

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 2011

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

# Exeter Community Initiatives

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**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 John Thorndyke, Secretary Jane Allen Margaret Barnes Dr Stewart Barr Steve Barriball Pat Cusa Martyn Goss Canon Tom Honey (resigned 16 December 2010) Ruth Saltmarsh Marie Winkler Richard Clack, Treasurer (appointed 28 June 2010) Adnan Al-Daini (appointed 28 June 2010)	
<b>Chief executive officer</b>	Alistair Macintosh, Executive Director	
<b>Deputy Executive Director</b>	Matthew Bell, Deputy Executive Director	

**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

## **Exeter Community Initiatives**

### **Chair's Report**

It is a great privilege to introduce this report, which describes a year of considerable progress for ECI, notwithstanding the uncertainties and financial constraints that assail us all. That we have been able to achieve so much is a great tribute all our staff, volunteers, partners and supporters. To all of them, thank you. I also want to pay tribute to the contribution made by all the trustees who give so generously of their time and expertise, and to such good effect.

The significant achievements this year include three new major projects that are underway; Exeter Parenting Co-ordination (now Flying Start Family Resource), Community Hubs, and Harvest. They are all doing very well and making a difference to the lives of many people. The most important organisational piece of work has been the development of a three year strategy from April 2011. Both the process and the outcome of this exercise have been of the highest quality and we look forward to watching the vision becoming reality. The trustees have revised our system of governance so that we will be more effective in monitoring and evaluating the progress of individual projects and of ECI as a whole.

These are challenging times, even for a charity that has managed its finances sensibly and can draw on some reserves. The next few months will have a significant impact on the future of ECI as we await the outcome of our bids for the contracts to run three Children's Centres. The reduction in public spending and concerns for future funding have required us to make best use of other resources such as selling our services, and building local fundraising. We launched a new Share Scheme towards the end of 2010, and have recently appointed a Communications and Fundraising Support worker to help us in this vital area of work.

Much of the activity that you will read about in this report was undertaken during Alistair Macintosh's six month adoption leave. The fact that so much was achieved during this period speaks volumes for the ability and character of Matt Bell, who became Acting Executive Director. His performance in the role was exemplary, and we are most grateful to him, and the rest of the Management Team, for all that they have done. Alistair has now returned, and he is clearly enjoying his new role as a parent, for which we offer him congratulations and our very best wishes. It is very good to have him back. ECI is remarkably fortunate that in Alistair and Matt we have two such able, committed and inspiring leaders.

Heather Morgan

## **Exeter Community Initiatives**

### **Trustees' Report**

#### **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 – appointed 28th June 2010
Adnan Al-Daini	Chair of Harvest Steering Group and member of Strategy and Project Review Committee (SPRC) – appointed 28th June 2010
Jane Allen	
Margaret Barnes	Member of SPRC
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
Canon Tom Honey	Chair of Harvest Steering Group – resigned 16th December 2010
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)

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 31 March 2011 apart from Tom Honey who resigned on 16th December 2010. As such they undertake to contribute to the assets of the company in the event of a winding up, such contribution being limited to £1 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. 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.

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.

#### **Charitable Objects, Policies and Organisation**

Exeter Community Initiative's (ECI) charitable objects as defined by the Memorandum and Articles of Association are 'to promote the benefit of the inhabitants of the city of Exeter and neighbourhood without distinction of sex or of political, religious or other opinions, to provide facilities in the interests of social welfare and for recreation and leisure-time occupations, and to relieve people who are in need, particularly persons who are homeless or threatened with homelessness'. 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**

### **Trustees' Report**

*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.'*

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. Following a governance review carried out at the end of 2010, the work of overseeing the management of corporate financial and personnel issues has been 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 March 2008, following consultation with a wide range of local partners, the Council approved a new three-year strategy from April 2008 to March 2011. 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 we also set out the process for reviewing the strategy, and creating a new three year strategic plan to cover April 2011 to March 2014.

