charitable activities. The chart below shows where this was spent across our core activities.



OUR VOLUNTEERS

This year, our wider volunteering programme was put on hold, but we fortunately continued to benefit from some amazing volunteer support, including a professional mentoring programme in partnership with Landsec and BNP Paribas. Volunteer mentors supported their mentees to become more confident and 'work ready'. Out of the six initial matches, two of the mentees have gone on to employment while a third secured professional volunteering. It has been such a success that a new cohort of six clients have just been matched and a third corporate supporter Landbay has joined the programme.

We also had the amazing continued support of a few of our regular volunteers where needed and safe to do so. One of these volunteers is Imogen Ramm, who has continued to come in to support local families, their children and the young residents.

“We are so lucky to have Imogen volunteer with us. She is brilliant at coming up with ideas for engaging parents, children and young people with the natural world. Also, during lockdown, many of the children struggled with school work. Imogen stepped in with her skills and experience as a schoolteacher, helping individual children and reassuring parents.

Gaia Segal, Manager of Family Services



Exploring our garden in one of Imogen's nature discovery sessions.

STRATEGIC REPORT



MEASURING PROGRESS AGAINST OUR BUSINESS PLAN (2020/2023)

In 2019, we undertook a review of the evidence base regarding the causes and impact of poverty and homelessness. It was clear from this that homelessness and poverty, particularly at a young age, can affect educational attainment and employment prospects. At its most acute, it can risk people being drawn into criminal justice, social care or health systems for the rest of their lives. Its cost is huge and far too often repeated into later life and into subsequent generations. As such, it was clear to us that we needed to direct our resources and work hard to understand what can prevent these acute and more intractable problems in the first place.

In light of this, we felt that at the heart of our new Business Plan there needed to be a renewed focus on children, young people and families as we believe, by doing so, we can begin to tackle the root causes of homelessness and break the cycle of poverty.

However, in line with our Benedictine ethos and welcome, we will not simply turn people away if they do not fit this criteria. Rather, where our capacity allows, we are committed to providing emergency advice and support to those who are in acute need, which cannot be met elsewhere, and we will make effective referrals for those we cannot help.

Balancing a more focused approach on young people, children and their families, while maintaining emergency support for those in crisis has been

critical during the pandemic. Yet, despite the challenges of the global health and economic crisis, we made substantial steps towards achieving our Business Plan objectives in its first year of operation, as well as laying the foundations to achieve more in the years to come.

“We want to focus our efforts on young people, children and families. To tackle homelessness, poor housing and poverty at a young age and break its cycle into later life. We want to see the value in each individual and nurture potential, helping young people and families to thrive.
(Business Plan 2020/23)

OUTCOME	NO. OF OUTCOMES ACHIEVED FOR FAMILIES AND YOUNG PEOPLE	NO. OF OUTCOMES ACHIEVED FOR VULNERABLE ADULTS	TOTAL OUTCOMES
Welfare (Advice Level 1 and 2) – Outcomes achieved for 138 clients (not including food or supermarket vouchers)			
Supported to make or maintain a benefit claim	40	36	76
Benefit or council tax issues resolved ¹	85	71	156 ⁴
Grant or Local Support Payment awarded	8	6	14
Total financial gain per year: £301,507			
Total backdated money awarded: £115,660			
Housing – Outcomes achieved for 66 clients			
Helped to sustain accommodation ²	39	21	60
Disrepair issues fully or partially resolved	4	2	6
Temporary Accommodation secured	6	1	7
Social Housing secured	6	4	10
Accepted on Council or Housing Association Waiting/Transfer list	3	1	4
Full homelessness duty accepted	4	2	6
Homelessness/Suitability review successful	1	4	5
Immigration – Outcomes achieved for 166 clients			
Secured or extended the right to remain in the UK	98	91	189 ⁵
Fee waiver granted	61	10	71
Recourse to public funds granted	84	19	103
Employment – Outcomes achieved for 75 clients³			
Supported clients with CVs, supporting statements, interview practice, work-based placements etc	27	42	69
Enrolled on an external training programme or began voluntary work	4	12	16
Increased hours or pay	4	6	10
Obtained full or part time employment, or supported to sustained employment for more than 3 months	8	20	28

¹This includes HMRC, DWP or Local Authority decisions being changed or overturned. ²This includes eviction prevented, sustainable rent arrears repayment achieved; negotiated with landlord; housing benefit issue resolved. ³Some of these outcomes were recorded towards the beginning of the financial year having worked with clients in the previous year. ⁴More than one outcome achieved for some clients. ⁵Figure includes all members of a family for whom this outcome applies.

In addition to our advice outcomes, we issued 83 foodbank vouchers to families and 193 to vulnerable adults. We have also provided a regular supply of supermarket vouchers to 141 families (186 adults and 289 children) and to 83 vulnerable adults, totalling £26,625.

STRATEGIC OBJECTIVES

Our current Business Plan addresses our three strategic objectives:

1. Support young homeless people to reach their full potential, equipped to thrive in adult life.
2. Prevent homelessness and improve outcomes for young people by providing tailored support to families at risk.
3. Welcome and help people in crisis to secure effective support

I. SUPPORT YOUNG HOMELESS PEOPLE TO REACH THEIR FULL POTENTIAL, EQUIPPED TO THRIVE IN ADULT LIFE

Hostel & Basil Hume House

This year, we have supported 47 individuals across our Supported Accommodation services, providing a safe and supportive environment for those that need it most. The needs of our clients vary with 87% having one or more of the following concerns:

NEED/ISSUE	COUNT	%
Not in Employment, Education or Training	17	36%
Physical Health needs	7	15%
Mental Health needs	17	36%
Substance misuse issues	10	21%
Unaccompanied Asylum Seeking Children (UASCs)	20	43%

Over 1,700 keyworker interactions have been provided, building relationships with residents to help them settle in and ensure we fully understand their individual support needs; this is in addition to the more informal support and advice provided by our 24/7 staff. During a recent resident feedback interview, the Hostel was described as a place to 'learn about themselves' and 'make lasting friendships and memories'.

In the words of one young person:

"I had my ups and downs, and I'm still growing and still learning, but they gave me the best start that I could have possibly asked for."

As part of our offer to residents, we have provided sessions with our Life Skills worker, helping to build confidence and ensure they have the skills they need to function independently within society (including personal care and budgeting skills). When it has been safe to do so, 17 of our residents benefited from activities such as gardening and baking, as well as attending a range of sociable gatherings such as our Christmas Dinner and Pancake Day.

Across the year, we have been able to offer a home to 15 new young people. We have also helped 12 residents to build their confidence and skills so that they were able to move on to more independent accommodation. This has included:

- 3 moving back home to be with family or friends
- 3 moving into private rented accommodation
- 6 moving into more appropriate and independent supported accommodation.

64% of our residents have also been able to start or maintain education, training or employment opportunities.

In addition to our residential services, we have provided direct support to 72 16-24 year olds across our range of advice services, supporting them with benefit and employment issues.

We have also provided intensive language support to 36 Unaccompanied Asylum Seeking Children (UASCs), helping clients to integrate into British life. A recent report said 100% of students agreed that the language support had helped them and one client was able to use this support to pass an assessment test at college.

2. PREVENT HOMELESSNESS AND IMPROVE OUTCOMES FOR YOUNG PEOPLE BY PROVIDING TAILORED SUPPORT TO FAMILIES AT RISK

Advice Services

Across our range of advice services, we have supported 447 families and 72 young people (aged 16-24 years old) to help prevent their immediate and future risk of homelessness. In particular, we have helped our clients to (*see page 30 for a full breakdown of outcomes):

- Receive the benefits and statutory housing support they are entitled to
- Sustain their current accommodation by preventing eviction, negotiating with landlords, resolving disrepair issues and resolving housing benefit issues
- Invest in their skills and experience to help obtain or sustain employment
- Secure or extend their right to remain in the UK and to receive 'recourse to public funds' where this is granted.

Family Services

Over the past year, our Family Services team has been in contact with 35 families and their 72 children, providing regular phone calls as well as practical support to ensure they have had access to food and other essentials (e.g. nappies and educational resources) during a very difficult year. We have also worked directly with 47 children (0 – 18 years) to support them with their developmental and educational needs, often during our school holiday programmes, which ran whenever it was safe to do so.

