

Company registration number: 02844870  
Charity registration number: 1026229

# Exeter Community Initiatives

(A company limited by guarantee)

Annual Report and Financial Statements

for the Year Ended 31 March 2012

Wortham Jaques  
Chartered Accountants & Registered Auditors  
130a High Street  
Crediton  
Devon  
EX17 3LQ

# Exeter Community Initiatives

## Contents

Reference and Administrative Details .....	1 to 2
Chairs' Report .....	3
Trustees' Report .....	4 to 25
Trustees' responsibilities in relation to the financial statements .....	26
Independent auditors' report .....	27 to 28
Statement of financial activities .....	29
Balance Sheet .....	30
Notes to the financial statements .....	31 to 46

**Exeter Community Initiatives**  
**Reference and Administrative Details**

<b>Charity name</b>	Exeter Community Initiatives	
<b>Charity registration number</b>	1026229	
<b>Company registration number</b>	02844870	
<b>Principal office</b>	14 York Road Exeter Devon EX4 6BA	
<b>Registered office</b>	14 York Road Exeter Devon EX4 6BA	
<b>Trustees</b>	Heather Morgan, Chair of Trustees John Thorndyke, Secretary Jane Allen (resigned 28 September 2011) Margaret Barnes (resigned 28 September 2011) Dr Stewart Barr Steve Barriball Pat Cusa Martyn Goss Ruth Saltmarsh Marie Winckler Richard Clack, Treasurer Adnan Al-Daini (resigned 15 December 2011)	
<b>Deputy Executive Director</b>	Matthew Bell	
<b>Executive Director</b>	Alistair Macintosh	

**Exeter Community Initiatives**  
**Reference and Administrative Details**

**Bankers**                      Royal Bank of Scotland  
Exeter Branch  
Broadwalk House  
Southernhay West  
Exeter  
Devon  
EX1 1TZ

**Auditor**                      Wortham Jaques  
130a High Street  
Crediton  
Devon  
EX17 3LQ

**Pensions adviser**              Atkins and Atkins  
Luggs Farm  
Redhills  
Exeter  
EX4 1SU

## **Exeter Community Initiatives Chairs' Report**

In a momentous year for ECI, the difficulty in introducing this Annual Report is knowing where to start. As always, there have been significant developments, for better or worse, across the full range of our projects, but it is news of our most precious asset, our staff, that is the headline this year.

By now, most of our readers will be aware that Alistair Macintosh will be leaving ECI at the end of June 2012 after 12 years as Executive Director. It is hard to put into words the admiration and affection in which he is held by staff and trustees (past and present), and by those external partners with whom he has worked. The progress and achievements of ECI in recent years, and the fact that ECI is in such a robust condition to meet the challenges ahead is testament to his skill, professionalism and foresight, and, of course, his very hard work. For all this we can only say a huge "thank you". We shall miss Al very much and we wish him joy and success for the future.

It was on Alistair's advice that the trustees took the decision that the leadership of ECI is now a full time task. The successful tender to manage the three Exeter Central Area children's centres, a triumph for those involved, together with the development of a more entrepreneurial approach to our work has undoubtedly increased both the workload and the pressure on our resources. After a rigorous and highly competitive process, the trustees appointed Matt Bell to the new post of Chief Executive, and he is to be congratulated on this richly deserved success. We are all delighted at the prospect of working with Matt in his new role. We have taken the opportunity to restructure the management team more widely. Administrative roles have been separated, with Gail Riley assuming responsibility for Finance, and Sarah Langmaid appointed to the new post of Office and Admin Manager.

As you will see from what follows in the body of this report, in addition to expanding our work in children's centres, this has been a year of progress in many areas of our work; Transitions, Harvest and Community Hubs to name but three. On the other side of the scales, it was with great regret that we concluded that we could no longer sustain the support of the Beacon Heath Community Project from reserves, leading to its closure in March 2012.

As we look to the future, the trustees and management team are determined that the expansion of our work in the statutory sector will not blunt our pioneering and innovative approach to our core work; identifying the needs of the more vulnerable people in Exeter and surrounding areas, and developing projects to meet those needs. In order to accomplish that we will be recruiting two new part-time project development workers. We are also keen to recruit new trustees with the skills to complement those of existing members. During this year Margaret Barnes completed her term of office, and both Adnan Al Daini and Jane Allen resigned for family reasons. We are immensely grateful to all three of them for the contribution they made to the council over a number of years.

In a challenging financial climate, and ever-changing political scene, we continue to rely more than ever on the support, financial and otherwise, of local individuals and the partner organisations with whom we work. Thank you to all of you, and thank you to the staff and fellow trustees who devote so much of their time, care and expertise to ECI. Rest assured that we will be steadfast in our efforts to make a difference for the better to the lives of those in need in our city.

Heather Morgan

## Exeter Community Initiatives

### Trustees' Report

#### Administrative Details

Reference and administrative information about the charity, its trustees and advisers is set out on pages 1 and 2.

#### Directors and Trustees

Heather Morgan	Chair
John Thorndyke	Secretary, Chair of Business & Resources Committee (BRC) and member of Fundraising, Marketing & PR Committee
Richard Clack	Treasurer and member of BRC
Adnan Al-Daini	Chair of Harvest Steering Group and member of Strategy and Project Review Committee (SPRC) – resigned 15th December 2011
Jane Allen	Resigned 28th September 2011
Margaret Barnes	Member of SPRC – didn't stand for re-election - 28th September 2011
Stewart Barr	Chair of Fundraising, Marketing & PR Committee, and Beacon Heath Community Project Steering Group
Steve Barriball	Member of BRC
Pat Cusa	Member of Flying Start Children's Centre Advisory Board
Martyn Goss	Member of SPRC and Community Hubs Steering Group
Ruth Saltmarsh	Member of BRC
Marie Winckler	Chair of SPRC

#### Senior Management

The trustees have delegated day-to-day management of the operations of the charity to the Executive Director and the Project Development Manager (and Deputy Executive Director), who are:

Alistair Macintosh	Executive Director
Matthew Bell	Project Development Manager (and Deputy Executive Director)

#### Governance

The charity is a company limited by guarantee (number 02844870) and was incorporated on 16th August 1993. It was registered with the Charity Commission (registration number 106229) on 30th September 1993. The company was established under a Memorandum of Association which describes the objects and powers of the charitable company, and it is governed under its Articles of Association.

Individuals, who must be members of the company, are usually elected to the Board of Trustees (the Council) by the company sitting in general meeting. Alternatively, they may be appointed by members of the Council provided two thirds of the members of the Council support their appointment. One third of their number retire by rotation each year and are eligible for re-election. All of the above named were members of the company as at 19th June 2012 apart from Margaret Barnes who didn't stand for re-election at the AGM on 28th September 2011, Jane Allen who resigned at the AGM, and Adnan Al-Daini who resigned on 15th December 2011. As such, members undertake to contribute to the assets of the company in the event of a winding up, such contribution being limited to £10 per member.

The need for additional trustees is initially identified through a regular skills audit carried out by trustees and senior staff at an annual away-day. A role description was developed in 2005 to clarify the particular roles, skills and experience required, and updated in 2012, together with a new code of conduct. Potential new trustees that meet the requirements of the role description are then sought out through a range of methods, including personal contact, use of local networks, and requests in our quarterly newsletter. Once identified, potential new trustees then meet with a designated trustee responsible for recruitment and key senior staff, references are then requested, and the potential trustee invited to come to a Council meeting and the Annual Away-Day as an Observer. If all stages of this process proceed satisfactorily, then the potential trustee will usually be elected to the Council by the company at the Annual General Meeting.

## Exeter Community Initiatives

### Trustees' Report

New trustees are provided with an induction pack, an initial induction programme, and on-going training and support as required. This includes the opportunities for visits to individual projects, presentations by project managers, and identification of learning and development needs at the Annual Away-Day.

*“ECI is keen to recruit and maintain a group of Trustees with a breadth of useful skills and experience. Trustees are asked to become involved with individual projects, not simply to ensure that as a group they are appropriately informed but to provide advice and support however they may be able.”*

(Investors in People Review Report – May 2011)

#### Charitable Objects, Policies and Organisation

Exeter Community Initiative's (ECI) charitable objects as defined by the Memorandum and Articles of Association are:

1) To promote social inclusion for the public benefit by working with people in Exeter, the administrative County of Devon and local authority areas (at both unitary, county and district level) adjacent thereto), to prevent people from becoming socially excluded, relieving the needs of those who are socially excluded and assisting them to integrate into society.

*‘For the purpose of this clause socially excluded means being excluded from society or parts of society as a result of one or more of the following factors: unemployment; financial hardship; youth; old age; ill-health (physical or mental); substance abuse or dependency including alcohol and drugs; discrimination on the grounds of sex, race, disability, ethnic origin, religion, belief ,creed, sexual orientation or gender re-assignment; poor educational or skills attainment; relationship and family breakdown; poor housing(that is housing that does not meet basic habitable standards); crime (either as a victim or as an offender rehabilitating into society.’*

2) To develop the capacity and skills of the members of the socially and economically disadvantaged communities in Exeter, the administrative County of Devon, and local authority areas (at both unitary, county and district level) adjacent thereto, in such a way that they are better able to identify, and help meet, their needs and to participate more fully in society

3) To promote for the benefit of Exeter, the administrative County of Devon, and local authority areas (at both unitary, county and district level)adjacent thereto, the provision of facilities for the recreation or other leisure time occupation of individuals who have need of such facilities by reason of their youth, age, infirmity or disablement, financial hardship or social and economic circumstances or for the public at large in the interests of social welfare and with the object of improving the condition of life of the said inhabitants.

These new objects and revised Articles were approved at an Extraordinary General Meeting on 28th March 2012, following prior approval from the Charity Commission. We have developed an overall statement of belief, purpose, vision and aims to help put these objects into practice. This statement is as follows:

*Exeter Community Initiatives is a local charity, passionate about helping people by working with them to run projects that meet their needs. We believe anyone experiencing vulnerability in their life can fulfil their potential given the right opportunities and support.*

*Our purpose is to support individuals and communities to fulfil that potential.*

*Our vision is for our communities to be mutually supportive and economically and socially vibrant ('strong' communities).*

*Our aim is to achieve our vision and purpose through:*

- a) Running projects that respond to unmet need*
- b) Promoting, enabling and undertaking community development*
- c) Working collaboratively with other organisations*
- d) Challenging and addressing the causes of disadvantage.*

## **Exeter Community Initiatives**

### **Trustees' Report**

In furtherance of our charitable objects, it is the company's policy that the Council is responsible for setting the overall strategy and policies of the organisation, and all matters pertaining to general administration. These matters include fulfilling all statutory requirements relating to the company and its charitable status, ensuring all activities are adequately insured, agreeing lease and other legal contract terms, dealing with employment issues, pensions and staff PAYE obligations, handling tax repayment claims etc. The work of overseeing the management of corporate financial and personnel issues is undertaken by a Business and Resources Committee, a sub-group of the Council, and responsibility for developing strategy, reviewing projects and overseeing new developments has been undertaken by a Strategy, Project and Review Group, another sub-group of the Council. A Fundraising, Marketing and PR Committee is responsible for overseeing this aspect of ECI's work.

#### **How Our Work Delivers Our Charitable Objects**

In June 2011, following consultation with a wide range of local partners, the Council approved a new three-year strategy from April 2011 to March 2014, following consultation with staff, managers, and external partners. During the year, we have continued to work hard to put the strategy into practice, and the rest of this annual report sets out how we have gone about this.