The process started in October 2010 and will be completed in July 2011. Trustees, staff and local partners have all been involved in the process. Staff and external partners were consulted over how they would describe ECI; trustees, managers and staff had a strategic planning day in January 2011, and this helped to develop a new form of words to describe what we do and how we do it (see previous section for details). The draft strategic plan was agreed by trustees in March 2011 for consultation with staff and external partners and then revised in the light of comments received, with a revised draft approved by trustees at their meeting on 28th June 2011.

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

- Beacon Heath Community Project
- Community Hubs
- Exeter Parenting Co-ordination (now Flying Start Family Resource)
- Flying Start Children's Centre
- Harvest
- Homelessness Collaboration
- Planet Rainbow

## **Exeter Community Initiatives**

### **Trustees' Report**

- PORCH (Prolific Offender Resettlement Through Co-ordinated Housing)
- Supporting Community Development in Exeter (SCDE)

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.

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

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. The Beacon Heath project has continued to develop the activities already in existence including the craft group and social history project now named 'Story of our Lives' projects, and the work started within Mincinglake Valley Park has evolved into the Mincinglake Community Orchard Group.

The Beacon Heath Craft Group, which began in September 2009, evolved and grew to become an independent community group in April 2011. The participants are very committed and enthusiastic to run the group independently; they have taken charge of how the group runs, who will manage money, and planning the sessions so they have materials for them. Community worker, Eve Malster, has witnessed how most people in this group have grown in self-confidence and forged strong friendships through the group that continue beyond the Wednesday sessions. This is an important factor for some individuals who have experienced isolation.

*'Y has been coming to the group since it started in Sept 2009. Y has experienced arts and crafts in school, where her teacher said she did well. She has also volunteered in the past with an arts teacher working with disabled students. Y says that coming to the group has benefitted her "A lot! A lot, 'I've got stuff that I've made, I've got it around my lounge. Like the little [decoupage] table that I made., and some of the paintings I've done."*

*Y feels that the group gets her out of her flat, where she lives alone. Y values the friendship she gets from the group most. She says that the group has really boosted her confidence levels; "It's definitely boosted my confidence levels. Someone said that I lacked confidence but since I've been coming to this group, I've definitely built my confidence up, I don't know, just because I'm opening my mind more, using my imagination."*

*Y is about to embark on a new volunteering opportunity with horses, Something which was discussed quite a lot during the time Eve supported the crafts group.'*

(Reflective interview with craft group member)

## Exeter Community Initiatives

### Trustees' Report

The Community Orchard Group was founded in June 2010 and meets every third Wednesday of the month, and more often when a special event is planned. The group was set up to support (and eventually manage) the community events which Eve has co-ordinated until now; such as Apple Day and the Wassail celebration. This work is a partnership with Exeter City Council's countryside team, who manage the physical site. It has been a positive partnership with a growing support network of people who attend the events; 125 people attended Apple Day in 2010.

*'Everyone I talked to on the day and since enjoyed the event and my youngest grandson aged 4 wanted to go back to Apple Day again on Sunday.'*

(Volunteer)

*'A very nice event on Saturday, I hope that you were pleased. It feels like it has come alive as an event in the calendar!'*

(Story-teller and experienced Apple Day facilitator)

Another success this year was the completion of a year-long project, to construct a sculptural bench within the community Orchard. This is a memorial work for local shop owner Mr Wilkinson. Donations came from the community and the shop staff raised nearly £600 at a fundraising day. Funding also came from Exeter City Council and the Devon County Council local councillor. Artist James Bond worked with local young people, most of whom have been involved with youth services through the police. The bench was made over eight days this spring, using branding, carving and construction skills. To celebrate its completion and recognise the achievements of the young people that made it, a community picnic was arranged by the orchard team which brought together nearly 50 people from the community. It was an emotional day that highlighted the connections forged through Beacon Heath Community Projects work.