3. WELCOME AND HELP PEOPLE IN CRISIS TO SECURE EFFECTIVE SUPPORT

Alongside our work with children, young people and families, we have provided advice and support to 496 adults in acute need.

The tables below show the number of clients we have worked with across services, as well as the range of outcomes that we've been able to help them achieve.

SERVICE AREA	TOTAL CLIENTS WORKED WITH ²		
	FAMILIES	YOUNG PEOPLE (16 – 24 YEARS)	OTHER/ VULNERABLE ADULTS
Assessment and Advice Level 1	221	26	264
Welfare Rights Advice Level 2	135	12	101
Housing Advice	118	6	63
Immigration (*including the EU Settlement Scheme)	130	34	144
Employment and Learning	25	45	25
Family Services	35	72 (0-18)	–
Accommodation services	–	47	–

²The total clients worked with is greater than 1163 given that some of our clients will have accessed more than one service.

ENABLER GOALS

Within the Business Plan, we identified a number of initiatives and enabling goals that we believe will help us to achieve our objectives. The following presents the progress we have made towards these and outlines some of our ongoing plans for development.

1. HARNESS EVIDENCE AND INSIGHT TO IMPROVE LONG-TERM OUTCOMES FOR VULNERABLE CHILDREN, YOUNG PEOPLE AND FAMILIES

Activity this year:

- In January we recruited a new role – Evidence, Impact and Learning Manager
- In depth work to review the Centre's Theory of Change will be completed this financial year
- The Centre began to develop a new Monitoring Framework and outcome measures to monitor, report and improve the Centre's impact against its strategic goals.

Activity planned for the next financial year:

- Complete the review of the Theory of Change
- Agree the new Monitoring Framework and new outcome measures. Produce quarterly reports to further improve the Centre's understanding of its impact. Update the Centre's client database in support
- Develop an implementation plan to develop the Centre's understanding of psychologically informed approaches to our client support
- Achieve AQS accreditation for our welfare rights and housing advice service.

2. MAXIMISE THE CENTRE'S EFFICIENCY AND EFFECTIVENESS

Activity this year:

- We exceeded our stated aim to balance the Centre's finances – achieving an unrestricted surplus of £238k for re-investment in future client support. This followed a review of all of our expenditure, which reduced spending in non-core areas

- We completed the Centre's Values and Behaviours Framework, helping staff and volunteers to translate our values into day-to day action
- We carried out a full staff survey in January 2021 and introduced a new annual Personal Development Plan to help staff work towards our Business Plan and embed our new values
- To support more flexible working we invested in a new telephone system, new laptops for staff and made changes to enable more of our team to work remotely
- Introduced a new system to better monitor and manage income from our residential services and a new system to support our HR services
- We have done some initial work to consider more effective use of the Centre's site in Westminster. This will inform future plans and decisions on the Centre's development.

Activity planned for the next financial year:

- Achieve financial balance at the end of the next financial year (31 March 2022)
- Increase emphasis and financial support for staff development, in line with our Business Plan
- Take steps to consider and improve the diversity of our team at all levels including Board and senior leadership
- Develop our staff and working policies to support the Business Plan, the need to work more flexibly and to make our client support more trauma informed
- Update and improve our client monitoring database, consider and implement further changes to our IT to support further remote and cloud based operations
- Convert two offices into two additional en-suite bedrooms in our hostel, increasing our residential capacity to 39.

FINANCIAL STRATEGY

FINANCIAL STRATEGY

This report covers the first year of the Centre's three year Business Plan for 2020-23. In agreeing the Business Plan, the Centre set the aim to reduce its deficit and break even in year one of the Plan (2020/21) and use this as a foundation for sustained growth in years two and three (2021/22-2022/23).

The Centre has exceeded its first year aim. As for all organisations it has been an extremely challenging year operationally but our decision to stay open and continue to meet the needs of our clients has been backed by generous financial support. We believe this is helping to create a solid platform for the growth phase of the Business Plan in years two and three of its operation.

EXPENDITURE

The Centre recognises it needs to justify itself to donors and financially we are confident we can demonstrate good spending practice, to ensure our income is put to the best use and benefit for our clients. As planned, this year we took steps to remove the operational deficit and reduce core running costs at the Centre. This improves our ability to direct our income at the services which have the greatest impact and benefit for those who need us.

Our non-pay expenditure base was thoroughly reviewed and yielded significant savings. For instance a review of our cleaning contract saved the Centre £30k and improved quality. Our new contractors worked closely with us during the pandemic to provide additional cleaning as part of our Covid-safe environment. We also reviewed our portfolio of client services and considered its alignment to our new Business Plan and aims. This led to a difficult decision to make two posts redundant in our learning and employment team. We feel this was the right thing to do in order to avoid having to take more drastic action later and in order to strengthen the Centre's ability to fund client facing work in other, higher impact areas.

The fact that expenditure was greater than budget, is therefore mainly a result of Covid-19. About 80% of the £280k of additional costs were associated with

our response to the pandemic. One example is in our Residential Services, where we had to meet the cost of additional temporary staff who were covering the work of permanent staff who had to isolate and shield because of the risks of the virus. The Centre took the decision to pay the relatively small number of furloughed staff 100% of their salary to demonstrate commitment to our team.

Some of the additional expenditure is also a result of investment in technology and equipment to enable our team to work more flexibly and/or from home. We had to quickly purchase laptops, chairs, and office accessories for many staff. Our telephone system, which was due for renewal, was expedited and delivered by mid April 2020. Recognising the increased need for our young residents to access wifi to continue distance learning from colleges, we upgraded and improved provision in the hostel.

We also used additional funding to support clients directly. Through this we helped over 600 people (including over 300 children), gain access to fresh food, supermarket vouchers and other essentials such as nappies. We were able to secure some funding to buy laptops for young people. Our Facilities Manager was busy during the pandemic, refreshing five hostel bedrooms as well as developing plans to convert two existing offices into en-suite bedrooms to increase our capacity.

Later in the year we were also able to make additions to our client service team in higher priority areas and to meet increasing demand as a result of the pandemic. The Residential Services team now has the structure it needs; there is an additional team member in our immigration team and two additional team members were recruited for our housing advice and employment support work at the end of the financial year.

INCOME

By the end of the financial year, total income of £3.46m (£2.89m in 2019/20) was nearly £600k over our 2020/21 budget. Income this year from donations

and legacies was £2.41m (£2.01m in 2019/20). Income received in the first months of the financial year was higher than the Centre forecast. This was at a time when we, like all charities, faced uncertainty. Without this early and generous support in the first months of the financial year, the Centre would not have been able to implement the measures necessary to keep our client services operational without exposing our general reserves to risk.

Alongside increases to voluntary income, last year we embarked on a project to increase rental income. As a result, it increased by 36% to £401k. This has been achieved through a review of our rental charge, covered by housing benefit or other local authority support, ensuring it more accurately reflected our costs, and through ensuring vacant rooms were kept to a minimum. The Residential Services team works hard to ensure every room is occupied as quickly as possible and gives a young person a safe place they can call home.

From this year, we took the approach that our budget should balance without income from legacies. This was a deliberate move as income from legacies can fluctuate. It was felt this decision would reduce the risk in our core budget and ensure that income from legacies can be treated as additional and used in support for designated funds or long-term planning. This year legacy income was £191k, including a large single donation of over £100k which we received in March.

LOOKING AHEAD

Financial performance for 2020/21 was better than predicted than at the start of the Business Plan. It is the Centre's plan to balance its income and expenditure in 2021/22 at a level just over £3m. This plan is based on a voluntary income forecast that assumes a 5% increase on a baseline, which is the average income level in the last five years, removing anomalies, including those resulting from the pandemic. Legacy income will continue to be treated as non-budget to give further resilience.

The fact that the Centre is able to do this, while increasing staffing in many of our client service areas, demonstrates the benefit of the expenditure review in the previous eighteen months. By reducing unnecessary core expenditure, we have enabled ourselves to develop an effective financial strategy to support the long term development and impact of the Centre.