During the year, much of the charitable work of the company was delivered by eight established projects each of which deals with a particular area of the charity's overall objectives. The eight projects were:

- Beacon Heath Community Project
- Community Hubs
- Flying Start Family Resource
- Flying Start Children's Centre
- Harvest
- Homelessness Collaboration
- Integrated Working in Practice
- Transitions

Each of these projects has its own management committee or steering group who meet regularly to monitor the work of the project, set draft budgets, and review actual performance, etc. The chairs of the project committees are also usually members of the Council. Thus the project chairs regularly report to the Council who are ultimately responsible for all of the charity's activities.

In addition to the work of existing projects, significant new project development work, contributions to partnerships and initiatives (both new and existing), learning and development activities, and other representative work have been undertaken by a range of staff.

## **Exeter Community Initiatives**

### **Trustees' Report**

#### **How Our Activities Deliver Public Benefit**

The Board of Trustees have complied with their duty under section 17(5) of the Charities Act 2011 to have due regard to the guidance on public benefit published by the Charity Commission in exercising their powers and duties.

Our principal activities and the people we try to help are set out in the report which follows. All our charitable activities focus on supporting the development of strong communities across Exeter and surrounding areas so local people experiencing vulnerability can fulfil their potential, with a particular emphasis on working with people who are most disadvantaged. All activities are undertaken to further our charitable purposes for public benefit. Traded services are provided to other organisations and individuals in line with our charitable objectives who can benefit from our expertise, at reasonable market rates. Services and activities for beneficiaries are usually free of charge, or charged at a minimum contribution according to the means of those taking part.

#### **Principal Activities, Review of Operations and Future Developments**

##### **Beacon Heath Community Project**

The Beacon Heath Community Project aims to build a stronger and more vibrant community through working with people of all ages, to develop a range of community arts and environmental activities.

Because of the challenging funding climate facing ECI's work, and our inability to raise separate funds for the project's work, ECI trustees made the difficult decision that we could no longer go on funding the project from ECI reserves, thereby meaning that the project would close on 31st March 2012.

The final year of the project's work has been more focussed on learning experiences for the local residents and people working in the area. There has been an emphasis on preparing people for setting up community enterprises by running a 'Community Enterprise' workshop with Lorna Turner from the 'the Fruit Tree' Project. Specific learning experiences have inspired people to go home and learn more, such as with the series of 'felting' workshops run by our community worker, Eve Malster, over 3 sessions.

*"[It was] Excellent because I found it inspired me to try out things at home and gave me the confidence to experiment"*

(Comment from course participant)

As ever, the project has worked to build stronger links between people, including those who can bring something a bit unusual to the area. Eve worked with Steve Chown from Play England, to host an evening of photos showing the community orchard 30 years ago and in the present day. Some of the people that played in the adventure playground 30 years ago attended, speaking about how it was then, and how the experience formed their sense of play with their own children. This piece of work ultimately helped Play England with their research about the impact of adventure playgrounds and 'free play' over the generations.

Around 50 people were surveyed about what skills they have and any they would like to learn. This inspired the idea to set up a Time Bank in Beacon Heath. This is a means of exchanging help with your neighbours without using money. One hour of help given earns the helper one Time Credit. Eve has been meeting with individuals and organisations in the area to discuss how this would benefit them.

Much of the final six months has been about bringing the project to a close, whilst ensuring people still move forward with the ideas and groups that have formed over the last three years. One such example is the Wildlife Watch group, which is now a community-run venture. Eve created links with Devon Wildlife Trust and negotiated with them to train a group of Beacon Heath residents as group leaders for Wildlife Watch. This in turn, ensures that the environmental play sessions which Eve previously ran have a sense of continuity.

## Exeter Community Initiatives

### Trustees' Report

An example of the work done by the project is illustrated through this case study about a local resident, Roland Tuson:

*'Roland Tuson has been involved with the project for a couple of years now. Eve first met him at the Age Concern group in Beacon Heath. He agreed to have a recording made about his life story as part of the 'Story of our Lives' project. The recording was made at Roland's home. It was during this visit that Roland talked about his visual impairment and showed the aids which he has, to help him write his book. The book was only ever intended for his great-grand children, who live in Korea and a means of formulating the research Roland was doing to find out about his father.*

*Roland's recording was then used by St James' School as part of their curriculum work. The students devised a series of questions they wanted to ask Roland. Eve and Roland visited the school one day and the entire year group 'interviewed' him: 125 students. Through the Beacon Heath Project collaborating with 'Stories Connect' and Sally Flint, Roland's writing was also requested for inclusion in the Riptide journal of short stories.*

*"The story of my younger boyhood days: 'My Exeter', I wrote for my grandchildren who knew nothing of my past or of the conditions in which I was brought up. However, by one of those unseen quirks of fate it came to the attention of Eve Malster who saw its potential. It is due to her that it finally reached the eyes and ears of the Riptide team, resulting in its inclusion in their 2012 launch of the book of Devon Short Stories RIPTIDE volume 7 that is now on sale.*

*The pleasure that I received, when at the launch of the book my story was so well praised, was equal only to the pleasure that I experienced when at St James' School when Eve had arranged for me to talk to an assembly of the pupils. While I have given talks and readings to groups of older people, it is the children that I would most wish to address and open their eyes to the times before T V, computer games, not even radio or talking pictures. Times when they had nothing except their imagination and freedom to roam at will. Perhaps one day I may again be invited to do so, who can say?*

*Thank you Eve for all you have done for me and the community, you will be sadly missed."*

(Roland Tuson, local resident)

*".. I would like to say that the young people from our youth club TGIF (Thank God it's Friday!) really enjoyed writing for the newsletter. They loved getting to have their say and they were really excited to see their article and names in print. It's great that they got to have that opportunity."* (Richard Cummings, Community worker for ISCA Church)

*"The wide variety of activities that Eve has supported has been a real asset to the community giving local people opportunities to develop their skills and try new things. The quarterly Beacon newsletter has been invaluable in keeping everyone informed about what is going on and helping local groups to spread information. I hope the new community project can build on Eve's work of the last three years, but her contribution to Beacon Heath life will be very much missed."*

(Councillor Saxon Spence)

#### Community Hubs Project

The Community Hubs project supports thriving communities in Devon by enabling community buildings and local associations to be resource hubs/focal points for community activity. In particular the project:

- a) offers one-to-one support to community groups to enable them to adopt an entrepreneurial approach, develop sustainable funding practices and to develop and deliver new services and activities;
- b) supports a network of Community & Residents' Associations in Exeter so that these groups can share learning and experiences.

Over the past year, we have given 150 hours direct support to 10 different community buildings in Devon, and met with and supported 5 different Residents' Associations and a Neighbourhood Forum.

Four community buildings were chosen as 'community hubs'. These were St Sidwell's Centre, Wonford Community & Learning Centre, Exwick Community Centre and Hatherleigh Community Centre. The support we have been offering to all groups includes inducting new trustees, updating constitutions, finding funding and advice with applications, health and safety issues, community consultations, and support with project ideas and development. Examples of successful bids from groups we have supported include Newtown Community Association, which received grant funding from Awards for All of over £3,000 to run a 2 day celebration event for the 125th anniversary of Belmont Park, and Kingsway Residents Association, which received £10,000 from Awards for All to run youth clubs for 8 – 18 year olds for a year.

## **Exeter Community Initiatives**

### **Trustees' Report**

Alongside this one-to-one support, we organised a session about trustees' roles and responsibilities for Kingsway Residents' Association in Teignmouth. Seven people from the local community who were interested in becoming trustees for the group attended. We also organised a Legal Structures session for Hatherleigh Community Centre. This session was attended by eight of their trustees.

*"Very useful"*

*"Good session, informative"*

*"Gave us food for thought"*

*"Very interesting"*

*"Well presented, knowledgeable"*

(Comments from training participants)

Wonford Community & Learning Centre and Old Heathcoat School Community Centre (Tiverton) both signed up to the Hallmark Quality Assurance Scheme and both achieved levels 1 & 2 and are hoping to achieve level 3, the highest level, in the near future. The Hallmark scheme is set up and managed by the Community Council of Devon. It is a three-tier scheme which recognises the hard work undertaken by community groups and shows that committees are managed correctly and are meeting their legal obligations. Hatherleigh Community Centre and Exwick Community Centre have both signed up to Hallmark and are currently working through the pack on Level 1.

Old Heathcoat School Community Centre in Tiverton was chosen by the Community Hubs project to be an 'exemplar' community hub. The group have written a case study about where the idea for their group came from, how they developed the idea, and top tips for running successful community buildings. This case study will be used to help other groups in running their community buildings and to celebrate the good work that goes on in our communities.

In 2012/13 we will continue to offer support to the groups we have already been working with and will look for four new community buildings to become 'Hubs'. We will be looking to support the groups to become more sustainable and to develop the activities they offer to benefit the communities in which they work.

We have continued to convene the Exeter Community and Residents Associations' Network (ECRA) and in December we held a 'Celebrating Exeter's Communities' event. Representatives of different community groups from across Exeter attended, together with local support organisations. The groups had the opportunity to display and share the work they have been doing over the last year with each other, and celebrate the good work that goes on throughout the city. There was also a short presentation from a member of Exeter St James Forum about how their neighbourhood plan is progressing and what it's actually like trying to develop one. We will be looking to run another such event and more training sessions to the groups during the forthcoming year.

## Exeter Community Initiatives

### Trustees' Report

#### Flying Start Children's Centre

Flying Start Children's Centre aims to create positive beginnings for children under five by offering a range of group and individual activities within central Exeter. It provides support and advice to enable children under five and their families to reach their full potential.

Research shows that the early years of a child's life are the most influential in determining later patterns in adult behaviour. The young brain is far more receptive to learning than any other time in a human's life. The Sure Start initiative, which set out to place a Children's Centre in every community by 2010, is well established and access to a Children's Centre is an entitlement of every family of a 0 – 5 year old in the country.

The Flying Start Children's Centre has been run by ECI for the past five years. The team work to ensure that these formative first years of a child's life are as positive as their family can achieve. The centre is committed to being a universal (unstigmatising) service that every child and family access and use for support. Staff are trained to identify children whose needs are not being met. Families are diverse and the range of needs that we are presented with is vast. We therefore offer a wider range of services, such as:

- Baby Massage, which supports parents to emotionally attune to their baby, and learn about their baby's responses to the stimulus their carers give them, and how this will affect their baby's development
- Counselling to support carers who have experienced trauma to maintain good mental health
- Play Therapy to support children who have experienced trauma to maintain good mental health
- A 2gether Scheme which offers two-year-olds who live in a low income family access to free childcare, whilst their carer takes up training, volunteering or work experience opportunities
- Discovery Play which demonstrates how low or no-cost 'toys' or objects can support learning. Carers observe their child and take observations in a notebook which children's centre workers support them to understand in terms of their child's individual 'schema', age and stage of learning, and to identify what activities will support their child to develop to the next stage.
- Dads and Littluns Toddler Groups which focus on the importance of male role models, 'messy play' experiences, being active, music in terms of speech and language development, and how a direct link between reading with dad and later academic achievement has been made
- Parenting Courses which teach strategies and the theory behind these
- Child Forum, which captures the views of very young children through art. Child Forum aims to promote choice and child-led play and help carers to witness their child's abilities and creativity. Carers and children's centre staff are helped by the children to think 'outside the box'.

Children's centres are preventative services. This means that they were set up to prevent families' needs escalating to the stage where they need enforced intervention from Devon County Council's 'Social Care'. We work hard to prevent the need for referral and also to receive referrals from social care in order to support the family to maintain the changes which have enabled social care to close their 'case'.