*'Eve's work has been a great benefit to the Beacon Heath community. She has reached out to young and old. The picnic in the orchard when the memorial seat was unveiled was a lovely occasion and showed that the project is working positively to leave a legacy for the community.'*

(Councillor Saxon Spence)

*'Being involved in the Mincinglake Orchard group is giving me a lot of satisfaction just in knowing I can put something back into the local community that other local people can enjoy. The orchards are a wonderful natural resource in a beautiful setting, and having a group of interested people to organise activities enables local families to enjoy taking part. It has been really great seeing so many people coming to events in the orchard over in past year including a well-attended Apple Day, our wet but nevertheless successful Wassail, and the Blossom Picnic which also saw the unveiling of the wonderful memorial bench. All these events have brought local people to the orchard site to take part in activities, have fun and socialise. For me it's been great just knowing that a lot of fun has been had and that potential exists for much more. Of course this is just a part of the story and I am aware that the Beacon Heath community project offers a wide range of activities for families and individuals and that the orchard group is just one of the many resources to have come out of the project. A look at the newsletter shows the variety of different things going on at any time. There is much on offer for young and old alike and the Beacon Heath project is lucky in having the drive and experience of Eve as the leading lady!'*

(Carol Davey, volunteer Mincinglake community orchard group)

The current financial climate facing ECI means the resources used to maintain the running of Beacon Heath project are under particular pressure. Community development remains a key strategic objective, and during 2011/12 we will be undertaking a review of the project to clarify the project's future. Plans for this year include implementing the community skills survey, an idea that evolved from conversations within the Craft group. The skills survey itself is a simple A4 design that has been taken around to groups that run in Beacon Heath. This has been a really positive experience for people taking part by offering the opportunity to reflect on skills they may have forgotten, or skills that they would like to learn. Using this information ECI is looking to create a skills bank that will allow people to help each other or be helped without using money. This survey work links directly to courses that will be run in the autumn of 2011, as the courses will be a reflection of what skills people would like to learn.

## **Exeter Community Initiatives**

### **Trustees' Report**

#### **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.

Alex Howarth, our new community development worker, was appointed in June 2010 as part of a joint project led by the Community Council of Devon, and funded through Devon County Council from Government Reward monies. Over the past year, Alex has given 148 hours direct support to 12 different community buildings in Exeter, and met with and supported 8 different residents' associations.

Three community buildings were chosen as 'community hubs'. These were Belmont Hut (Newtown Community Association), Alphington Community Centre and Village Hall (Alphington Community Association) and St Sidwell's Centre. The support we have been offering to all groups includes finding and inducting new trustees, updating constitutions, finding funding and advice with applications, health and safety issues, community consultations, and support with project ideas and development.

Key achievements during the year included supporting Alphington Community Association to update all of their health and safety policies and practices, and amend their constitution: Alex also looked into different funding options for the association. Newtown Community Association have found and inducted a new treasurer, gained funding for a football wall in the park, developed a weekend event for the 125th anniversary of Belmont Park, and successfully applied for funding for this, and developed their vision for a new community building in the park. St Sidwell's Centre have undertaken a community consultation, developed a business plan for the next three years, looked at project ideas and set up groups to take these ideas forward.

Apart from this one-to-one support, Alex also organised a session about trustees roles and responsibilities. 17 people from 6 different Community Associations attended. Some of the comments from the session include:

*'Useful and clear event with enthusiastic trainer who gave facts with reality to make manageable'*

*'Very useful training – essential for all Trustees to enable us to understand our responsibilities'*

*'Very informative. Each person attended walked away with new points to check for their Charities. Very Good'*

*'Excellent course – learnt a lot'*

(Comments from training participants)

Alphington and St Sidwell's have also both signed up to the Hallmark Quality Assurance Scheme set up and managed by the Community Council of Devon. This 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.

We also chose two buildings to be 'exemplar' community hubs. These were Wonford Community & Learning Centre, and St Sidwell's Centre. Both of these centres have written case studies about where the idea for their group came from, how they developed the idea, and top tips for running successful community buildings. These case studies 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 2011/12 we will continue to offer support to the groups in Exeter but will also be moving outside the city. We will be working with four main community hubs; one from Exeter (Exwick Community Association) and three from market town areas in Devon. We are also supporting a new group to form in Countess Wear and setting up a website for community & residents' associations in Exeter.