In order to give the Centre more confidence to face the uncertainty of the economic impact of the pandemic and enable it to respond to growing client need, the Board has adopted an approach that gives greater focus on the use of designated funds. For this reason, three funds have been set up:

- The Centre Growth Fund has been created to give the Centre the agility to consider and develop plans for growth to meet future client need.
- The Covid Resilience Fund provides a buffer against a future downturn in income.
- The Client Fund is to enable the Centre to continue to meet the direct need of some of our clients. This will cover such things as support for food, learning or a job search. It will be managed by our frontline staff and will enable them to respond flexibly and quickly.

In the last annual report we wrote about the potential impact on our finances as a result of a loss of income caused by the pandemic. Our modelling twelve months ago suggested the Centre could sustain a 20% loss in its key voluntary income streams over two years, before our reserves dropped to the two month minimum level approved by our Trustees. Financial performance since that time has been better than predicted and we feel this fund development is an additional and sensible precaution. It puts us in a strengthened position and will give the Centre time for informed decision-making to safeguard our services should income drop. It is also a statement of our intent to continue to deliver and expand our work and to protect the Centre's financial health in the future.

GENERAL FUNDS

Whilst creating designated funds, our focus remains on general funds preservation. The Board of Trustees reviews the reserves policy annually.

The Board is seeking to maintain adequate reserves, determining this by:

1. Considering the sustainability of current and projected income streams
2. Comparing this with projections of the expenditure required to meet client need, while maintaining the ability to meet any contingent costs associated with forced reduction in activity.

The Board is seeking to maintain general funds to provide stability and flexibility as the economic situation may change. The general fund at the end of 2020/21 is £620,000 and represents around three months' normal operating costs, which is exactly in the middle of the 2 – 4 months policy.

The Board is happy that following the creation of the designated funds, together with a balanced budget for 2021/22, this is a healthy level of general funds.

TOTAL FUNDS

Total funds on 31st March 2021 are £2.962m, which is an increase on the previous year of £290k. Total funds are kept in the three types of funds:

General funds are available for normal operating purposes. These are unrestricted and at year end the balance of £620k represents three months of normal operating expenditure which is well within the reserves policy.

Designated funds are held for specific purposes. The fixed asset fund represents the net book value of total assets less the cost of long-term financing. These funds are not available for any other purpose and at year-end the value was £1,938k. The other funds have been described above and have a combined value of £330k.

Restricted Funds are donations for specific purposes. The value on 31st March 2021 represents funds available for spending on posts in advice and employment.

The Trustees, led by the Treasurer, review the reserves to ensure the organisation continues to generate the appropriate level of cash reserves for long-term purposes.

INVESTMENT POLICY

The Centre's investment policy covers the investment of all monies held by the Centre, including those that are surplus to the immediate day-to-day operating needs. The investment policy seeks to balance financial return with security, liquidity, and ethical integrity. On 31st March 2021, invested monies were held in the form of cash deposits with several main financial institutions.

It is the Centre's policy not to hold equity investments. On 31st March 2021, the Centre held investments donated in year and which were not entirely transferred into the Centre's name until it was too late to dispose of them. They will be disposed of at the earliest opportunity.

FUNDRAISING APPROACH

At the Cardinal Hume Centre, we are committed to raising the income we need to fulfil our founding mission in ways that are transparent, cost-effective and appropriate to our Benedictine ethos. We are registered with the Fundraising Regulator and adhere to the Fundraising Code of Practice in all our income generation activities. The Cardinal Hume Centre raises funds to do our work from individuals, companies, schools, parishes, religious orders, grant-making trusts and statutory agencies.

We only write to people who are already supporting us, or who have expressed interest in our work, between four and six times a year. We do not call or write to people who are not connected to our work. We email only those people who ask to receive marketing emails from us. We ensure that the way we collect and look after personal information about our supporters complies with the Data Protection Act 2018. The donor privacy notice sets out the approach about how we collect, use and retain information about supporters in our Donor Privacy Notice on our website.

Our online fundraising activities were busier this year due to Covid-19. During lockdowns in 2020-21, we have had staff and volunteers working on fundraising activities, under the supervision of the Director of Fundraising. We do not employ third parties to fundraise on our behalf. The Centre uses recognised web-based giving platforms: Just Giving, Virgin Money and Big Give.

We regulate the amount of contact with donors to protect vulnerable people and the general public from unreasonable behaviour. We do not write to former clients regarding fundraising activity without them requesting to hear about our work.

In 2020-21, we received three fundraising complaints. Two querying the costs of publishing the Centre Life magazine, and one complaining of difficulty reaching a member of staff to make a donation by telephone. We resolved these by making contact with each person and updating our voicemail messages.

STRUCTURE, GOVERNANCE AND MANAGEMENT

PUBLIC BENEFIT

The Cardinal Hume Centre meets its public benefit obligation by reaching out and giving practical help to those in greatest personal, social and economic need. In 2020 we agreed to focus our services more on young people, children and families. Our aim is to tackle homelessness, poor housing and poverty at a young age to break its cycle into later life.

In providing access to its services, the Centre does not discriminate on the basis of religion, or any other protected characteristic. We are committed to equality of access to all our services and there is no faith bias towards the people whom we welcome and support. We do, however, enjoy close relationships with key figures in the Catholic Church and receive financial and material support from the Catholic donor community. The Centre is an independent charity as well as a company limited by guarantee.

OUR VISION

The Centre strives towards a society where every individual has a safe place to live and the opportunity to reach their full potential.

OUR MISSION: TURNING LIVES AROUND

The Cardinal Hume Centre enables families, children and young people to overcome poverty and avoid homelessness.

OUR VALUES, AT THE CENTRE WE WILL:

- Value each person
- Welcome and include
- Encourage potential
- Work together
- Learn, reflect and improve

ORGANISATIONAL STRUCTURE

The company is a charitable company limited by guarantee established under a Memorandum and Articles of Association. At the year-end there were eleven members (2020: 9), set out on page 64 who were each liable to contribute £1 in the event of the company being wound up. The Centre is governed by the Board of Trustees who are also the Directors for the purposes of Company Law. The Board meets up to five times annually. The Archbishop of Westminster approves the appointment of one Trustee and the remaining Trustees are elected by the Company Members at the Annual General Meeting. The Board may also appoint a trustee to serve until the next Annual General Meeting, at which time he or she would cease to hold office but would be eligible for election. The Board of Trustees' current composition and changes during the year are set out on page 64. Vacancies for Trustees are normally advertised and are filled through open competition. On appointment, Trustees are encouraged to participate in an all Centre induction to become familiar with the activities of the Centre. They also receive relevant information relating to the Centre and their responsibilities as Trustees. They are invited to attend training to keep abreast of changes in charity governance that may affect the Centre. They serve on one or more of the sub-committees listed below. They are invited to form a working relationship with members of the Senior Management Team. The following sub-committees meet regularly to monitor the following areas:

- Service Development;
- Finance;
- Risk and Compliance;
- Fundraising and Communications;
- Personnel and Staffing; and
- Board Development.

Committee membership includes Trustees, Company Members, external consultants and senior staff. The day-to-day management of the Centre is delegated to the Chief Executive and Senior Management Team which consists

of the Director of Services, Director of Finance and Operations, Fundraising Director, HR Director and two heads of service, as well as some staff asked to cover during vacancies. Pay grades and scales are reviewed by the Personnel and Staffing sub-committee and ultimately the Board of Trustees.

PARTNERSHIPS

In pursuing its aims and objectives, the Centre seeks to have collaborative relationships with local and national organisations and networks. Particularly at the service delivery level it has close connections with other like-minded organisations that provide services relating to tackling homelessness and poverty. Significant partnerships over the year are set out on page 66.

INTERNAL CONTROL AND RISK MANAGEMENT

The Trustees have overall responsibility for the Centre's systems of internal control. There is a clear delegation of the Trustees' authority through the Chief Executive to the rest of the organisation. The Centre operates a three-year planning cycle with annual revenue and capital budgets being approved by the Trustees. Significant changes to budget are subject to specific approval. Our financial reporting system compares results with the budget on a monthly basis together with forecasts of the expected year-end results.

The Risk & Compliance Committee oversees the organisational risk framework and ensures that the approach to risks identified in the company risk register is appropriate and safeguards the Centre's long-term sustainability. The risk register records identified risk and is a live, operational management tool. As part of the annual planning process, the key risks the Centre faces are re-assessed and evaluated by the Trustees and more regularly by the Senior Management Team.