This year the family support team have delivered one-to-one family support, working with 122 children and their families. Each of these children has been assessed and a plan developed with their parents to meet their needs. We permanently have a waiting list of between 10 and 20 families waiting to access family support. We have contributed to 23 child protection conferences, and 21 parents and carers have accessed our counselling service. We have delivered two Incredible Years parenting courses and two HENRY (Healthy Eating and Nutrition for the Really Young) parenting courses.

*"We don't sit in front of the tele so much now... we go to the park. The kids don't yell so much. It's good."*

(Single mum who accessed family support)

*"I'd have been \*\*\*\*ed without Flying Start"*

(Young parent)

*"We have taken the dummy away and are singing and talking and playing on the floor. I feel a bit of an idiot but I know it's good for her. I didn't know she understood as much as she does. The course is really good, I'm glad I done it."*

## Exeter Community Initiatives

### Trustees' Report

(Dad who completed parenting course)

*"I'm talking about things I never thought I would and it's hard, but I don't want to pass my issues on to my child so I'm going to keep on going"*

(Parent accessing counselling)

*"I like the pebbles and the train"*

(Child who took part in the Journey and Adventures Project by Child Forum)

Our community development team take responsibility for a number of key target groups such as teenage parents, black and ethnic minority families, so-called 'workless' households, and breastfeeding. This year our two community development workers have achieved the following:

- Written a new health strategy aimed at reducing the high childhood obesity figures we have in the city centre. This will be implemented over the next three years.
- Supported 10 community groups to alter their provision to better meet the needs of the children and families attending their groups
- Worked closely with children's centre teacher, Moira Fawcett, to train in the early years foundation stage curriculum which sets out practical means to ensuring that a child's learning (brain development) is stimulated
- Developed resource boxes which can be taken out to groups or to individual families' homes to support home learning
- Recruited 25 volunteers who have supported in-house and external activities and services for children in the city centre
- Run events to promote the work of the centre

Flying Start Children's Centre is founded on strong partnerships with other agencies and this year key relationships have been with the health visiting team, midwifery, social care including the MASH (Multi Agency Safeguarding Hub), Exeter College, Fairbanks Family Centre, local nurseries, the city council housing department, housing associations, Grapevine Supported Housing, Exeter Citizens Advice, Devon Welfare Rights Unit, Addaction, Exeter Council for Voluntary Service, and other children's centres. This is an opportunity for us to thank all these partners for the past year of work we have seen through together in order to achieve better outcomes for the children we work with. Thank you.

Looking ahead we have the exciting prospect of running two further children's centres: Countess Wear Children's Centre and Chestnut Children's Centre in Wonford, which we took responsibility for on 1st April 2012 (see section in 'Other Project Development, Partnership Work and Activities' for more details). There is some good practice already in place at these centres, and we are looking forward to building on this, and reporting our progress this time next year.

#### **Flying Start Family Resource**

Flying Start Family Resource aims to enable children to thrive and develop by offering individual family support and parenting programmes for families with children 16 and under.

The project developed out of the earlier work done by ECI's Exeter Parenting Co-ordination Project, and after a few months for initial development work, the Flying Start Family Resource came into operation in November 2011, with a new staff team, now led by Kristin Cain, who has been seconded from her work as family support worker for the Flying Start Children's Centre. Case supervision is provided by Leon May, who is a qualified social worker with many years experience working with Devon County Council. Providing individual family support, as well as running parenting groups, we have a team of well qualified casual staff: Emma Mourant, Amy Hookins, Claire Brummitt and Cath Edwards. During the summer we will be welcoming two new members to the team: Maria Joy who is currently working for CYPS at George Street and Sarah Boothby who has previous experience as a Parent Support Advisor for the Beacon Learning Community.

In September 2011, Flying Start Family Resource was given the contract to provide family support work for the schools within the Central Learning Community for the 2011/12 school year. Until 31st March 2012, we have worked with ten families referred by Clyst Heath, Countess Wear, Wynstream, St. Leonard's, Newtown and St. Sidwell's schools.

An example of the impact of the work is from this case study of a six year old girl, S, and her family who were referred for individual family support by the head teacher.

## Exeter Community Initiatives

### Trustees' Report

*'Mum suffers chronic and sometimes acute medical problems which have necessitated emergency admission to hospital on more than one occasion. This has had a major impact on her daughter's life, causing her to suffer high levels of anxiety, which is reflected in her behaviour both at home and at school. These behaviours included distress and separation anxiety when being dropped at school; issues around making and maintaining friendships; extremely poor sleeping patterns; anxiety around her role as a carer; fears about her mother having an acute episode and her own responsibility in the event of a crisis. Some of these anxieties were expressed through threats of self-harm.*

*Both parents are unsure of which behaviours are typical of a 6 year-old. They are keen to be supportive but uncertain how to respond appropriately.*

*It was decided that a CAF (Common Assessment Framework) would be appropriate and our family support worker took the 'lead professional' role to make this assessment. Having liaised closely with the child's classroom teacher, the special educational needs co-ordinator, the school nurse, GP and head teacher, as well as with the child herself and her parents, the following goals were set:*

- For S to sleep in her own bed and to stay there through the night*
- For S to feel more confident and happy and to have fun without caring responsibilities*
- For S to feel confident about her own role in an emergency*
- For S's parents to feel more confident about their expectations of their 6 year-old and to develop appropriate parenting strategies*

*The Action Plan devised in response to these desired outcomes has included:*

- Referral to young carers group, which S now attends regularly*
- Attendance at after-school activities, such as swimming and Sherborne Movement group, both of which S is thoroughly enjoying*
- A visual plan was introduced to help S know what to do in a crisis and thereby to alleviate her anxiety*
- Through liaison with specialist services an alarm has now been fitted in their home*
- Individual work with the family to set up a clear sleep/bedtime routine with an incentive plan*
- Purchase of a new mattress*
- One-to-one play therapy with a focus on friendships through the school*
- A referral for family therapy to be initiated by their GP*
- Work with parents individually*
- Parents to attend a group such as Incredible Years'*

*(Family receiving family support)*

*In terms of training to support parenting skills, we provided an Incredible Years course for the Children's Centre and are currently running Incredible Years for the West Exe Learning Community at Montgomery School.*

*"Really good start. Teachers put everyone at ease quickly. Am looking forward to getting to know the other women a bit more and hope that we can help and support each other".*

*"This group has now helped me to praise more and it is very good".*

*"I find it helpful to be able to get help and advice with my daughter not getting up in the morning".*

*(Parents attending courses)*

*Discussions are currently underway with Willowbrook, Countess Wear and Clyst Heath Schools about providing parenting courses in each school.*

## **Exeter Community Initiatives**

### **Trustees' Report**

The Family Resource project depends on 'selling' its services to schools and other statutory agencies to generate the income it needs to cover its costs, a way of operating that, if successful, means the project can be sustainable without grant or other funding. During the next few months, we will be reviewing the viability of the project's model and taking decisions about its medium-term future. The work of supporting vulnerable families in this way is much needed, and we very much hope the project's future will be a bright one!

#### **Harvest Project**

Harvest aims to increase the skills, confidence and knowledge of people experiencing disadvantage in Exeter through providing food growing activities.

In April 2011 we began our second year of this three year project, funded by the Big Lottery's Local Food Fund. During the year we revisited activities piloted during the first growing season, as well as developing new schemes and consolidating links within our target communities.

In the spring, we once again distributed 'Incredible Edible MiniGardens' around the city – container growing kits for people without growing space at home. We ran public workshops in ten different locations, assisted by 16 volunteers, and gave away containers to 167 households. Everyone who participated was invited to join our mailing list and receive copies of our quarterly newsletter.

During the spring and summer, as a response to requests from participants, we held monthly 'swaps' where growers could exchange seeds, seedlings and produce. These events, eight in total, mostly took place in Belmont Park in partnership with Newtown Residents' Association, and allowed new and experienced growers to meet and swap gardening tips. It was also a valuable opportunity to promote Harvest and for the volunteers to develop as a group.

During the year we did a lot of outreach, including talks and workshops at several events organised by other partner agencies.

Spring 2011 also saw the launch of 'City Fruit Harvest', a scheme modelled on pioneering Sheffield-based project Abundance. City Fruit Harvest addresses food waste, food poverty and the environmental impact of food transportation, by collecting unwanted fruit from gardens and redistributing it to organisations working with vulnerable people. Around twenty volunteers, many of whom joined Harvest specifically for this part of the project, picked and gave away plums, apples and pears throughout the summer and autumn, and turned damaged fruit into preserves and juice, which was then sold to pay for the project's running costs. Over three-quarters of a tonne of fruit, that would otherwise have gone to waste, was thereby redistributed, with over half of that directly to people who need it.

Exeter City Council gave the project a second allotment at Cowick Lane, which has been developed as a training site where three 'Get Growing' workshops have been delivered to 21 learners.

*"I got so much out of the day. I have just been offered an allotment and felt a bit overwhelmed with how much there is to do. I now feel a lot more confident to get started. I also really enjoyed working with all those other people. I feel like I've made a couple of new friends. Thank you very much."*

*"I decided to get involved in the Harvest project as a way to learn new skills and knowledge, as well as to meet like-minded individuals. The "Get Growing" training day fulfilled all my expectations. I learnt a great deal from both the facilitator Greg Towning as well as other participants, from how to deal with slugs to composting effectively. The day ended with a few of us taking a peek around the allotments and a stunning view of Exeter. I felt so inspired by the end of it that I went home and that day registered for an allotment in my local area. Thanks to the Harvest team and Greg for a super day. I'm certainly looking forward to future events and similar training days."*

(Course participants)

In addition to this we have continued to set up and support growing spaces for various organisations including two children's centres, a housing project for young care-leavers, a women's homeless hostel, two primary schools and a pub. We have also been working with Exeter Islamic Centre, Exeter University and local residents to improve the neglected Queen's Crescent garden.

An example of our work with other organisations is The Esther Community:

## Exeter Community Initiatives

### Trustees' Report

*'Esther Community is a hostel run by national charity Keychange, providing shelter and support to vulnerable women in Exeter. Harvest began working with the Esther Community in autumn 2011, when they became a regular recipient of fruit collected by City Fruit Harvest volunteers. The residents enjoyed cooking fruit crumbles for their house meals, and in November two Harvest volunteers spent the afternoon making apple and beetroot chutney with one of the residents to be sold at their Christmas Fair.*

*In 2012 we were invited to Esther to help staff and residents plan and create a food growing area in their back yard on St David's Hill. Although not a large area, creative use of the space includes several containers and hanging baskets, a barbecue and social area – and chickens! So far six of the residents have sown seeds for planting out later in the spring, and the chickens will be settling into their new home very soon.*

*The garden will not only provide the community with fresh, healthy food for their shared meals, but will also, it is hoped, encourage more social interaction between residents, and give the women an opportunity to learn about caring for poultry.*

*Rebecca Chaplin, acting manager of the Esther Community, believes that the responsibility of looking after the chickens and tending the garden will be a massive boost to the participants' self-confidence, as well as helping them to learn skills for independent living:*

*"The women are taking ownership of what was a disused space, and their enthusiasm and keen interest for the project is fantastic to see."*

(Organisation receiving support from the Harvest Project)

*"Here at the Exeter Foyer, we have really benefitted from having a volunteer from the ECI Harvest project. Her expertise and ability to involve the young people who live here has really made a difference. The flowerbeds are now looking so much better as we have all learnt more about growing our own veg. The project has also further inspired us to keep on gardening and to search for and secure funding for other developments to make the gardening beds and the communal courtyard more of an enjoyable and healthy place for people to live and work. Many thanks! Especially to Elaine and to Ellie."*

(Organisation receiving support from the Harvest Project)

During the year, the project also set up a small grants fund to provide practical support to local community groups. One-off grants of up to £50 are available for items such as plants, seeds, tools, compost, equipment/materials. During the year, Harvest awarded four small grants to community growing projects across the city.