#### **Exeter Parenting Coordination**

## Exeter Community Initiatives

### Trustees' Report

Exeter Parenting Coordination enables families to thrive and develop through increasing their access to parenting programmes. By helping managers and practitioners to deliver these programmes, families with children aged 8 to 13 years old who face challenging times are able to access the support they need.

The Parenting Early Intervention Programme (PEIP) was a nationally funded strategy and the Exeter Parenting Coordination was ECI's response to this. The aim of the PEIP was to support parents to improve their parenting skills by increasing the availability of evidence-based parenting programmes for parents of 8–13 year olds experiencing problems with their children's behaviour (and perceived as at risk of negative outcomes). This is based on research that has identified the value of helping parents reflect on and develop their parenting style as their young people approach their teenage years.

*'Research indicates that the most effective parenting of teenagers requires a fine balancing act between fostering the independence of young people and relaxing the boundaries on one hand, while maintaining warm and authoritative parenting support on the other.'*

(Every Parent Matters: 2007:28)

When Jane McArdle came into post to coordinate the PEIP for Exeter in March 2010, the parenting programmes that had been chosen by Devon County Council were:

- Incredible Years school (for parents of children aged 6-11 years)
- Strengthening Families (for parents of children aged 10-14 years)
- Engaged and sustained the involvement of 'hard to reach' families by effective support throughout the courses
- Facilitated effective joint agency working with facilitators, with managers reporting good support given and increased professional learning for those involved
- Enabled multi-agency delivery of parenting programmes involving agencies such as Children and Young People Services (CYPS) family intervention service, Youth Inclusion Support Programme, Parent Support Advisors and the Child and Adolescent Mental Health Service
- Exceeded targets set by Devon County Council for Exeter, providing parenting training for 120 parents in Exeter over three terms, and 35 for one term in East and Mid Devon
- Built confidence in facilitators that translated into a willingness and keenness to continue to deliver the parenting courses

During its fifteen months of operation, the project achieved the following:

- Trained 33 practitioners for Exeter, East and Mid Devon in the delivery of Strengthening Families and Incredible Years courses
- Achieved positive feedback showing improvement in attitudes to parenting in the post-course questionnaires

Overall referrals to the project came from schools (69%) and CYPS (31%) which provided an ideal mix of need for the group work.

*'From an Extended Services point of view, the requirement for all parents to have access to parenting programmes was initially a difficult one to manage. In the period prior to 2009, Learning Communities had to greater and lesser degrees managed to offer a limited range of programmes. The development of the Parenting Support Adviser (PSA) role and the Parenting Strategy enabled the development of a pool of practitioners who were trained to deliver evidence-based parenting programmes. However, there continued to be 'something missing' in terms of a count-wide offer.*

*A number of practitioners had made comments such as: "I have the time to deliver the programme, but not the time to co-ordinate the attendees, book the venue, arrange food and arrange colleague to co-deliver the programme." The result being lots of people trained to deliver, but little delivery.*

## **Exeter Community Initiatives**

### **Trustees' Report**

*The PEIP work provided for the 'missing bit'. Jane, your role as co-ordinator provided both practitioners and parents with a point of contact. You were able to talk with practitioners about their hopes and fears around delivery. The co-ordination of peer-support gave many practitioners the confidence which they had previously lacked. In addition, the processes you developed and support materials enabled things to happen!*

*The best example of how your role enabled parenting programmes to be delivered is in East Devon, where prior to you taking over the PEIP work, the majority of PSA's had become trained in one of the evidence-based programmes, but no courses had been run. Your co-ordination work quickly supported the linking of the PSA's, either with other PSA's or with experienced parenting programme deliverers. Small pockets of parental need were brought together to enable viable programmes to be run. The result being PEIP targets were met in relation to delivery and the remaining PSA's are keen to deliver programmes in the future."*

(Devon County Council - Extended Services Development Officer)

An example of the impact of the work is from these two case studies of course participants:

*'A mother with four children, two at primary school aged 8 and 6, two who were preschool aged 3 ½ and 1 year, had concerns about her eldest boy of 8 years. He was going through the assessment process to be 'statemented' as a child with Special Educational Needs (SEN). She was aware that she got very stressed and angry and shouted. She "told off" a lot and focused on the negative behaviour of her children. The goal she set at the beginning of the course was "to better manage my children's behaviour".*

*The referral had been supported by the PSA in her learning community. By the end of the 12 weeks, she was calmer, ignoring negative behaviour, rewarding good behaviour, using incentive charts and praise, had clearer routines and occasionally used "time out". She had taken on board what she had learned in the course and had put it into effect. Other people noticed the changes in her children's behaviour. The mother's sister was asking the mother for advice about parenting her children. The husband was more supportive of her parenting methods and realises that she is more in control of the situation and shared her understanding of child development.*

*The nursery commented that they had noticed a positive change in the mother and a change in the child. Before the group she had been feeling isolated but had connected well and shared with the group. Her 'end of course' questionnaire rates "greatly improved" for her and her child. Her quote:*

## Exeter Community Initiatives

### Trustees' Report

*“Thank you so much for recommending the course – it has completely changed my life”*

(Parent attending Incredible Years course)

*A father with two children both at secondary school aged 12 and 15 years was experiencing that his family situation had become very strained and relationships had broken down between the eldest child and the parents. The parents had not separated but the mother had moved out and the father was responsible for most of the children's care. The father felt very negative about his 15 year old and more positive about his 12 year old. The family had been referred by the family intervention worker who was currently involved. When asked what he wanted to gain from completing the course he stated: “for my eldest teenager to be a good person, have respect and do as I say and see that I am only thinking of her.”*

*The reason the father agreed to come was due to the family intervention worker preparing the family for the group and being clear that the father needed to cooperate and give the group a try. The worker said that the parents felt very pessimistic and that they thought they had tried everything but nothing had worked. It appeared that both parents agreed that it was the eldest child's fault and not their responsibility. The facilitators of the course observed that the father arrived at the first session feeling persecuted and watched, was very suspicious of the staff and continuously challenging of the course content. The staff reported that they had to deal with his challenges clearly and firmly in order to earn his respect.*

*The father then engaged and the facilitators observed lots of change in him and the family functioning. The father had a 'light bulb' moment in session two where he realised he needed to build his relationship with his eldest child and spend positive time together, and from this point his relationship with his eldest changed. He recognised the unhelpful labelling of his two children as good and bad. He saw how his own way of dealing with stress - shouting and telling off - was not helping the situation and took on board how to calm down and remain respectful but assertive to his children. The mother also attended 3 sessions, due to work commitments, and then requested that the family intervention worker become involved her in catch up sessions at home. When the course had finished the mother was making plans to move back in to the family house, and felt more hopeful about the family.*

*From the father's point of view he later admitted that when he first joined the group he felt sceptical that anything could be helpful as he truly thought there was no point in trying. By the end of the course he said his relationships with them felt much better*

*“I needed to spend some time putting in the positives, doing things together. There is more respect, I don't shout as much, I try and think before I speak so I am not going off on one, as we were all shouting at each other before, now things feel calmer. I think all parents of teenagers should do this course, or maybe before they get to that age”.*

(Parent attending Strengthening Families course)

Funding for the current project ended on 31st March 2011, but ECI is taking forward the parenting work through the development of a new project, Flying Start Family Resource, which will provide parenting programmes and support funded through selling these services to school and other statutory providers (see 'Other Project Development, Partnership Work and Activities' for more details).

#### **Flying Start Children's Centre**

Flying Start Children's Centre aims to improve outcomes for 0 – 5 year olds and their families living in St James, St Davids, Newton, Duryard, and St Leonards. An increase in the budget provided through Devon County Council enabled the Centre to build on the achievements of the previous three years, and led to an increase in both the quantity and quality of services provided.