Covid-19 made demands for a greater focus on some of our internal controls and allowed us to test ourselves for a sustained period. Most of our financial controls remain the same with small modifications to the way we do approvals (e.g. email authorisation instead of physical signatures), this risk was already mitigated through migration of key software to cloud systems during 2019/20.

With more staff working remotely, we have had to change some of our systems, with a greater number of staff having work laptops and remote access to our server, which can only be accessed through two-factor authentication. With the onset of the pandemic, the Centre accelerated the process to upgrade the Centre's telephone system. The new system has functionality through an app on smartphones, PC's as well as a phone-set.

Coronavirus has also increased health and safety challenges. We are mitigating this through close working with our Insurance Brokers, who conducted an external Health & Safety Audit. Risk assessment policies have been changed and all management staff this year received updated training. We have processes in place to manage risks for employees working from home or the Centre. The Centre has and will follow Government coronavirus and social distancing advice at all times and will put in place further mitigations where we see fit. For instance we worked closely with our new cleaning company to ensure there is extra cleaning in specified areas.

In 2020 the Centre commissioned an external audit of our safeguarding policies and processes. This made a number of recommendations and resulted in a new combined safeguarding policy for children and adults. All staff and Trustees received training on this policy. Relevant staff also received training on safer recruitment. The Board and its Risk Committee receives regular updates to monitor the Centre's safeguarding management.

As described in this report, we continued to provide most of our services throughout the duration of Covid-19 so we continue to be engaged with clients. The ability to communicate through multiple options (phone, video or in person) means that the Centre has continued to provide advice and support, whilst always adhering to government rules. The reduction in the number of clients (compared to last year) is largely a result of a reduction in group or class based activities as a result of these social distancing rules. Advice staff also report that supporting clients remotely is more time intensive.

FINANCIAL RISK

The organisation has identified explicitly the risk to its income streams, both voluntary and statutory. These risks include reductions in voluntary donations as a result of a longer term economic downturn. Risk mitigation includes:

- A continuous process of donor relationship management
- Ensuring that processes and policies are in place to capture and record all income streams
- Continuous review of services to ensure they are aligned to funding streams
- Expenditure and budgetary management
- Regular review of major contracts
- Setting an annual budget that matches expenditure to forecast income, without the inclusion of revenue from legacies (which in recent years has averaged c£80k)
- Reserve and fund management

The organisation operates a budgetary system which has operational controls to ensure managers work within allocated budgets and demonstrate good purchasing practices. Ensuring that expenditure is aligned to income is a key part of budgetary management, especially for statutory and non-recurrent income.

The reserves policy ensures the organisation can operate with sufficient savings to ensure long-term sustainability. There are regular financial reports that are monitored by both the Finance sub-committee and the Board. There is a continuous development of services and continuing investigation as to how to align the development of services with sources of funding which are monitored by both the Finance and the Fundraising sub-committees.

BUSINESS RISK

The organisation recognises the need for a resilient leadership team that can approach the dynamic environment through proactive management. The recruitment and retention of key personnel able to meet the changing needs

and add value to the Centre is a key factor in our long-term success. Early in 2021/22 we will recruit a new Director of Finance, Operations and Strategy and a new Director to lead our Fundraising. Our strategy for the three years to 2023 is based around a financially sustainable strategy and a proactive change management approach to the challenges we face.

CAPITAL PROJECTS

In 2020/21 we refurbished 6 rooms in our hostel. We also spent £38,508 on IT equipment as part of our ongoing IT upgrade and to support greater flexibility in working. In 2021/22 we expect to repurpose two offices into en-suite rooms to increase our residential accommodation for young people.

STAFF AND VOLUNTEER RECRUITMENT AND RETENTION

The Centre is an equal opportunities employer and applies objective criteria to assess merit. It aims to ensure that no job applicant or employee receives less favourable treatment on the grounds of age, race, colour, nationality, religion, ethnic or national origin, gender, disability, marital status or sexual orientation.

Selection criteria and procedures are reviewed to ensure that individuals are selected, promoted and treated equally on the basis of their relevant merits and abilities. All employees receive equal treatment and, where appropriate and possible, special training to enable them to progress both within and outside the organisation. The Centre is committed to a staff training and development programme to take this forward. This year the Centre took active steps to encourage more individuals from UK minority ethnic backgrounds to apply for senior staff roles and began a review of the diversity of its Board.

The Trustees would like to take this opportunity to thank the Centre's staff team for their professionalism and commitment to working with clients to achieve their goals and to ensure the Centre has the resources it needs to work effectively in response to need.

STATEMENT OF TRUSTEES' RESPONSIBILITIES

The Trustees (who are also Directors of Cardinal Hume Centre for the purposes of company law) are responsible for preparing the Trustees' report and 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 which give a true and fair view of the state of affairs of the Centre and of the income and expenditure of the Centre 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 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);
- make judgements and estimates that are reasonable and prudent;
- state whether applicable United Kingdom Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Centre will continue in operation.

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

Each of the Trustees confirms that:

- so far as the Trustee is aware, there is no relevant audit information of which the Centre's auditor is unaware; and
- the Trustee has taken all the steps that he/she ought to have taken as a trustee in order to make himself/herself aware of any relevant audit information and to establish that the Centre's auditor is aware of that information.

This confirmation is given and should be interpreted in accordance with the provisions of s418 of the Companies Act 2006.

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the Centre's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Approved by the Trustees and signed on their behalf by:



Robert Arnott
Chair of Trustees

Approved by the trustees
at a meeting held by
video-link today.
8 July 2021

FINANCIAL REPORT



INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF CARDINAL HUME CENTRE

OPINION

We have audited the financial statements of Cardinal Hume Centre (the 'charitable company') for the year ended 31 March 2021 which comprise the statement of financial activities, the balance sheet, and statement of cash flows, the principal accounting policies and the notes to the financial statements. 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 2021 and of 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.

OTHER INFORMATION

The other information comprises the information included in the 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, which is also the directors' report for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Trustees' report, which is also the directors' report for the purposes of company law, 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 Trustees' 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 Trustees' 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 Trustees' 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.

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:

HOW THE AUDIT WAS CONSIDERED CAPABLE OF DETECTING IRREGULARITIES INCLUDING FRAUD

Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, was as follows:

- the engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;
- we identified the laws and regulations applicable to the charitable company through discussions with management, and from our commercial knowledge and experience of the sector;
- we focused on specific laws and regulations which we considered may have a direct material effect on the financial statements or the operations of the charitable company, including the Charities Act 2011, Companies Act 2006, data protection legislation, anti-bribery, employment, safeguarding and health and safety legislation;
- we assessed the extent of compliance with the laws and regulations identified above through making enquiries of management and inspecting legal correspondence; and
- identified laws and regulations were communicated within the audit team regularly and the team remained alert to instances of non-compliance throughout the audit.

We assessed the susceptibility of the company's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:

- making enquiries of management as to where they considered there was susceptibility to fraud, their knowledge of actual, suspected and alleged fraud; and
- considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

To address the risk of fraud through management bias and override of controls, we:

- performed analytical procedures to identify any unusual or unexpected relationships;
- tested journal entries to identify unusual transactions;
- assessed whether judgements and assumptions made in determining the accounting estimates set out in the accounting policies were indicative of potential bias; and
- used data analytics to identify any significant or unusual transactions and identify the rationale for them.

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

- agreeing financial statement disclosures to underlying supporting documentation;
- reading the minutes of trustee meetings;
- enquiring of management as to actual and potential litigation and claims; and
- reviewing any available correspondence with HMRC and the company's legal advisors (although none was noted as being received by the charitable company).

There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from financial transactions, the

less likely it is that we would become aware of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of the directors and other management and the inspection of regulatory and legal correspondence, if any.

Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

A further description of our responsibilities is available on the Financial Reporting Council's website at www.frc.org.uk/auditors responsibilities. 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.

Edward Finch
(Senior Statutory Auditor)
For and on behalf of Buzzacott LLP, Statutory Auditor



19 July 2021

130 Wood Street
London
EC2V 6DL

NOTES TO THE FINANCIAL STATEMENTS

ACCOUNTING POLICIES

The principal accounting policies adopted, judgements and key sources of estimation uncertainties in the preparation of the financial statements are laid out below.