In total over the two years of the project's life to-date, we have benefitted from the invaluable support of 69 volunteers, without whom the project couldn't function. Over the course of 2012/13, we are looking at which aspects of Harvest's work can be taken forward through the work of volunteers once the Big Lottery Local Food fund ends in March 2013, as part of developing a wider exit plan for the project's work.

#### **Homelessness Collaboration Project**

This project aims to ensure that agencies working with homeless and vulnerably housed people in Exeter can work collaboratively together for the benefit of this client group.

It meets this aim by being a mechanism through which member organisations:

- Meet regularly to share information, build and maintain trust, improve communication and promote best practice
- Commit to working more closely together, to find more efficient and effective working practices that will benefit homeless and vulnerably housed people
- Discuss issues of mutual concern, feed into other forums and strategies, and act as a collective 'voice' to influence and inform local and national policy
- Identify and develop practical ways of meeting strategic objectives, such as developing new projects or areas of work
- Develop areas of joint working to minimise duplication of effort and competition, and make the best use of resources, such as through co-location, the development of joint projects, joint funding bids or consortium arrangements

ECI acts as an independent facilitator in this process, helping member organisations to jointly identify ways to improve services and to progress agreed actions.

## **Exeter Community Initiatives**

### **Trustees' Report**

During 2011/12, the Co-ordination of the project has passed to Matt Bell, following Laura Callaway's appointment to the post of Transitions Project Co-ordinator in April 2011.

This year has been one of great change for the homelessness sector. There has been a significant change in the way local government has been funded for adult services, and Devon County Council made the decision to make significant cuts to funding for accommodation providers. The Homelessness Collaboration has played a role in monitoring the impact of these cuts. Across the board there has been an increase in people who are presenting as homeless, an increase that has been seen particularly clearly by the various soup kitchens operating across the city. Normally only seeing a maximum of 20 to 30 people, now numbers of 40 to 60 are not uncommon. We would not be surprised if it was shown that this was the impact of the slower economy and government spending cuts.

*"As a leader of one of the voluntary soup kitchens in Exeter, ECI have been consistently faithful in helping us to realise our own goals and also to broaden our understanding of the social care in the city for the homeless - a big thank you to all at ECI for their hard work and dedication to inclusiveness!"*

(Member of soup kitchen network)

*"I feel it is very positive having ECI at the helm. I always find it easy to understand the points put over by ECI and it's good to feel part of a wider team. Keep up the good work and thank you."*

(Local voluntary sector organisation)

On a more positive note, the partnership has been successful at securing £250,000 over two years to run a project that will aim to reduce the numbers of people on the streets for a second night and the numbers of entrenched rough sleepers. This work was led by St Petrock's, supported by a partnership of ECI, Community Housing Aid, Shilhay Community, Esther Community (Keychange Charity), Sanctuary - Carr Gomm and Exeter City Council. This next year will see this project get up and running.

There will be a change to this project for next year, with the focus to be on facilitating the Soup Kitchens network meetings and the cessation of the main partner meeting. This is directly due to the success of the project in achieving excellent relationships between partners enabling joint working to happen, plus the need for the funder, Exeter City Council, to reconsider how their investments in homelessness are made.

#### **Integrated Working in Practice**

This project aims to protect Devon's children through increasing the skills of children's services staff when working in partnership and safeguarding children's needs.

It meets this aim by delivering training courses and providing an on-line resource that teaches children's services practitioners and managers about the key elements of working in partnership (integrated working) and assessing the needs of children and their families. The training and online resource covers the four main elements of integrated working:

- The Common Assessment Framework (CAF)
- Team Around a Child (TAC) meetings
- Information Sharing
- The Lead Professional role

ECI delivers this project in partnership with South West Family Support, a social enterprise working with vulnerable children, their families and communities to support positive change.

The project started in October 2011, and between November 2011 and March 2012, 12 courses were run, teaching over 200 learners. Before learners attend a course, they are required to complete an initial assessment that asks a number of questions about their current level of understanding, which is then followed up by a feedback form directly after the course then a follow up assessment after a period of time has passed after the training. To-date we have analysed a proportion of the feedback, and 99% of 77 respondents analysed felt their learning needs had been met.

*"This has helped such a lot - thank you"*

*"Very useful training - thank you"*

*"Clear and confident presentation, covering everything required"*

## Exeter Community Initiatives

### Trustees' Report

*"Really interactive and well delivered, thank you"*

(Course participants)

The year ahead will prove interesting as the government agenda is changing with respect to inter-agency working. There is a Green Paper setting out a new approach to special education needs and disability that will have an impact on how practitioners work together. Devon is a pilot area for this work and the training will be adapted in response to the learning gained from the pilot.

#### **Transitions**

The Transitions Project works with people in Exeter making the transition to independent living and aims to increase their resilience through developing their skills and building networks in their communities.

Transitions matches clients with a volunteer, who helps them to set goals, identify sources of help and actions to achieve their aspirations and develop the networks and relationships that will support them, alongside the appropriate professional and specialist services.

April 2011 saw Laura Callaway take up her new role as the Project Co-ordinator, and the first part of this year was dedicated to setting up application and assessment systems, developing working relationships with partner organisations, recruiting volunteers and devising the volunteer training programme. Publicity material was produced and we started publicising the project to potential clients, targeting supported housing projects and receivers of floating support.

During the year, Laura Callaway has recruited and trained 17 volunteers over the course of three separate intakes. Eight have actively supported clients in this time whilst others are awaiting Criminal Record Bureau (CRB) clearance or references. Feedback from volunteers includes:

*"I am particularly impressed with the amount of training and workshops I have been given access to since joining Transitions - I have found these invaluable"*

*"It has been useful to learn about the facilitating role in more detail - I do need to reflect on this as it's less hands-on than I had thought"*

*"The self assessment exercise on prejudice has taught me something new"*

*"In the communication skills session I have learned how to listen better with the techniques explained. The interaction with other trainees was also useful."*

(Comments from volunteers)

Training has been provided mostly in-house by the Project Co-ordinator, with additional input from Exeter City Council, Community Housing Aid, Citizen's Advice, Addaction and Devon Welfare Rights Unit. Volunteers have been recruited mainly through Exeter Council for Voluntary Service, and Just People (which recruits volunteers for the criminal justice sector), and has resulted in a fantastic group of people with a wide range of ages, experience and backgrounds. Around a third of volunteers have themselves experienced significant vulnerable periods in their lives which brings great empathy for the clients that we are working with.

We have supported 10 clients in the year, having been fully operational since July 2011. Although applications started off slowly, they have been building up during the year now that the project is becoming more established and known about. Around a third of the people who have applied have problems with alcohol, and other common issues include leaving care, learning disability, mental health issues and low life-skills levels. Some of the areas that clients have worked on with their Transitions volunteer have included settling into a new social housing tenancy, to set up utilities, bill payments, grants for furniture etc; help to think through future employment options and apply for apprenticeships; and help to find positive things to do, including applying for voluntary work.

## Exeter Community Initiatives

### Trustees' Report

*'One volunteer has helped a client to develop a system for keeping track of his money: a folder which separates out what bills need paying and when, and a slot to keep receipts so he can track what he is spending on food to enable him to diversify his diet. When asked what has been most helpful, the client replied "sorting my money out".'*

(Example of client supported by Transitions)

We have successfully worked in partnership with other organisations such as St Petrock's and Exeter Shilhay Community, in some cases co-working with their accommodation or resettlement workers. Whilst their workers have been concentrating on the practical accommodation issues, we are able to take on some of the more time-consuming tasks such as accompanying people to appointments; some 'softer skills' aspects such as building confidence; and longer-term aspirations relating to employment or developing support networks. We have also worked with Westcountry and Sanctuary Carr-Gomm floating support teams, Mortimer House, YMCA and the Esther Community.

Another development has been the 'Accommodation Coaching Service' for people referred from Exeter City Council, for whom they do not have a statutory housing duty, but who need help to secure their own accommodation. We have developed volunteer support to help people in their search for private rented accommodation: help to know where to look, work out what they can afford, what to ask of landlords and how to present well at 'viewings'.

In the next year, as well as continuing to work with clients, we look forward to developing opportunities to work within the Provider Framework for community-based support (part of Devon County Council's system for providing support for vulnerable adults) and as part of Exeter's successful bid to the Transitions Fund for rough sleepers (to provide so-called 'end-stage' support which is low-level assistance to achieve independence when the clients are ready). Other plans for the future include exploring working with different client groups, expanding our geographical area to include East and Mid Devon and Teignbridge, and most importantly, securing sources of funding beyond the pilot phase to enable this much-needed service to continue beyond the current funded period (to March 2013).

#### **Other Project Development, Partnership Work and Activities**

ECI's project development work aims to identify unmet needs in the city and explore creative and practical solutions in partnership with others.

This year has seen some major achievements in this area of our work, the most significant of which has been winning three children's centre contracts for the central area of Exeter, securing ECI's immediate future, but bringing its own challenge of maintaining the balance of the charity's work.

#### Children Centre Developments

With our current five-year contract to run Flying Start Children's Centre due to end in March 2012, ECI trustees decided last year that they wished to continue managing this work if possible and also seek to bid for the two other children centres (Chestnut Centre in Wonford and Countess Wear) in the central area of Exeter. These two centres were previously run by Devon County Council and both deliver important services in parts of the city experiencing significant disadvantage.

During last summer, Matt Bell, our Project Development Manager, oversaw the process of submitting our tenders for the three children's centres and following a rigorous interview and assessment process in the autumn, ECI was delighted to hear the news of our appointment as preferred providers in November 2011. Further assessment and discussions followed over the next few months leading to final confirmation of our position in February and the signing of five-year contracts in March 2012.

The transfer has involved a great deal of careful and detailed work, notably through the process of taking on existing staff, previously employed by Devon County Council, under the so-called TUPE (Transfer of Undertakings and Protection of Employment) regulations to ensure these staff are treated fairly. At the same time, we have also been consulting these staff, and our already existing staff at Flying Start Children's Centre, about a proposed new staffing structure to best meet the demands of the new service required by the contractor, Devon County Council, and most importantly to best meet local needs. Changes have been made to the proposed structure as a result of the feedback received, and during the summer the new structure will be implemented. Whilst this is obviously a difficult time for staff going through a major change, it is also exciting to have the opportunity to put in place a new structure which uses the skills and experience ECI gained by running Flying Start to build on that already in place at Chestnut and Countess Wear. We look forward to an exciting year ahead.

#### Supporting Mixed Heritage and Black and Minority Ethnic (BME) families

ECI was funded this year by Lloyds TSB Foundation to develop two pieces of work designed to support the needs of mixed heritage and BME families in Devon. The aims of the work were:

## **Exeter Community Initiatives**

### **Trustees' Report**

a) To work strategically across Devon to influence decision makers and raise the issues of both a lack of support, and the need for a commissioning framework, for mixed heritage and BME families. ECI felt that the lack of explicit service delivery to these families is completely inadequate for a growing population. If we can make some gains in this area, we believe that outcomes for mixed heritage and BME families, and community cohesion will be improved across the county.

b) To run a consultation exercise for all children's centres in Exeter to find out the needs of mixed heritage and BME families, and identify any changes centres can make to be more welcoming and responsive to these groups of people. From experience elsewhere in Devon, this work has resulted in mixed heritage and BME families gaining confidence to access the services, therefore having a double impact: both finding out families' views, and increasing access to services.