Flying Start delivered over 40 different services either directly or in partnership with other agencies. These services include Baby Massage, targeted at parents who are struggling to bond with their baby; Pram Push, an exercise and social group targeted at isolated or low activity families; Flying Start for Toddlers, an in-house developed programme designed to meet the needs of parents of 2-year-olds who are struggling with their children's stage of development, and the Back to Work Club run in partnership with local training, employment, volunteering and financial support organisations.

## Exeter Community Initiatives

### Trustees' Report

*'I think the Pram Push is particularly good for people new to Exeter.'*

(Local parent)

The centre is now delivering a wide range of services which are universally offered, and others which are targeted and only offered to those with specific needs. Most activities are open to all families with children under 5 which reduces the danger of families using the service feeling stigmatised, and also enables peer-support available to families experiencing a tough time from those families in a stronger position.

This year we were able to temporarily increase the capacity of specific areas of service.

For example, the family support service offered a one-to-one support process to 140 children compared with 100 children in the previous year.

*'Emma (family support worker) has been my angel. I don't know what I would have done without her?!'*

(Local parent)

*'Our Family Support Worker attended a Child protection meeting for Rob and his daughter Leah. The meeting concluded that Leah was at significant risk due to neglect and parental lifestyle choices, and therefore a Children Protection Plan would be put in place and failure to comply with the action in the plan would result in Leah being placed in care for her protection. Flying Start took on the specific and time limited role within the plan of introducing Leah and Rob to groups. The family support worker provided regular reports to the social worker and guided Rob to take a more proactive role in attending to Leah's needs. Rob did not attend often and the family support worker explained that this information has to pass to Leah's social worker. The family support worker has established a sufficiently good relationship with Rob that whilst Rob did not like this, he accepted it. At the review, our role was agreed to have come to an end having provided 5 home visits, 4 Core Group Meetings, and attended 2 groups with Rob over a period of 12 weeks. The Child Protection Plan is ongoing and new actions were set. An invitation to continue to access Children's Centre support universally was given. Rob felt the loss of the family support worker's support, understood the message that ultimately if he did not engage and make changes to ensure Leah's safety and well-being, he would lose care of her. Since closing the case Rob has attended groups weekly and come into the centre in order to receive support. He has made enquiries about further groups and activities and has learnt to tell group leaders that he needs extra support to come to groups as he feels awkward. We have been able to refer Leah and Rob on to other services who can better meet their needs at this time and are confident that should new needs present Rob will contact us for additional support. At present the plan is for Leah to remain in Rob's care.'*

(Family receiving family support)

We increased staff capacity for the community development team, appointing Alex Howarth, an existing ECI worker on the Community Hubs project, to work two days a week alongside Becci Daniels, our existing worker. We invested the time in developing the community development process in line with the family support work process so that right across the service outcomes can be tracked and the impact of the work we do is easy demonstrable.

We increased counselling so that 50 parents and carers received counselling compared with 30 the previous year.

*'It is now not an issue for me to leave the house and attend meetings and take my child out shopping. I will go into more detail below on this, but basically I went from believing I would need to be on anti-depressants for my whole life –which were to be honest not brilliant at keeping me functioning normally anyway – to being free of them completely and functioning like a normal human being, in fact I am pretty impressively fantastic and function a bit more than your average person! It's possible I'm still mildly delusional about my ambition for myself but at least I can get out of bed and leave my house to go and grab life by the balls and tell the world I am here and that I matter!! Which is a much better way to feel, I'm sure you'd agree.'*

*'The result of my working with Cathrine (Counsellor) has been that I am now completely emotionally stable without any anti-depressants and have been for about 8 months now. I foresee no need for me to ever return to them.'*

## Exeter Community Initiatives

### Trustees' Report

(Local parents/carers)

We also delivered parenting courses all year round for the first time.

In 2011/12, the last year of our current five-year contract, we will have a slightly reduced budget, and if ECI wins the contract for future years, we anticipate a continued reduction from April 2012 onwards. We are therefore gradually 'weeding' our provision so that the most effective activities with the most demonstrable outcomes remain our priority, and provide evidence for securing future funding.