BASIS OF PREPARATION

These financial statements have been prepared for the year to 31 March 2021 with comparative information provided in respect of the year to 31 March 2020.

The financial statements have been prepared under the historical cost convention with items recognised at cost or transaction value unless otherwise stated in the relevant accounting policies below or the notes to these financial statements.

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 United Kingdom and Republic of Ireland (FRS 102) (Charities SORP FRS 102) issued on 16 July 2014, the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Charities Act 2011.

The charity constitutes a public benefit entity as defined by FRS 102. The accounts are presented in sterling and are rounded to the nearest thousand pounds.

CRITICAL ACCOUNTING ESTIMATES AND AREAS OF JUDGEMENT

Preparation of the accounts requires the Trustees and management to make significant judgements and estimates. The items in the accounts where these judgements and estimates have been made include:

- the estimates of the useful economic lives of tangible fixed assets used to determine the annual depreciation charge;

- estimating the amount receivable in respect of legacies where the charity has been notified of its entitlement;
- the basis on which support costs have been allocated across the various expenditure headings;
- the assumptions adopted by the Trustees and management in determining the value of any designations required from the charity's general unrestricted funds; and
- estimating the impact of Covid-19 on the charity's income and expenditure flows for the purpose of preparing cash flow forecasts and budgets to assist in the assessment of going concern.

ASSESSMENT OF GOING CONCERN

The Trustees have assessed whether the use of the going concern assumption is appropriate in preparing these accounts. The Trustees have made this assessment in respect of a period of one year from the date of approval of these accounts which have been prepared on the going concern basis.

Although the way of working has been adapted since the UK went into lockdown in response to the global Covid-19 pandemic, for much of the period under review, and as outlined throughout this report, the full longer term impact of the health crisis for the charity's activities, beneficiaries, funders, suppliers and the wider economy remains unknown although steps are in place to mitigate the adverse impacts, as highlighted in the "financial strategy" section. In reaching this conclusion, the Trustees have drawn on modelling, carried out last year, as part of building the strategic plan covering the period from April 2020 to March 2023. This showed the Centre could sustain a 20% loss in its key voluntary income streams over two years before our reserves dropped below to the two month minimum set by our Board. Since that modelling was carried out, as our accounts show, our financial performance in 2020/21 has significantly improved and was better than predicted at the start of the financial year and in that

strategic plan. As a result the Centre is in a more resilient position. The creation of designated funds to support our resilience and future growth is an additional and sensible precaution. The Trustees therefore believe it is appropriate for the charity to continue to prepare its financial statements on the going concern basis and that the uncertainty noted above does not cast significant doubt on that conclusion.

The Trustees believe that the charity has adequate resources to continue in operational existence for the foreseeable future and thus they continue to adopt the going concern basis of accounting in preparing the annual financial statements.

INCOME

Income is recognised in the period in which the charity has entitlement to the income, the amount of income can be measured reliably, and it is probable that the income will be received.

Donations are recognised when the charity has confirmation of both the amount and settlement date. In the event of donations pledged but not received, the amount is accrued for where the receipt is considered probable. In the event that a donation is subject to conditions that require a level of performance before the charity is entitled to the funds, the income is deferred and not recognised until either those conditions are fully met, or the fulfilment of those conditions is wholly within the control of the charity and it is probable that those conditions will be fulfilled in the reporting period.

Legacies are included in the statement of financial activities when the charity is entitled to the legacy, the executors have established that there are sufficient surplus assets in the estate to pay the legacy, and any conditions attached to the legacy are within the control of the charity. Entitlement is taken as the earlier of the date on which either: the charity is aware that

probate has been granted, the estate has been finalised and notification has been made by the executor to the charity that a distribution will be made, or when a distribution is received from the estate. Receipt of a legacy, in whole or in part, is only considered probable when the amount can be measured reliably, and the charity has been notified of the executor's intention to make a distribution. Where legacies have been notified to the charity or the charity is aware of the granting of probate, but the criteria for income recognition have not been met, then the legacy is treated as a contingent asset and disclosed if material. In the event that the gift is in the form of an asset other than cash or a financial asset traded on a recognised stock exchange, recognition is subject to the value of the gift being reliably measurable with a degree of reasonable accuracy and the title of the asset having been transferred to the charity.

Grants and fee income from government and other agencies have been included as income from charitable activities where these amount to a contract for services, but as donations where the money is given in response to an appeal or with greater freedom of use, for example monies for core funding.

Items donated to the Charity for resale, and sold through the shop, are included within income when sold and no value is placed on stock of such items at the period end. Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the bank.

EXPENDITURE

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to make a payment 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. All expenditure is stated inclusive of irrecoverable VAT. All expenditure is accounted for on an accrual's basis.

Expenditure comprises direct costs and support costs. All expenses, including support costs, are allocated or apportioned to the applicable expenditure headings. The classification between activities is as follows:

- Expenditure on raising funds includes all expenditure associated with raising funds for the charity. This includes staff costs associated with fundraising, direct costs associated with the operation of the charity's shop, and an allocation of support costs.
- Expenditure on charitable activities includes all costs associated with furthering the charitable purposes of the charity through the provision of its charitable activities. Such costs include direct and support costs in respect to the provision of housing and residential services, advice and assessment, and learning and development services.

ALLOCATION OF SUPPORT AND GOVERNANCE COSTS

Support costs represent indirect charitable expenditure. In order to carry out the primary purposes of the charity it is necessary to provide support in the form of a finance function, human resources function, premises, communication and information systems support, and the contribution of the Chief Executive and Senior Management Team.

Governance costs comprise the costs involving the public accountability of the charity (including audit costs) and costs in respect to its compliance with regulation and good practice. Support costs (including governance costs) are allocated to the above expenditure heading on a reasonable basis. This is further detailed within note 5 to the financial statements.

TANGIBLE FIXED ASSETS

Tangible fixed assets are stated at cost less accumulated depreciation. Depreciation is provided, once the asset has been brought into use, in order to write off the cost of each asset over its estimated useful

economic life, on a straight-line basis, as follows:

- Freehold property 5 to 50 years
- Fixtures, equipment, furniture and I.T. 3 to 10 years

DEBTORS

Debtors are recognised at their settlement amount, less any provision for non-recoverability. Prepayments are valued at the amount prepaid. They have been discounted to the present value of the future cash receipt where such discounting is material.

CASH AT BANK AND IN HAND

Cash at bank and in hand represents such accounts and instruments that are available on demand or have a maturity of less than three months from the date of acquisition. Deposits for more than three months but less than one year have been disclosed as short-term deposits. Cash placed on deposit for more than one year is disclosed as a fixed asset investment.

CREDITORS AND PROVISIONS

Creditors and provisions are recognised when there is an obligation at the balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably. Creditors and provisions are recognised at the amount the charity anticipates it will pay to settle the debt. They have been discounted to the present value of the future cash payment where such discounting is material.

The long-term loan repayable to the Westminster Roman Catholic Diocesan Trust is not discounted in accordance with the provisions set out in section 34 of FRS 102. Interest charges do not accrue on this balance and the loan

is available indefinitely and not repayable on demand. The loan has not been restated to reflect the amount which would be repayable in the event of a sale of the property. As there is no intention to sell this property at any foreseeable time, neither the amount which may be realisable, nor any discount factor can be reliably determined.

FUND ACCOUNTING

General funds represent those monies which are freely available for application towards achieving any charitable purpose that falls within the charity's charitable objects.

Designated funds comprise monies set aside out of unrestricted general funds for specific future purposes or projects.

Restricted funds represent donations received for which the donor has prescribed how these donations may be used, and these monies are only used for those specified charitable purposes.

Where funds are received to enable the Charity to acquire fixed assets for use in the delivery of its services, the funds are held as restricted income until the assets are acquired. When assets are purchased from such funds, and the asset is available for general charitable use, the restriction is regarded

as discharged and the funds are transferred to the designated fund representing tangible fixed assets.

PENSIONS

Contributions made to employees' personal pension plans are debited to the statement of financial activities in the year to which they relate.