To deliver on the first aim, an activity was designed that would be of direct benefit to families and at the same time provide an opportunity to consult with BME families about their approaches to parenting. A 'Farsi & Dari speaking' parenting course was developed and run. The decision to run a course for parents speaking these languages was made in consultation with other BME support organisations and chosen because of the relatively high population of Farsi and Dari speaking parents. The course aimed to increase 'reflective parenting', give parents a better understanding of their child's development needs, and increase the use of "positive parenting" techniques. It comprised six two-hour sessions and covered the areas such as the importance of play; the power of attention; limit-setting and effective behaviour management strategies; how to promote speech and language skills (and why it is important); and routines (including sleep and potty training).

To deliver on the second aim, a significant amount of effort was put into establishing what would create the biggest impact with a relatively limited amount of grant funding. It was identified that there were still occasions where practitioners were unaware of cultural differences and how this should affect the support they give, for example, not understanding different foods and meal-time practices. It was also identified that the cultural awareness training available is generally too broad, focussing on generalisations between cultures and not on what a practitioner would experience when working with a family from a different culture. Ensuring the balance between being culturally aware, yet still able to treat every family as individuals is a challenge, and something the training sought to address. Together with Multilingua, a translation service, and the Centre for Human Rights and Social Equality, 'Human Rights and Cultural Competency' training was designed and delivered. 12 practitioners and managers attended the training which gave the practitioners the opportunity to understand the history of the Human Rights Act and its key articles, explore what culture meant to them, and enhance their cultural sensitivity and competence. The training gave an excellent opportunity to learn from experience and continue to develop the training.

*"I felt the content of the course was excellent. The morning human rights session was very in-depth and a lot to take in. I found it very useful but also quite 'heavy' so (it) would be more beneficial to higher level practitioners. The afternoon session was highly relevant to all practitioners and much more useful to put into practice."*

(Course participant)

Since the training, ECI oversaw the development of a partnership, led by the Plymouth and Devon Racial Equality Council, to deliver this training in future, which has since been successful in a tender bid to Devon County Council to provide this as part of Devon's wider training programme for local professionals.

*"The Centre for Human Rights and Social Equality (CHRSE) have the great pleasure to work with ECI in delivering training. We would like to congratulate you for your commitment to our communities."*

(Dr Suaad Genem-George - CHRSE)

#### Devon Platform

The aim of this development is to provide a platform for small businesses, social enterprises and voluntary sector organisations in Devon to partner, share, learn and have 'a common voice' as they speak to the public sector and government. It is proposed that this starts with the creation of a website that aims:

- 1) To support the development of consortia and joint working
- 2) To create a voice across the sectors to lobby government on issues of common concern
- 3) To encourage cross-referrals and inter-trading
- 4) To share knowledge and expertise

## **Exeter Community Initiatives**

### **Trustees' Report**

This idea was developed in partnership with Lorna Turner from The Fruit Tree for Business LLP (Social Enterprise). The vision of the partnership is that “we want to see vibrant, diverse and self-sustainable local businesses, charities and social enterprises.”

We want to see collaborations, shared visions, inter-trading and shared knowledge used between the three sectors for socially beneficial services and projects.

By supporting local organisations to flourish together we hope that this

- builds aspirations for local communities and individuals (there are local role models for people, especially young people to follow)
- builds solidarity and breaks down barriers between sectors and people
- builds a stronger Devon”

This project would be best led by voluntary sector ‘infrastructure’ organisations in Devon (those organisations that provide support to front-line voluntary and community sector organisations). However, these infrastructure organisations are currently undergoing a period of significant change as a result of a drive to work more collaboratively together. Until the outcome of this work is clearer, then the future for Devon Platform remains uncertain.

## Exeter Community Initiatives

### Trustees' Report

#### Other partnership/representative work

ECI staff have contributed to numerous other organisations, partnerships, networks, consultations and other initiatives during 2011/12 including C2 (Connecting Communities), Communities First Wonford, Devon Children Centre's 'Payment by Results' Advisory Group, Devon Consortium, Devon Early Years Consultations, Devon Inter-Faith Forum, Devon Strategic Partnership, Devon Worklessness Group, 'Excellence not Excuses', Exeter Central Learning Community, Exeter Children's Trust, Exeter Community Engagement Network, Exeter Inter-Faith group, Exeter Local Food Network, Exeter 'Move On' Panel, Exeter Social Health and Inclusion Partnership, and Exeter Voluntary Sector Forum... to name but a few.

*"Another dynamic year for ECI, this organisation is constantly working to make positive change and provide mechanisms to improve the quality of life, health and well being for the people of Exeter"*

(Lesley Browne - Tor Homes)

*".... the whole staff of ECI from the different offices... showed me an example how a perfect organisation should be, and you made me comfortable all the time and made our clients (though) they are not your clients comfortable to come in and out of the building, convey them to our door and sometimes escorted them. Your efficiency and perfection to be the organisation of the communities - as you hold the name Exeter Community Initiative - you have made it to be the community's voice that do care for everyone regardless of who they are or where they come from ... well done and big thank to all the staff and the volunteers. Your Trustee board must be proud of you as I am proud to be within your building."*

(Dr. Suaad Genem-George - Plymouth and Devon Racial Equality Council – tenants of ECI)

#### **Internal Systems and Support**

ECI's internal systems have continued to develop during the year to provide more effective support to a growing number of projects. The major change has been the restructuring of our Management Team to manage the extra workload created by our successful tender for the three Central Exeter children's centres. This led to the decision to recruit a full-time Chief Executive to replace the current part-time Executive Director, and split the current part-time Finance and Admin Manager Role into two roles of Office and Admin Manager, and Finance Manager. As a result of these changes, and an external recruitment process, our current Project Development Manager, Matt Bell, was appointed as the new Chief Executive from 1st July 2012, and Sarah Langmaid as the new Office and Admin Manager, taking up her post on 30th April 2012. Our current Executive Director, Alistair Macintosh, leaves ECI after nearly 12 years on 30th June, and Gail Riley, our previous Finance and Admin Manager, became Finance Manager on 1st May.

We also appointed Peter Vanderford as our first (part-time) Communications and Fundraising Support Worker to help ECI implement our new communications and marketing strategy, and raise our profile as an organisation locally with potential donors and local businesses.

We are also carrying out further upgrading of our IT systems, including a new server and cabling, to manage our expansion to four office sites, and have changed both our IT support and phone providers to reduce costs.

Our Investors in People (IIP) accreditation was renewed for a further three years in May 2011 following our external assessment:

*"ECI continues to meet the requirements of the Investors in People Standard and has clearly built upon the best practice they demonstrated at their last review. The principles of Investors in People have been subsumed into general operational practice, appearing to be very much a part of how they do things, rather than simply being procedural expectations."*

*"The organisation nurtures leadership and management skills across most if not all roles; many people spoke about the empowerment they feel on the job, implying how this builds confidence and on the job autonomy, which they highly value. Importantly though this is not autonomy in isolation but a foundation of the supportive culture and effective team-work that characterises ECI."*

*"The positive difference ECI is making is easily evident to those with direct involvement in community projects. But support staff are also clear on the contribution they make to these achievements; this is not just in terms of what these outcomes are but how their roles are important to supporting project workers delivering them, how the information they help gather and collate contributes towards the evaluation, development and improvement of projects."*

(Investors in People Review Report – May 2011)

## Exeter Community Initiatives

### Trustees' Report

Areas/suggestions identified by the IIP review for further development included developing a more commercial 'service delivery' model, and considering whether a trading subsidiary is needed to support this; the development of a trustee code of conduct and more formal induction procedures for trustees; a review of the management team job roles; updating the ECI skills audit; developing a more co-ordinated organisational approach to the management of volunteers; and a clearer 'top-down' approach to training needs. Many of these issues are already being addressed by trustees and the management team, including revisions to management team job descriptions, and the development of a trustee code of conduct.

The management team has started to meet more frequently, usually on a monthly basis, and overseen work on the development of a new three-year Business Plan to accompany the new Strategic Plan, and the updating our CRB Procedures in the light of government changes and our Ofsted Inspection.

'All-staff' meetings have focused on 'green' issues, campaigning, mental health awareness, child protection, diversity and equality, and marketing and promoting our work, with sessions led by ECI staff as part of encouraging their own learning and development.

All these measures have enabled ECI staff and volunteers to provide a more effective front-line service to those people and groups who use our services.

#### **Review of Financial Transactions and the Financial Position of the Company**

The financial statements have been prepared in accordance with the Memorandum and Articles of Association, the Charities Act 2011, the Statement of Recommended Practice: Accounting and Reporting by Charities issued in March 2005 ('the Charities SORP 2005'), the small companies regime (section 419 (2)) of the Companies Act 2006 and the Financial Reporting Standard for Smaller Entities (effective April 2008).

The statement of financial activities shows that in the year to 31st March 2012, the charity had incoming resources of approximately £518K and expenditure of £562K. Both of these figures represent a decrease on 2010/11: in the case of the income, this is mainly due to the use of restricted funds already received prior to 2011/12; and in the case of the expenditure, this is due the closure of Planet Rainbow and the handover of PORCH to St Petrock's in 2010/11, partly offset by the start up of Transitions, and the Integrated Working in Practice project in 2011/12. The overall deficit of approximately £44K is largely due to the already anticipated use of restricted funds for the Transitions project.

The resources expended were approximately £561K on charitable activities and £1K on governance costs. All expenditure incurred by the charity is directly or indirectly concerned with furthering its charitable objects, and the central administration and support costs are very small in relation to the size of the charity. In all areas of expenditure the largest single category is the salaries of those directly involved in the work of providing services for the people of Exeter and surrounding districts. Other major types of expenditure incurred were the activities and premises costs. Essentially, these costs pay for the charitable activities carried out, and the physical setting in which the projects operate and the staff who deliver the activities are based.

The incoming resources recorded in the unrestricted funds column of the SOFA represent gifts and donations which have no restrictions regarding the purposes for which they may be applied. The outgoing resources recorded in this column represent expenditure pertaining to the charity as a whole which cannot be directly attributed to a specific project. The surplus, after fund transfers, of just under £27K in the unrestricted funds during the year is largely due to the increase in work and the corresponding charges for individual projects towards the costs of central support staff and resources. Other core income received during the year included £30K from Execution Trust towards our project development work. Donations from local churches and individuals, notably over £20K through the Share Scheme and an anonymous donation of £10K, have also been a vital part of our incoming resources and we are extremely grateful for this support. We have also received smaller unrestricted donations from a number of charitable trusts, local churches and other organisations including the congregation of Exeter Cathedral, the latter through the donation of the collection from the Grandisson Service on Christmas Eve, and £2.5K from Exeter Roundtable.

Monies raised for, or donated to, individual projects, are regarded as restricted funds. The restriction as to use of the funds may have been imposed by the donor, or it may be an implied trust arising from the terms of the appeal. In either event, the balances on the separate restricted funds are regarded as only being available for the future use of the relevant projects. Details of the apportionment of the restricted funds are shown on Note 22 of the financial statements.

In terms of major grants during the year, Flying Start Children's Centre received £251K, being the final year's payment as part of a five-year contract with Devon County Council; Harvest received £88K for the second year of three years funding from the Big Lottery; and Community Hubs received £21K for the second year of three years funding from Devon County Council.