LEASES

Leases are classified as finance leases whenever the terms of the lease transfer substantially all of the risks and rewards of ownership to the charity. Assets held under finance leases are recognised initially at the fair value of the leased assets (or the present value of minimum lease payments if lower) at the inception of the lease. The corresponding liability to the lessor is recognised as a finance lease obligation. Lease payments are apportioned between finance charges and the reduction of the lease obligation in order to achieve a constant rate of interest on the remaining balance of the liability. Finance charges are charged to the statement of financial activities. Assets held under finance leases are capitalised and depreciated and assessed for impairment losses in the same way as owned assets.

STATEMENT OF FINANCIAL ACTIVITIES FOR THE YEAR ENDED 31st MARCH 2021

(Incorporating an Income and Expenditure Account)

Year Ended 31st March 2021					Year Ended 31st March 2020				
	Notes	Unrestricted Funds £000's	Restricted Funds £000's	Total Funds 2021 £000's		Unrestricted Funds £000's	Restricted Funds £000's	Total Funds 2020 £000's	
Income From:									
Donations and Legacies									
Donations	2	1,616	601	2,217		1,168	707	1,875	
Legacies		191	-	191		135	-	135	
Total Donations and Legacies		1,807	601	2,408		1,303	707	2,010	
Charitable Activities	3	401	417	818		294	424	718	
Other Trading Activities									
Sale of Donated Goods		-	-	-		54	-	54	
Investments: Interest Receivable		3	-	3		1	-	1	
Other Income		231	-	231		107	-	107	
Total Income		2,442	1,018	3,460		1,759	1,131	2,890	
Expenditure on:									
Raising Funds									
Donations and Legacies	4a	436	-	436		448	-	448	
Fundraising Trading	4a	55	-	55		59	-	59	
		491	-	491		507	-	507	
Charitable Activities									
Housing and Residential Services	4b	402	601	1,003		468	622	1,090	
Advice and assessment	4b	781	240	1,021		456	336	792	
Learning, Employment and Family Services	4b	530	125	655		506	224	730	
		1,713	966	2,679		1,430	1,182	2,612	
Total Expenditure		2,204	966	3,170		1,937	1,182	3,119	
Net income/(expenditure) and Net Movement in Funds	6	238	52	290		(178)	(51)	(229)	
Transfers between funds		-	-	-		-	-	-	
Reconciliation of Funds									
Total funds brought forward at 1st April		2,650	22	2,672		2,828	73	2,901	
Total funds carried forward at 31st March		2,888	74	2,962		2,650	22	2,672	

BALANCE SHEET AS AT 31ST MARCH 2021

	Notes	2021 £000's	2021 £000's	2020 £000's	2020 £000's
Fixed Assets					
Tangible Assets	8		3,109		3,233
Investments	14		35		-
Current Assets					
Debtors	9	266		333	
Short-Term Deposits		215		215	
Cash at Bank and in hand		670		489	
		<u>1,151</u>		<u>1,037</u>	
Creditors: amounts falling due within one year	10	<u>(254)</u>		<u>(497)</u>	
Net Current Assets			<u>897</u>		<u>540</u>
Total Assets less Current liabilities			4,041		3,773
Creditors: amounts falling due after one year			<u>(1,079)</u>		<u>(1,100)</u>
Total Net Assets			<u>2,962</u>		<u>2,673</u>
Represented by:					
Funds and reserves					
Unrestricted Funds					
General Funds	12	620		535	
Designated Funds	12	<u>2,268</u>		<u>2,115</u>	
			2,888		2,650
Restricted Funds	12		74		22
Total Funds			<u>2,962</u>		<u>2,672</u>

Approved by the Trustees
and signed on their behalf by:



Robert Arnott
Chair of Trustees

8 July 2021

Charity registration no. 1090836
Company registration no. 04333875

STATEMENT OF CASH FLOWS FOR YEAR ENDED 31st MARCH 2021

	Notes	2021 £000's	2020 £000's
Cash flows from operating activities			
Net cash provided by operating activities	A	287	328
Cash flows from investing activities			
Bank interest received		3	1
Purchase of tangible fixed assets		(54)	(118)
Net cash used in investing activities		(51)	(117)
Cash flows from financing activities			
Payments towards finance lease		-	(2)
Bank Loan repaid		(21)	(19)
Interest paid on bank loan		(34)	(37)
Net cash (used in) financing activities		(55)	(58)
Change in cash and cash equivalents		181	153
Cash and cash equivalents at 1st April 2020	B	704	704
Cash and cash equivalents at 31st March 2021	B	885	636
Net income as per statement of financial activities		290	297
Adjustments for:			
Depreciation charge		177	157
Gifted Shares (including unrealised gains)		(35)	-
Bank interest receivable		(3)	(1)
Lease Interest payable		-	2
Bank loan interest payable		34	37
Decrease in debtors		67	333
(Decrease) in creditors		(243)	(497)
Net cash provided by operating activities		287	328
Cash in hand and at bank		670	489
Short term deposits (less than three months)		215	215
Total cash and cash equivalent		885	704

ANALYSIS OF CHANGES IN NET DEBT

	At 1 April 2020 £000's	Cash flows £000's	Other non- cash changes £000's	At 31 March 2021 £000's
Cash	704	182	-	885
Loans falling due within one year	(17)	(21)	18	(20)
Loans falling due after more than one year	(761)		21	(740)
Total	(74)	161	39	125

2. INCOME FROM DONATIONS

	Year Ended 31st March 2021			Year Ended 31st March 2020		
	Unrestricted Funds	Restricted Funds	Total Funds 2021	Unrestricted Funds	Restricted Funds	Total Funds 2020
	£000's	£000's	£000's	£000's	£000's	£000's
Donations						
Trusts	200	448	648	67	386	453
Individuals	609	24	633	526	1	527
Major Donors	541	35	576	341	205	546
Community Groups	163	41	204	156	74	230
Corporates	103	53	156	78	41	119
Total Funds	1,616	601	2,217	1,168	707	1,875

3. INCOME FROM CHARITABLE ACTIVITIES

	Year Ended 31st March 2021			Year Ended 31st March 2020		
	Unrestricted Funds	Restricted Funds	Total Funds 2021	Unrestricted Funds	Restricted Funds	Total Funds 2020
	£'000's	£'000's	£'000's	£000's	£000's	£000's
Rent and service charges	401	-	401	294	-	294
City of Westminster Council						
Supporting People	-	399	399	-	399	399
Other Grants	-	18	18	-	25	25
Total Funds	401	417	818	294	424	718

4A. EXPENDITURE ON RAISING FUNDS

	Year Ended 31st March 2021		
	Direct Costs	Support Costs	Total Funds
	£000's	£000's	2021 £000's
Raising Funds			
Donations and legacies	333	103	436
Fundraising trading	27	28	55
Total Funds	360	131	491

	Year Ended 31st March 2020		
	Direct Costs	Support Costs	Total Funds
	£000's	£000's	2020 £000's
	353	95	448
	32	27	59
	385	122	507

4B. EXPENDITURE ON CHARITABLE ACTIVITIES

	Year Ended 31st March 2021		
	Direct Costs	Support Costs	Total Funds
	£000's	£000's	2021 £000's
Charitable Activities			
Housing and Residential Services	561	442	1,003
Advice and assessment	551	470	1,021
Learning - Employment and family services	337	318	655
Total Funds	1,449	1,230	2,679

	Year Ended 31st March 2020		
	Direct Costs	Support Costs	Total Funds
	£000's	£000's	2020 £000's
	598	492	1,090
	507	285	792
	420	310	730
	1,525	1,087	2,612

5. SUPPORT COSTS

		Total 2021	Total 2020
	Principal basis of allocation	£000's	£000's
Executive Management and communications	Pro-rata to staffing costs	285	214
Financial Management	Pro-rata to staffing costs	168	192
Human Resources	Pro-rata to staffing costs	225	126
Information Systems	Pro-rata to staffing costs	130	126
Premises and facilities	Pro-rata to area used	502	497
Governance costs (see below)		51	54
		1,361	1,209
Governance costs			
Management and administrative staff		37	38
Audit Fee		14	16
		51	54

6. NET INCOME AND NET MOVEMENT IN FUNDS

	Total 2021	Total 2020
	£000's	£000's
Auditors Remuneration		
Statutory Audit Service		
Current year	12	13
Irrecoverable VAT	2	3
	<u>14</u>	<u>16</u>
Depreciation	177	157
Lease Interest Payable	0	2

7. EMPLOYEES AND KEY MANAGEMENT PERSONNEL

	Total 2021 £000's	Total 2020 £000's
Staff wages during the period were as follows:		
Wages and salaries	1,868	1,825
Social security costs	162	175
Pension costs	78	79
	2,108	2,079
Locums, temporary staff and other staff costs	220	217
	2,328	2,296

The key management personnel of the charity in charge of directing and controlling, running and operating the charity on a day to day basis comprise the Trustees, the Chief Executive and the Senior Management Team.

No Trustee received any remuneration in respect of their services as Trustee (or for any other services to the charity) during the period (2020: none). Trustee expenses reimbursed during the year were £NIL (2020: £NIL) for Trustees in respect of travel costs and subsistence.

REMUNERATION

Two employees earned between £60,000 and £70,000 in the year (2020: one) Employer pension contributions for higher paid staff totalled £7,756 in the year (2020 £4,122).

The total employment costs (including employer pension and national insurance contributions) of Key Management Personnel (KMP) was £471,450 (2020 £396,636). This increase was due to the strengthening of the SMT with existing and replacement staff, as initiated during 2019/20. The average number of employees in the Centre in the year was 63 staff (2020: 60).

8. TANGIBLE FIXED ASSETS

	Freehold Property £000's	Fixtures, Equipment, Furniture & IT £000's	Total £000's
Cost			
At 1st April 2020	4,016	349	4,365
Additions	-	54	54
At 31st March 2021	4,016	403	4,419
Depreciation			
At 1st April 2020	927	205	1,132
Charge for Period	116	62	177
At 31st March 2021	1,043	267	1,309
Net Book Value			
At 1st April 2020	3,089	144	3,233
At 31st March 2021	2,973	136	3,109

In order to expand the Centre's work part of its freehold building was leased to Servite Houses, a registered housing association, at a peppercorn rent for a period of thirty years from March 2004. Servite Houses developed the property into 32 individual residential units financed by a grant of £1.89 million from the Housing Corporation with the balance provided from the Centre's own resources. The Centre manages the property and receives

income from licences granted in respect of the accommodation. The management is regulated by an agreement between the Centre and Servite Houses. This grant, together with certain other smaller grants, would become repayable should there be a significant change in use of the property. There is no intention to make any such change.

9. DEBTORS

	2021 £000's	2020 £000's
Rent and grants receivable	57	43
Tax Recoverable	-	25
Other Debtors	23	30
Prepayments and accrued income	186	235
	266	333

10. CREDITORS

	2021 £000's	2020 £000's
Expense creditors	22	132
Other creditors	79	92
Deferred income	10	187
Tax and social security	46	47
Financing loan - Barclays Bank	20	17
Accruals	77	22
	254	497

Deferred income relates to cash received during the financial year which the funder has specified for use in 2020/21.

II. CREDITORS:AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR

	2021	2020
	£000's	£000's
Loan from Westminster Roman Catholic Diocesan Trust	339	339
Financing loan - Barclays Bank	740	761
	1,079	1,100

Westminster Roman Catholic Diocesan Trust has agreed that the loan, which is secured on the Charity's freehold property, should remain outstanding (indefinitely and interest-free) unless the property is sold, when 50% of the net proceeds from the sale of the property will be repayable to the Trust.

12. FUNDS

Year Ended 31st March 2021	At April 1st 2020 £000's	Income £000's	Expenditure £000's	Transfers £000's	At March 31st 2021 £000's
General Fund	535	2,442	(2,204)	(153)	620
Designated Funds					
Fixed Asset Funds	2,115	-	-	(177)	1,938
Centre Growth Fund	-	-	-	200	200
Covid Resilience Fund	-	-	-	100	100
Client Fund	-	-	-	30	30
Total unrestricted Funds	2,650	2,442	(2,204)	-	2,888
Restricted Funds					
Housing & Residential Services	16	585	(601)	-	-
Advice & Assessment	6	301	(240)	-	67
Learning & Development	-	132	(125)	-	7
Total Restricted Funds	22	1,018	(966)	-	74
Total Funds	2,672	3,460	(3,170)	-	2,962

Year Ended 31st March 2020	At April 1st 2019 £000's	Income £000's	Expenditure £000's	Transfers £000's	At March 31st 2020 £000's
General Fund	693	1,759	(1,937)	20	535
Designated Funds					
Fixed Asset Funds	2,135	-	-	(20)	2,115
Total unrestricted Funds	2,828	1,759	(1,937)	-	2,650
Restricted Funds					
Housing & Residential Services	63	564	(622)	11	16
Advice & Assessment	10	332	(336)	-	6
Learning & Development	-	235	(224)	(11)	0
Total Restricted Funds	73	1,131	(1,182)	-	22
Total Funds	2,901	2,890	(3,119)	-	2,672

Designated funds - The fixed assets fund represents the net book value of tangible fixed assets, net of loans secured on those assets. The purpose of the other designated funds is set out on page 35. The brought forward balance on restricted funds represents unspent donated money still available for the period under review.

13. ANALYSIS OF NET ASSETS BETWEEN FUNDS

2021 Total Funds	Unrestricted Funds		Restricted Funds £000's	Total 2021 £000's
	General Funds £000's	Designated Funds £000's		
Tangible fixed assets	-	3,109	-	3,109
Intangible Fixed Assets	35	-	-	35
Net current assets	585	238	74	897
Creditors:Amounts falling due after one year	-	(1,079)	-	(1,079)
2021 Total funds	620	2,268	74	2,962

2020 Total Funds	Unrestricted Funds		Restricted Funds £000's	Total 2020 £000's
	General Funds £000's	Designated Funds £000's		
Tangible fixed assets	-	3,232	-	3,232
Net current assets	535	(17)	22	540
Creditors:Amounts falling due after one year	-	(1,100)	-	(1,100)
2020 Total funds	535	2,115	22	2,672

14. FIXED ASSET INVESTMENTS

	Listed £000's	Total £000's
Market Value		
As at 1st April 2020	-	-
Acquisitions in year	32	32
Change in Value in year	3	3
Disposals in year	-	-
At 31st March 2021	35	35

Investments comprise of three shareholdings in listed equities, none of which are individually material. As noted in the Investment Policy within the Trustees' report, these will be disposed of in 2021/22 having been received as donated shares during the current financial year.

15. TAXATION

The company is a registered charity and is therefore not liable for corporation tax on income derived from its charitable activities, as it falls within the various exemptions available to registered charities.

16. COMPANY STATUS

The Charity is constituted as a company limited by guarantee. In the event of the company being wound up, members are required to contribute an amount not exceeding £1.

17. RELATED PARTY TRANSACTIONS

The Charity has a loan from the Westminster Roman Catholic Diocesan Trust, which is secured on the Charity's freehold property (see note 11). Bishop Nicholas Hudson, a Trustee of the Cardinal Hume Centre, is also a Director of the Corporate Trustee for the Westminster Roman Catholic Diocesan Trust.

The Charity received a donation of £5,000 (2020: £nil) from the Rayne Foundation. Amelia Fitzalan Howard, a Trustee of the Cardinal Hume Centre, is also a Director of the Rayne Foundation.

During the year ended 31 March 2021, donations totalling £6,507 (2020: £3,141) were made by 6 Trustees (2020: 6) of the charity to the charity.

18. CAPITAL COMMITMENTS

The centre was not subject to any capital commitments at 31 March 2021 or 31 March 2020.