## **Exeter Community Initiatives**

### **Trustees' Report**

Other incoming resources for the projects included money from statutory sources such as £11K from Exeter City Council towards the Homeless Collaboration Project; £3.4K from Devon County Council Councillors' Locality Budget towards the Harvest Project; £550 from Devon County Council Councillors' Locality Budget and £300 from Exeter City Council for the Beacon Heath Community Project. Project income from non-statutory sources included £10K from Lloyds TSB Foundation, being the second of a two-year grant to support work with mixed heritage and Black and Minority Ethnic (BME) communities, and a number of smaller individual donations to various projects including Beacon Heath and the Harvest Project.

There are tight controls over the expenditure of all these grants which are thus treated as restricted funds within the individual accounts of the projects concerned.

'In-kind' support totalled about £450 being the value of training for the Harvest Project provided by Exeter College.

During the past year, the organisation has also received about £42K from charitable services provided. This includes £19K from training courses run by the Integrated Working in Practice project, £14K for parenting courses and family support provided by Flying Start Family Resource (part of three bigger contracts totalling £26K from Central Learning Community, Flying Start and West Exe Children's Centres spread across two financial years), and £7K from rental income.

The balance sheet as at 31st March 2012 appears to show a very healthy position with total charity funds standing at £371k, but in reality about £34K of this is invested in fixed assets, £135K is represented by restricted funds only available to the specific projects of the charity. Of the balance of £217K, £150K has been designated by the charity for the development of new projects and £10K for ICT developments, leaving only £57K of unrestricted funds for general use. Whilst in theory the fixed assets are available to sell to generate income, the projects would not be able to operate without these assets. The value of the fixed assets is their continuing availability for future use by the charity. Indeed since the projects could not function without these assets, it is also necessary to obtain funding to buy additional and replacement items. In the current year, approximately £8K was expended on additional and replacement capital assets.

The trustees have agreed to transfer about £41K from unrestricted funds to underwrite £32K towards the cost of the Beacon Heath Community Project, and about £9K towards the cost of the Community Hubs Project. They also agreed to transfer the remaining surplus on unrestricted funds of £25K into the designated funds, including the creation of a new designated fund for ICT capital expenditure. The unrestricted funds available to the charity at 31st March 2012 stood at £80K more than needed to meet the requirements of the new reserves policy adopted during 2011/12, and based on the deficit budget set for 2012/13, it is anticipated that the reserves will be £35K more than required on 31st March 2013. This policy specifies that in the event of ECI having to cease its activities, sufficient funds should be available within the unrestricted reserves to pay for the cost of six months of charitable operation to cover the wind-down period and the redundancy costs of any remaining staff. Reserves have deliberately been built up during the past three years to enable the organisation to plan ahead with some degree of confidence against a background of an increasingly difficult economic and financial climate for medium-sized local charities, and these reserves will be called upon over the next three years. The organisation is also taking a number of other practical steps to widen our funding base (see 'The Way Forward' section for more details).

A further £19K is held as investments for a restricted capital fund. The capital of this fund can only be used in an unexpected emergency. The charity's Memorandum and Articles of Association authorises the holding of such investments as may be thought fit. The actual investments held are 1845.83 income shares in the COIF Charities Investment Fund.

Net current assets amounted to approximately £336K. Cash 'at bank and in hand' totalled £372K of which £214K is held in a COIF higher-interest charity account specifically designed to maximise returns, whilst at the same time being readily available to meet future operating costs. £85K is held in a one-year bond with Santander and £50K in a three year bond with Legal and General.

The trustees require all projects to regularly monitor their actual financial position against budgets and forecasts and to report the results to project committees, the Business and Resources Committee and Council meetings. Through the on-going work of the Executive Director and Finance Manager, the trustees have also conducted their own review of the major risks to which the charity is exposed, and systems have been established to minimise these risks. A detailed risk management policy was developed in 2004/5, together with more detailed financial procedures, and both of these were reviewed and updated during the year. Significant external risks to funding are managed partly through the implementation of a three-year strategy and business plan which enables the organisation to attract funding from as wide a range of sources as possible. Internal risks are minimised by the implementation of procedures for the authorisation of all new projects and significant transactions, and to ensure consistency across the organisation in all aspects of our work. The risk management policy will be reviewed and updated where necessary on an annual basis, to ensure that it still meets the current requirements of the charity.

#### **Premises and Addresses**

## **Exeter Community Initiatives**

### **Trustees' Report**

The registered office and address for the corporate support and development functions of Exeter Community Initiatives is:

14 York Road

Exeter EX4 6BA

The charity has three-year lease on the first and second floors of 14 York Road from the Islamic Centre of the South-West, commencing in July 2009. It also has a second three-year lease from the Islamic Centre of the South-West on the second and third floors of 15 York Road, commencing in July 2009. We have currently agreed the heads of agreement for new three-year leases from 1st July 2012 which will see ECI take on the whole of 14 York Road – four floors – and give up our use of 15 York Road. This will provide us with a ground floor meeting room that has disabled access, and easier premises to manage.

## **Exeter Community Initiatives**

### **Trustees' Report**

The Flying Start Children's Centre is based at Kingfisher House (owned by Devon County Council) on a lease which expired on 31st March 2012. The Kingfisher House address is:

Kingfisher House

Western Way

Exeter EX1 2DE

Arrangement for the renewal of the lease for Flying Start, and a new lease for the other two children centres in Central Exeter are now being negotiated with Devon County Council.

#### **Paid Staff**

Throughout the year, the company employed 29 paid staff in total, working on both a full and part-time basis, to enable it to carry out its charitable activities. The Council is grateful to all these staff for their hard work, professionalism and commitment, without which none of the work highlighted in this report would be possible.

#### **Voluntary Help**

The financial statements contain no valuation, estimated or otherwise, of the hundreds of hours of time that the 69 volunteers have given to the charity during the year. Some volunteers give the charity the benefit of their expertise and experience by sitting on committees or acting in a wider advisory capacity e.g. as a staff mentor. Other volunteers help the projects with the administration of their activities. But most volunteers are actually involved in assisting the paid staff in the 'hands on' business of delivering services to clients or users. Without the help of the volunteers, the charity, and the projects which make up its work, would not be able to operate in such a cost-effective and organised manner.

As well as helping the organisation meet the needs of clients/users, involving volunteers also helps the charity meet its objectives through supporting volunteers with their own personal development.

#### **In-Kind Support**

We are also grateful for the generous 'in-kind' support received from different organisations throughout the year. These include training provided by Exeter College, payroll services provided by West Country Payroll at reduced cost, the banking services provided by the Royal Bank of Scotland, personnel advice from Michelmores Solicitors, and the staff time and wider support provided by the Dean and Chapter of Exeter Cathedral.

#### **The Way Forward**

The start of 2012/13 sees significant changes for the organisation both in terms of services being delivered, and within the staff and management team. Our successful tender for the three central Exeter children's centres (Flying Start, Chestnut and Countess Wear) is very exciting news, and gives ECI the opportunity to develop and extend our community work approach and local connections into two areas of the city where we have already had some previous links, but on nothing like the scale that will be possible in future.

In other areas of ECI's work, the wider economic and financial climate brings major challenges to sustain what we are doing at a time of increasing demands on services as a result of the pressures facing hard-pressed communities and individuals.

These challenges are particularly acute for medium-sized charities like ourselves, who are big enough to be significantly affected by the current reduction in government spending, but not so big as to easily take advantage of the increasingly large-scale contracts which are beginning to be put out to tender as part of the government's 'Open Services' approach to public services. Our success with the Children Centre contract is largely in spite rather than because of the wider commissioning climate. Credit goes to Devon County Council in this tender for a process which enabled a local charity like ECI to have a chance of winning.

## **Exeter Community Initiatives**

### **Trustees' Report**

As an organisation, we are trying to meet these challenges through a number of approaches including:

- a) taking a more socially entrepreneurial approach, relying less on statutory and grant funding, and more on generating income from selling or trading our services to those organisations who have funding to purchase them for individuals in need e.g. through the work of Flying Start Family Resource.
- b) increasingly working in partnership with other organisations to be part of bids for larger tenders that we would not be able to manage on our own e.g. through being part of the Provider Framework to try and secure funding for Transitions.
- c) updating our constitution, including widening our area of benefit, to make it easier to be part of these partnerships that cover a wider geographical area than just Exeter.
- d) strengthening our management structures, both in the management team through the appointment of a full-time Chief Executive, Matt Bell, and the recruitment of Sarah Langmaid as Office and Admin Manager; and on the trustee board with a recruitment process currently underway for people with skills in business, marketing, contracting and procurement.
- e) increasing our investment in project development work to implement our new strategic plan, through the recruitment of two new part-time project development workers, one of whom will have a focus on 'employability' projects to support vulnerable individuals and communities to fulfil their potential.

We are confident that these steps, amongst others, will give ECI the best chance of weathering the storms that inevitably lie ahead, and continuing our vital work of supporting vulnerable individuals and communities to fulfil their potential.

#### **Small company provisions**

This report has been prepared in accordance with the small companies regime under the Companies Act 2006.

Approved by the Board on 26 June 2012 and signed on its behalf by:

.....  
Heather Morgan  
Trustee

## **Exeter Community Initiatives**

### **Trustees' Responsibilities in relation to the Financial Statements**

The trustees (who are also directors of Exeter Community Initiatives for the purposes of company law) are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law and the 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 charitable company and of the incoming resources and application of resources, including income and expenditure, of the charitable company for that period. In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the trustees are aware:

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

## **Independent Auditors' Report to the Trustees of Exeter Community Initiatives**

We have audited the financial statements of Exeter Community Initiatives for the year ended 31 March 2012, set out on pages 29 to 46. The financial reporting framework that has been applied in their preparation is applicable law and the Financial Reporting Standard for Smaller Entities (effective April 2008) (United Kingdom Generally Accepted Accounting Practice applicable to Smaller Entities).

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 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 auditors' 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 its members as a body, for our audit work, for this report, or for the opinions we have formed.

### **Respective responsibilities of trustees and auditors**

As explained more fully in the Trustees' Responsibilities Statement set out on page 26, 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.

The trustees have elected for the financial statements to be audited in accordance with the Charities Act 2011 rather than the Companies Act 2006. Accordingly we have been appointed as auditors under section 144 of the Charities Act 2011 and report in accordance with regulations made under section 154 of that Act.

Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's (APB's) Ethical Standards for Auditors.

### **Scope of the audit of the financial statements**

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of: whether the accounting policies are appropriate to the charitable company's circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the trustees; and the overall presentation of the financial statements. In addition, we read all the financial and non-financial information in the Trustees' Report to identify material inconsistencies with the audited financial statements. If we become aware of any apparent material misstatements or inconsistencies we consider the implications for our report.

### **Opinion on financial statements**

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 2012 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice applicable to smaller entities; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

**Independent Auditors' Report to the Trustees of  
Exeter Community Initiatives**

..... *continued*

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

We have nothing to report in respect of the following matters where the Charities Act 2011 requires us to report to you if, in our opinion:

- the information given in the Trustees' Annual Report is inconsistent in any material respect with the financial statements; or
- the charitable company has not kept adequate accounting records; or
- the financial statements are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we require for our audit.

.....  
Wortham Jaques  
Chartered Accountants & Registered Auditors

Date:.....