19. OBLIGATION UNDER BANK LOAN

The Centre took out a bank loan of £800,000 in 2019 to finance the Lower Ground Floor building works. This loan is secured on the charity's freehold premises at 3-7 Arneway Street. Minimum payments at 31 March 2021 in respect of the loan, representing both capital and interest are as follows:

	2021 £000's	2020 £000's
Loan Repayments		
within one year	20	17
Later than one, but not later than five years	88	79
Later than five years	652	682
	760	778

ORGANISATION DETAILS 2020/21

TRUSTEES

- Robert Arnott (Chair)
- Mark Doran
- Philomena Egan
- Rebekah Etherington
- Amelia Fitzalan Howard
- Bishop Nicholas Hudson
- William van Klaveren
- Patrick Milner
- Heather Petch
- Andrew Rose (Treasurer)
- Tim Walsh

COMPANY MEMBERS

- Cardinal Vincent Nichols
- Nicholas Coulson
- John Darley
- John Gibbs
- Catherine Hickman
- Bishop Nicholas Hudson
- Philip Marsden
- Jocelyn Ridley
- Canon Christopher Tuckwell (RIP, June 2020)

PATRONS

- Cardinal Vincent Nichols
- Field Marshal, Lord Guthrie GCB LVO OBE DL
- Dom Christopher Jamison OSB
- Baroness Kennedy of the Shaws QC
- Lord Browne of Ladyton
- The Marquess of Lothian PC QC DL
- Jeremy Paxman

SENIOR MANAGEMENT TEAM:

- George O'Neill, Chief Executive
- Maureen Boughton, Director of HR
- David French, Director of Finance and Operations (until April 2021)
- Margaret Tierney, Director of Fundraising (joined April 2020)
- Louise Davies, Director of Services
- Hilary Nightingale, Head of Families
- Suzanne Procter, Head of Young People
- Phil Reynolds, Interim Head of Service (until September 2020)

COMPANY SECRETARY

- David French FCCA (until April 2021)

AUDITOR

Buzzacott LLP
130 Wood Street
London
EC2V 6DL

BANKERS

The Royal Bank of Scotland
119/121 Victoria Street
London
SW1E 6RA

Barclays Bank UK PLC
Tottenham Court Road Branch
15-17 Tottenham Court Road
London
W1T 1BH

HSBC Bank

333 Vauxhall Bridge Road
Belgravia
Victoria
London
SW1V 1EJ

CCLA

Senator House
85 Queen Victoria Street
London
EC4V 4ET

SOLICITORS

Stone King LLP
13 Queen Square
Bath
BA1 2HJ

REGISTERED OFFICE

3-7 Arneway Street
Horseferry Road
London, SW1P 2BG

T 020 7222 1602

F 020 7233 2513

E Info@cardinalhumecentre.org.uk

W www.cardinalhumecentre.org.uk

Twitter @CardinalHumeCHC

Facebook @CardinalHumeCentre

Company No: 04333875

Charity No: 109083

MAJOR SUPPORTERS, FUNDERS, COMPANIES AND PARTNERS

Major Supporters

The following organisations and individuals gave significant support to the Centre during the year **APRIL 2020 – MARCH 2021**:

- Church of the Holy Name Esher
- Churches Together in Hampstead [CTiH]
- Convent of the Assumption, Kensington
- CVC.com
- Daughters of Jesus CIO
- Emmanuel Kaye Trust
- Hakuna Matata
- Holy Cross Convent - Sisters Of The Holy Cross Charitable Trust
- Junior League of London
- King's College London
- Little Company of Mary
- Lycée Français Charles de Gaulle de Londres, Justice au Coeur
- More House RC School
- Olivetan Benedictine Sisters, Turvey Abbey
- Our Lady of Grace and St Edward, Chiswick
- Our Lady of Victories, Kensington
- Sisters of Nazareth, Hammersmith
- Sisters of the Poor Child Jesus
- Society of the Sacred Heart Provincialate
- SS Peter and Paul, Northfields (West Ealing)
- St Anthony's Preparatory School
- St Joseph's School, Cadogan Street
- St Mark's School, Hounslow
- St Mary's School, Hampstead
- St Saviour's Church, Pimlico
- Westminster Abbey
- Westminster Cathedral
- Westminster Cathedral Choir School
- Westminster Under School
- Worth School
- Clare & Patrick Barbour
- Mark & Emma Russell
- Ben & Catherine Warren
- Mary Scherer
- John O'Connor
- Justin & Helene Read
- Christopher & Frances Kemball
- Philip Marsden Family Charitable Trust
- Hermann & Victoria Bruhn
- Sir George & Lady Tessa Bull
- Nigel & Francoise Matthews
- Margaret Ainscough & Stephen Pollard
- Lyon Family Trust
- Lady Sarah Gough
- Lord Mark Fitzalan Howard
- Lady Howard de Walden
- Kevin Reynolds & Ruth McIntosh
- Oliver & Emma Pawle
- Nicola Julius
- John Paul Marsden
- Syder Foundation
- Hickman Family
- John & Christine Cuss
- Patrick & Evelyn O'Sullivan
- Pamela Coate

Trusts

The following funders contributed **£5,000 or more** during the year **APRIL 2020 – MARCH 2021**:

- Access to Justice Foundation
- Beaverbrook Foundation
- Big Lottery Fund
- Cadogan Charity
- City Bridge Trust
- City of Westminster Charitable Trust
- Drapers Charitable Fund
- EBM Charitable Trust
- French Huguenot Church of London Charitable Trust
- Holbeck Charitable Trust
- Homeless Link
- Kerbascol Trust
- Northwick Trust
- Paul Hamlyn Foundation
- Peter Stebbings Memorial Charity
- Porticus UK
- Rayne Foundation
- Sir Harold Hood's Charitable Trust
- Steel Charitable Trust
- Strand Parishes Charitable Trust
- Swire Charitable Trust
- The Childhood Trust
- The Emmanuel Kaye Foundation
- Trust for London
- Two Magpies Fund
- Westminster Almshouses Foundation
- Westminster Amalgamated Charity
- Young Londoners Fund

COMPANIES AND PARTNERS

The following are either companies or partner organisations which supported the Centre's work during the year **APRIL 2020 – MARCH 2021**:

- Abbey Community Centre
- Advice UK
- Allen and Overy LLP
- Bessborough Family Hub
- BITC
- BNP Paribas
- Briffa
- British Red Cross
- CAP (Christians Against Poverty)
- CAST (Centre for Acceleration of Social Technology)
- Coram CLC
- CSAN (Caritas Social Action Network)
- Catholic Bishops Conference of England & Wales
- Celtic FC Foundation
- Centre for Counselling and Psychotherapy Education
- Centrepont
- Channel 4
- Citizens Advice Westminster
- Coca Cola European Partners
- Crisis
- Department for Work and Pensions
- Depaul UK
- Dr Hickey's Surgery
- ERSA (Employment Related Services Association)
- Erasmus Family Lives Programme
- Felix Project
- Glasspool Charity Trust
- Good Things Foundation (Reboot UK)
- Grosvenor Estates
- Grow Wild
- HRP Community Access Scheme - Kensington Palace
- Home Instead
- Home-Start Westminster, Kensington & Chelsea, Hammersmith & Fulham
- Homeless Link
- House of St Barnabas
- Housing Justice
- HSBC UK Bank plc
- Insight Westminster – Blenheim CDP
- Intuit Quickbooks
- Kings College, London
- John Lewis Partnership
- Junior League of London
- Kairos Europe
- Landbay
- Landsec
- Latin American Women's Rights Service
- LHA London
- London Sports Trust
- London Youth
- Mary Ward Legal Centre
- Metropolitan Police - Safer Neighbourhood Team
- National Gallery
- New Horizon Youth Centre
- NHS Whittington Health Trust
- North Westminster Community Mental Health Hub
- One Westminster
- Paddington Development Trust
- Peabody
- Pimlico Toy Library
- Pret a Manger
- Primary Care Networks - Social Prescribers (St John's Wood, Maida Vale, West End, Marylebone)
- RAGU (Metropolitan University)
- Refugee Action
- Refugee Council
- Refugees into Jobs
- Salt Yard Group
- SASH
- Smartworks
- St Andrew's Youth Club
- St Vincent's Family Project
- Suited & Booted
- Connection at St Martins
- Tate Britain
- The Berkeley Hotel
- The Passage
- The Wogen Anniversary Trust
- UK LGIG
- Vicar's Relief Fund
- Victoria BID
- Westminster Abbey
- Westminster Adult Education Service
- Westminster Befriend a Family
- Westminster City Council
- Westminster Foodbank
- Westminster IGXU (Integrated Gangs and Exploitation Unit)
- Westminster Virtual School
- Wigmore Hall
- Year Here
- Young Roots
- Young Westminster Foundation
- Z2K
- ZSL London Zoo



Preparing a parcel of food and essentials for people in crisis.



Cardinal Hume Centre
3-7 Arneway Street
Horseferry Road
London
SW1P 2BG

Company Number 04333875
Registered Charity Number 1090836

Photos (except page 15) by Fergus Burnett Photography