130a High Street  
Crediton  
Devon  
EX17 3LQ

Wortham Jaques is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006

## Exeter Community Initiatives

### Statement of Financial Activities (including Income and Expenditure Account and Statement of Total Recognised Gains and Losses) for the Year Ended 31 March 2012

	Unrestricted Funds	Restricted Funds	Endowment Funds	Total Funds 2012	Total Funds 2011	
Note	£	£	£	£	£	
<b>Incoming resources</b>						
Incoming resources from generated funds						
Voluntary income	2	76,194	391,419	-	467,613	687,928
Investment income	4	8,896	-	-	8,896	2,900
Incoming resources from charitable activities						
	5	7,321	34,322	-	41,643	19,674
Total incoming resources		<u>92,411</u>	<u>425,741</u>	<u>-</u>	<u>518,152</u>	<u>710,502</u>
<b>Resources expended</b>						
Charitable activities	7,6	22,934	538,022	-	560,956	686,952
Governance costs	9,6	1,471	-	-	1,471	3,960
Total resources expended		<u>24,405</u>	<u>538,022</u>	<u>-</u>	<u>562,427</u>	<u>690,912</u>
Net (expenditure)/income before transfers						
		68,006	(112,281)	-	(44,275)	19,590
<b>Transfers</b>						
Gross transfers between funds		<u>(41,142)</u>	<u>41,142</u>	<u>-</u>	<u>-</u>	<u>-</u>
Net (expenditure)/income before other recognised gains and losses						
		26,864	(71,139)	-	(44,275)	19,590
<b>Other recognised gains/losses</b>						
(Losses)/gains on investment assets		<u>-</u>	<u>-</u>	<u>(167)</u>	<u>(167)</u>	<u>541</u>
Net movements in funds						
		26,864	(71,139)	(167)	(44,442)	20,131
<b>Reconciliation of funds</b>						
Total funds brought forward		<u>190,286</u>	<u>206,104</u>	<u>18,728</u>	<u>415,118</u>	<u>394,987</u>
Total funds carried forward		<u>217,150</u>	<u>134,965</u>	<u>18,561</u>	<u>370,676</u>	<u>415,118</u>

The notes on pages 31 to 46 form an integral part of these financial statements.

**Exeter Community Initiatives (Registration number: 02844870)**

**Balance Sheet as at 31 March 2012**

		2012		2011	
	Note	£	£	£	£
<b>Fixed assets</b>					
Tangible assets	14		15,898		15,564
Investments	15		<u>18,561</u>		<u>18,727</u>
			34,459		34,291
<b>Current assets</b>					
Debtors	16	22,132		9,460	
Cash at bank and in hand		<u>371,954</u>		<u>409,610</u>	
		394,086		419,070	
<b>Creditors: Amounts falling due within one year</b>	17	<u>(57,869)</u>		<u>(38,243)</u>	
<b>Net current assets</b>			<u>336,217</u>		<u>380,827</u>
<b>Net assets</b>			<u><u>370,676</u></u>		<u><u>415,118</u></u>
<b>The funds of the charity:</b>					
<b>Endowment funds</b>			18,561		18,728
<b>Restricted funds in surplus</b>			134,965		206,104
<b>Unrestricted funds</b>					
Unrestricted income funds			<u>217,150</u>		<u>190,286</u>
<b>Total charity funds</b>			<u><u>370,676</u></u>		<u><u>415,118</u></u>

For the financial year ended 31 March 2012, the charity was entitled to exemption from audit under section 477 of the Companies Act 2006 relating to small companies.

The members have not required the charity to obtain an audit of its accounts for the year in question in accordance with section 476.

The directors acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and the preparation of accounts.

These accounts have been prepared in accordance with the provisions applicable to companies subject to the small companies regime and with the Financial Reporting Standard for Smaller Entities (effective April 2008).

Approved by the Board on 26 June 2012 and signed on its behalf by:

.....

Heather Morgan  
Trustee

The notes on pages 31 to 46 form an integral part of these financial statements.

## Exeter Community Initiatives

### Notes to the Financial Statements for the Year Ended 31 March 2012

#### 1 Accounting policies

##### **Basis of preparation**

The financial statements have been prepared under the historical cost convention, as modified by the revaluation of certain fixed assets, and in accordance with the Statement of Recommended Practice 'Accounting and Reporting by Charities (SORP 2005)', issued in March 2005, the Financial Reporting Standard for Smaller Entities (effective April 2008 ) and the Companies Act 2006.

##### **Fund accounting policy**

Unrestricted income funds are general funds that are available for use at the trustees' discretion in furtherance of the objectives of the charity.

Restricted funds are those donated for use in a particular area or for specific purposes, the use of which is restricted to that area or purpose.

Designated funds are unrestricted funds set aside at the discretion of the trustees for specific purposes.

The endowment fund was donated to be retained and only expended in an unexpected emergency or upon dissolution of the company. Income arising from the fund is available for any purpose deemed appropriate by the council of management.

Further details of each fund are disclosed in note 22.

##### **Incoming resources**

Voluntary income including donations, gifts and grants that provide core funding or are of a general nature is recognised where there is entitlement, certainty of receipt and the amount can be measured with sufficient reliability.

Deferred income represents amounts received for future periods and is released to incoming resources in the period for which, it has been received. Such income is only deferred when:

- The donor specifies that the grant or donation must only be used in future accounting periods; or
- The donor has imposed conditions which must be met before the charity has unconditional entitlement.

Gifts in kind are valued at the market value of the facilities, goods or services concerned. Where a direct market value cannot be ascertained the best estimate of market value is used.

Where services are provided to the charity as a donation that would normally be purchased from our suppliers, this contribution is included in the financial statements at an estimate based on the value of the contribution to the charity where this can be quantified.

The value of services provided by volunteers is not incorporated into these financial statements. Further details of the contribution made by volunteers can be found in the Trustees' Annual Report.

Incoming resources from tax reclaims are included in the statement of financial activities at the same time as the gift to which they relate.

Investment income is recognised on a receivable basis.

Income from charitable activities includes income recognised as earned (as the related goods or services are provided) under contract.

## Exeter Community Initiatives

### Notes to the Financial Statements for the Year Ended 31 March 2012

..... continued

#### **Resources expended**

Liabilities are recognised as soon as there is a legal or constructive obligation committing the charity to the expenditure. All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category.

Charitable expenditure comprises those costs incurred by the charity in the delivery of its activities and services for its beneficiaries. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them.

Grants payable are payments made to third parties in the furtherance of the charitable objectives. Where the charity gives a grant with conditions for its payment being a specific level of service or output to be provided, such grants are only recognised in the SoFA once the recipient of the grant has provided the specific service or output.

Grants payable without performance conditions are only recognised in the accounts when a commitment has been made and there are no conditions to be met relating to the grant which remain in the control of the charity.

Provisions for grants are made when the intention to make a grant has been communicated to the recipient but there is uncertainty about either the timing of the grant or the amount of grant payable.

#### **Governance costs**

Governance costs include costs of the preparation and examination of the statutory accounts, the costs of trustee meetings and the cost of any legal advice to trustees on governance or constitutional matters.

#### **Support costs**

Support costs include central functions and have been allocated to activity cost categories on a basis consistent with the use of resources, for example, allocating property costs by floor areas, or per capita, staff costs by the time spent and other costs by their usage.

#### **Fixed assets**

Individual fixed assets costing £250 or more are initially recorded at cost.

#### **Depreciation**

Depreciation is provided on tangible fixed assets so as to write off the cost or valuation, less any estimated residual value, over their expected useful economic life as follows:

Furniture and equipment	25% straight line basis
-------------------------	-------------------------

#### **Investments**

Fixed asset investments are included at market value at the balance sheet date.

Realised gains and losses on investments are calculated as the difference between sales proceeds and their market value at the start of the year, or their subsequent cost, and are charged or credited to the statement of the financial activities in the period of disposal.

Unrealised gains and losses represent the movement in market values during the year and are credited or charged to the statement of financial activities based on the market value at the year end.

#### **Operating leases**

Rentals payable under operating leases are charged in the statement of financial activities on a straight line basis over the lease term.

## Exeter Community Initiatives

### Notes to the Financial Statements for the Year Ended 31 March 2012

..... *continued*

#### **Pensions**

Pension costs are incurred by way of employer's defined contributions to employees' personal pension schemes. The contribution rate is 5% of gross salary and costs are wholly charged to the SOFA in the year in which they are incurred. Details of the costs and any outstanding amounts are shown in the notes to the accounts.

## Exeter Community Initiatives

### Notes to the Financial Statements for the Year Ended 31 March 2012

..... continued

#### 2 Voluntary income

	Unrestricted Funds £	Restricted Funds £	Endowment Funds £	Total Funds 2012 £	Total Funds 2011 £
<b>Donations and legacies</b>					
Share scheme	19,805	-	-	19,805	20,454
Donations and gifts	18,825	2,189	-	21,014	12,379
Gift Aid tax reclaimed	7,564	-	-	7,564	4,534
	<u>46,194</u>	<u>2,189</u>	<u>-</u>	<u>48,383</u>	<u>37,367</u>
<b>Grants</b>					
Trusts and foundations	30,000	13,300	-	43,300	66,600
Statutory grants	-	287,020	-	287,020	512,554
Donated assets for use by the charity	-	88,458	-	88,458	69,735
	<u>30,000</u>	<u>388,778</u>	<u>-</u>	<u>418,778</u>	<u>648,889</u>
<b>Gifts in kind</b>					
Donated assets for use by the charity	-	-	-	-	915
Donated services	-	452	-	452	757
	<u>-</u>	<u>452</u>	<u>-</u>	<u>452</u>	<u>1,672</u>
	<u>76,194</u>	<u>391,419</u>	<u>-</u>	<u>467,613</u>	<u>687,928</u>

#### 3 Grants receivable

	Unrestricted Funds £	Restricted Funds £	Endowment Funds £	Total Funds 2012 £	Total Funds 2011 £
Trusts and foundations	30,000	13,300	-	43,300	66,600
Statutory grants	-	287,020	-	287,020	512,554
	<u>30,000</u>	<u>300,320</u>	<u>-</u>	<u>330,320</u>	<u>579,154</u>

#### 4 Investment income

	Unrestricted Funds £	Restricted Funds £	Endowment Funds £	Total Funds 2012 £	Total Funds 2011 £
Income from listed investments	732	-	-	732	914
Interest on cash deposits	8,164	-	-	8,164	1,986
	<u>8,896</u>	<u>-</u>	<u>-</u>	<u>8,896</u>	<u>2,900</u>

## Exeter Community Initiatives

### Notes to the Financial Statements for the Year Ended 31 March 2012

..... continued

#### 5 Incoming resources from charitable activities

	Unrestricted Funds £	Restricted Funds £	Endowment Funds £	Total Funds 2012 £	Total Funds 2011 £
<b>Community development and support</b>					
Service provision and other sales	620	-	-	620	8,728
Rental income	6,701	-	-	6,701	6,580
Other	-	-	-	-	20
	7,321	-	-	7,321	15,328
 <b>Children and Families</b>					
Service provision and other sales	-	34,322	-	34,322	4,346
	7,321	34,322	-	41,643	19,674

## Exeter Community Initiatives

### Notes to the Financial Statements for the Year Ended 31 March 2012

#### 6 Total resources expended

	Community development and support	Vulnerable adults	Project development	Children and Families	Governance	Total
	£	£	£	£	£	£
<b>Direct costs</b>						
Grants payable - individuals	199	-	-	-	-	199
User activities and training courses	3,235	93	-	11,178	-	14,506
Employment costs	96,362	30,090	-	202,378	-	328,830
Rent, rates and room hire	-	-	-	1,573	-	1,573
Repairs and renewals	400	-	-	675	-	1,075
Publicity and marketing	500	-	-	1,676	-	2,176
The audit of the charity's annual accounts	562	190	32	1,058	453	2,295
Auditors' remuneration - non audit work	562	189	32	1,058	454	2,295
Depreciation of office equipment	515	213	-	4,892	-	5,620
	<u>127,995</u>	<u>30,775</u>	<u>64</u>	<u>198,828</u>	<u>907</u>	<u>358,569</u>
<b>Support costs</b>						
Wages and salaries	31,523	13,651	10,788	86,631	-	142,593
External session staff	433	149	89	757	-	1,428
Recruitment costs	644	221	131	1,126	-	2,122
Training and conferences	391	135	80	684	-	1,290
Travelling and other costs	265	91	54	463	-	873
Volunteer expenses	285	98	58	498	-	939
Rent, rates and room hire	10,759	3,550	742	6,975	-	22,026
Light, heat and power	1,794	589	83	774	-	3,240
Insurance	478	163	3	988	-	1,632
Repairs and renewals	1,309	408	91	2,349	-	4,157
Telephone and internet	1,496	488	39	2,949	-	4,972
Printing, postage and stationery	2,354	745	225	5,610	-	8,934

**Exeter Community Initiatives**

**Notes to the Financial Statements for the Year Ended 31 March 2012**

..... *continued*

Resources and publications	23	9	15	56	-	103
Subscriptions	170	61	1	347	-	579
Consumables and sundries	874	271	89	1,525	-	2,759
Publicity and marketing	295	102	60	517	-	974
Legal and professional fees	221	268	128	1,399	564	2,580
Bank charges	140	47	8	262	-	457
Depreciation of office equipment	667	229	136	1,168	-	2,200
	<u>54,121</u>	<u>21,275</u>	<u>12,820</u>	<u>115,078</u>	<u>564</u>	<u>203,858</u>
	<u>182,116</u>	<u>52,050</u>	<u>12,884</u>	<u>313,906</u>	<u>1,471</u>	<u>562,427</u>

## Exeter Community Initiatives

### Notes to the Financial Statements for the Year Ended 31 March 2012

#### 7 Details of charitable activities

	Activities undertaken directly £	Grant funding of activities £	Support costs allocated £	2012 £	2011 £
Community development and support	127,796	199	54,121	182,116	175,455
Vulnerable adults	30,775	-	21,275	52,050	152,158
Project development	64	-	12,820	12,884	16,083
Children and Families	198,828	-	115,078	313,906	343,256
	<u>357,463</u>	<u>199</u>	<u>203,294</u>	<u>560,956</u>	<u>686,952</u>

#### 8 Grantmaking

	Grants to individuals £
Community development and support	199
Vulnerable adults	1,270
	<u>1,469</u>

#### 9 Governance costs

	Unrestricted Funds £	Restricted Funds £	Endowment Funds £	Total Funds 2012 £	Total Funds 2011 £
Auditors' remuneration	907	-	-	907	3,960
Support costs allocated	564	-	-	564	-
	<u>1,471</u>	<u>-</u>	<u>-</u>	<u>1,471</u>	<u>3,960</u>

#### 10 Trustees' remuneration and expenses

No trustees received any remuneration during the year.

#### 11 Net (expenditure)/income

Net (expenditure)/income is stated after charging:

	2012		2011	
	£	£	£	£
Auditors' remuneration - audit services		2,295		1,980
Depreciation of tangible fixed assets		<u>7,820</u>		<u>8,453</u>

## Exeter Community Initiatives

### Notes to the Financial Statements for the Year Ended 31 March 2012

..... continued

#### 12 Employees' remuneration

The average number of persons employed by the charity during the year, analysed by category, was as follows:

	<b>2012</b>	<b>2011</b>
	<b>No.</b>	<b>No.</b>
Core, governance and generating voluntary income	3	2
Community development and support	6	6
Vulnerable adults	1	-
Criminal justice work/housing support	-	4
Project development	2	3
Children and families	10	12
	22	27

An estimate of the average number of full time equivalent employees during the year, is as follows;

	<b>2012</b>	<b>2011</b>
	<b>No.</b>	<b>No.</b>
Core, governance and generating voluntary income	1	1
Community development and support	5	4
Vulnerable adults	1	-
Criminal justice work/housing support	-	3
Project development	2	2
Children and families	8	9
	17	19

The aggregate payroll costs of these persons were as follows:

	<b>2012</b>	<b>2011</b>
	<b>£</b>	<b>£</b>
Wages and salaries	384,262	400,295
Social security	31,873	33,749
Other pension costs	9,532	8,440
	425,667	442,484

#### 13 Taxation

The company is a registered charity and is, therefore, exempt from taxation.

## Exeter Community Initiatives

### Notes to the Financial Statements for the Year Ended 31 March 2012

..... continued

#### 14 Tangible fixed assets

	<b>Fixtures, fittings and equipment £</b>
<b>Cost or Valuation</b>	
As at 1 April 2011	66,477
Additions	8,154
As at 31 March 2012	74,631
<b>Depreciation</b>	
As at 1 April 2011	50,913
Charge for the year	7,820
As at 31 March 2012	58,733
<b>Net book value</b>	
As at 31 March 2012	15,898
As at 31 March 2011	15,564

#### 15 Investments held as fixed assets

	<b>Listed investments £</b>
<b>Market value</b>	
As at 1 April 2011	18,727
Revaluation	(166)
As at 31 March 2012	18,561
<b>Net book value</b>	
As at 31 March 2012	18,561
As at 31 March 2011	18,727

All investment assets were held in the UK.

#### Listed investments

Investments having a net book value of £18,561 (2011 - £18,727) are listed on a recognised stock exchange and had a market value of £18,561 at the end of the year (2011 - £18,727).

## Exeter Community Initiatives

### Notes to the Financial Statements for the Year Ended 31 March 2012

..... continued

#### 16 Debtors

	2012 £	2011 £
Trade debtors	8,836	1,673
Prepayments and accrued income	13,296	7,787
	22,132	9,460

#### 17 Creditors: Amounts falling due within one year

	2012 £	2011 £
Taxation and social security	9,381	-
Other creditors	6,908	15,530
Accruals and deferred income	41,580	22,713
	57,869	38,243

Creditors amounts falling due within one year includes deferred income:

	2012 £	2011 £
As at 1 April 2011	12,500	125,031
Amount released to incoming resources	(12,500)	(125,031)
Amount deferred in the year	18,110	12,500
As at 31 March 2012	18,110	12,500

#### 18 Members' liability

The charity is a private company limited by guarantee and consequently does not have share capital. Each of the members is liable to contribute an amount not exceeding £10 towards the assets of the charity in the event of liquidation.

#### 19 Operating lease commitments

As at 31 March 2012 the charity had annual commitments under non-cancellable operating leases as follows:

Operating leases which expire:

	Land and Buildings	
	2012 £	2011 £
Within one year	27,705	6,190
Within two and five years	-	21,515
	27,705	27,705

## Exeter Community Initiatives

### Notes to the Financial Statements for the Year Ended 31 March 2012

..... *continued*

#### **20 Pension scheme**

##### **Defined contribution pension scheme**

The charity operates a defined contribution pension scheme. The pension cost charge for the period represents contributions payable by the charity to the scheme and amounted to £9,532 (2011 - £8,440).

Contributions totalling £1,478 (2011 - £nil) were payable to the scheme at the end of the period and are included in creditors.

## **Exeter Community Initiatives**

### **Notes to the Financial Statements for the Year Ended 31 March 2012**

..... *continued*

#### **21 Related parties**

##### **Controlling entity**

The charity is controlled by the trustees who are all directors of the company.

## Exeter Community Initiatives

### Notes to the Financial Statements for the Year Ended 31 March 2012

..... continued

#### 22 Analysis of funds

	At 1 April 2011	Incoming resources	Resources expended	Transfers	Other recognised gains/losses	At 31 March 2012
	£	£	£	£	£	£
<b>Designated Funds</b>						
New developments fund	135,000	-	-	15,000	-	150,000
ICT	-	-	-	10,000	-	10,000
	<u>135,000</u>	<u>-</u>	<u>-</u>	<u>25,000</u>	<u>-</u>	<u>160,000</u>
<b>General Funds</b>						
Unrestricted income fund	55,286	92,411	(24,405)	(66,142)	-	57,150
<b>Restricted Funds</b>						
Transitions	111,241	3,000	(48,713)	-	-	65,528
Project development	41,372	-	-	-	-	41,372
PORCH	213	-	(213)	-	-	-
Flying Start Children's Centre	9,728	252,490	(251,988)	-	-	10,230
FS Family Resource	42,649	24,535	(56,656)	-	-	10,528
Harvest project	629	94,391	(91,417)	-	-	3,603
Beacon Heath	272	953	(33,426)	32,314	-	113
IWiP Training	-	18,622	(15,031)	-	-	3,591
Homelessness	-	-	-	-	-	-
Collaboration	-	11,000	(11,000)	-	-	-
Community Hubs	-	20,750	(29,578)	8,828	-	-
	<u>206,104</u>	<u>425,741</u>	<u>(538,022)</u>	<u>41,142</u>	<u>-</u>	<u>134,965</u>
<b>Expendable Endowment</b>						
Endowment fund	18,728	-	-	-	(167)	18,561
	<u>415,118</u>	<u>518,152</u>	<u>(562,427)</u>	<u>-</u>	<u>(167)</u>	<u>370,676</u>

New developments - For use to develop new projects within the organisation.

ICT - A capital fund for future ICT equipment.

## Exeter Community Initiatives

### Notes to the Financial Statements for the Year Ended 31 March 2012

..... continued

Transitions - Works with people making the transition to independent living to increase their resilience through developing their skills and building networks in their communities.

Project Development - Identifies unmet needs in the city and explores creative and practical solutions in partnership with others.

PORCH - Provided housing support for prolific and persistent offenders to reduce re-offending. This project was transferred to another local charity, St Petrocks, during the year.

Flying Start Children's Centre - Improves the quality of life and opportunities for children aged 0 to 5 in central Exeter through enabling the provision of a range of support services.

FS Family Resource - Enables children to thrive and develop by offering individual family support and parenting programmes for families with children 16 and under.

Harvest Project - Increases skills and confidence through providing food growing activities.

Beacon Heath Community Project - Builds a stronger community through working with people of all ages to develop a range of community arts and environmental activities.

IWiP Training - Safeguards Devon's children through partnership working.

Homelessness Collaboration - Facilitates collaborative working within the homelessness sector in Exeter.

Community Hubs - Supports community buildings and local associations to be focal points for community activity.

The endowment fund was donated to be retained and only expended in an unexpected emergency or upon dissolution of the company. Income arising from the fund is available for any purpose deemed appropriate by the council of management. Gains or losses arising on the investments in which the fund is held are added to or deducted from the fund each year.

#### 23 Transfers

The transfer of £25,000 from unrestricted funds to designated funds represents: £15,000 transferred to the new developments fund as a provision by the trustees to help cover the costs of developing new projects in the future, and £10,000 to the ICT fund for future capital investment.

The transfer of £41,142 from unrestricted funds to restricted funds represents core funding used to support the projects, as agreed by the trustees.

#### 24 Movement in specific grants

	As at 1 April 2011 £	Incoming resources £	Resources expended £	As at 31 March 2012 £
Big Lottery Local Food Fund - Harvest	-	88,458	(88,458)	-

## Exeter Community Initiatives

### Notes to the Financial Statements for the Year Ended 31 March 2012

#### 25 Net assets by fund

	Unrestricted Funds	Restricted Funds	Endowment Funds	Total Funds 2012	Total Funds 2011
	£	£	£	£	£
Tangible assets	15,898	-	-	15,898	15,564
Investments	-	-	18,561	18,561	18,727
Current assets	230,216	163,870	-	394,086	419,070
Creditors: Amounts falling due within one year	(28,964)	(28,905)	-	(57,869)	(38,243)
Net assets	217,150	134,965	18,561	370,676	415,118