A further achievement over the last year has been to review the governance structure following the moving on and change of roles of key members. The difficult decisions to be made in the year ahead will be made with the Advisory Board (this has changed its name from Core Offer Monitoring Group or COMG), the Parent/Carers Forum, the Child Forum, the Children's Centre team, ECI trustees, and the management team. This is a full and balanced structure providing different perspectives of both challenge and support in equal measure (!) and stands the centre in good stead for the future.

*'As an agency working closely with Flying Start Children's Centre, we are always confident that ECI will be highly professional and effective in the work they carry out. They are well integrated into their community and provide targeted services based on local needs which have been well-researched.'*

(Home-Start Exeter)

Over the coming year the contract for Flying Start Children's Centre will conclude and ECI will be re-tendering for this centre and the two other centres in the Central Exeter cluster, Chestnut and Countess Wear. Four years of successful development will stand us in good stead, but watch this space!

#### Harvest Project

Harvest aims to increase the skills, confidence and knowledge of people experiencing disadvantage in Exeter through providing food growing activities. Since the project began in April 2010 we have set up a range of projects designed to achieve these aims, such as running a container growing scheme for residents without access to growing space ("Incredible Edible MiniGardens"); establishing Exeter Garden Match, linking would-be growers with people with unused garden space; and developing community growing spaces around the city for groups to grow food together.

In April 2010, project staff, Andi Tobe and Ellie Parker took up their roles as our two project co-ordinators, and September 2010 saw our official launch event at St Sidwell's Centre; a colourful day celebrating growing and seasonal bounty, with a range of stalls from seven organisations and activities for all ages attended by 200 people. Since then we have distributed 207 Incredible Edible MiniGardens up to the end of March (with a further 78 in April and May 2011 bringing the total to 285). We have also run three seasonal cookery and craft workshops delivered to 17 participants.

*'I enjoyed being creative and learning new things in a friendly group – it was also an opportunity to make new friends.'*

(Workshop participant)

A large part of the success is down to the 36 dedicated volunteers recruited and the 18 volunteers trained as 'community growing champions' to help us deliver the project.

*'Since becoming a Harvest volunteer I've gained loads more confidence talking to people I don't know – I'll talk to anyone now!'*

(Volunteer community growing champion)

In February 2011 we held our first seed, plant and produce swap, which was very well attended, providing an opportunity for growers to meet and exchange skills and ideas as well as produce. In the next year we will be continuing the swaps as 'Seedy Sundays': monthly events, which will culminate in an end-of-season produce swap at the Green Fair in September. Seedy Sundays have attracted 185 attendees so far.

## Exeter Community Initiatives

### Trustees' Report

We are continuing to develop new and existing shared growing spaces, in partnership with local Children's Centres, Housing Associations and a pub in St David's. We now have six active community growing spaces, involving a total of 39 people, with potential to increase that number significantly during the course of 2011. We have recently launched 'City Fruit Harvest', which will collect unwanted fruit from tree owners and redistribute it to organisations whose clients will benefit from free fresh fruit. Our volunteer team continues to expand and we are aiming to offer further practical training to participants over the winter.

*'We were contacted in September via the Beacon Heath Project by a council tenant (S) who wanted help with an unused garden belonging to a neighbour (M), which the other 5 tenants in the block of flats wanted to turn into a communal vegetable garden. S had spoken directly to M, who agreed to the space being taken over, but wanted Harvest's help with formalising the arrangement and also with the practicalities of getting the garden started.*

*Further discussion with both S and the Housing Officer revealed a complication. M and his co-habitee have learning disabilities and it was decided that we needed to liaise with a key worker to ensure they were clear about what they were agreeing to – particularly as no-one was sure how well they could read. Both tenants appeared to spend most of their time out of the flat, so making contact with them directly proved very challenging, as did tracking down the name of a key worker. Finally in January we were passed on to the right person, only to discover that he had been "sacked" by M and was no longer working with them! He was able to advise us, though, that both tenants had good communication skills and it would be appropriate for us to contact them directly. Finally S was able to meet both tenants and talk them through a written agreement, which they both signed.*

*Meanwhile, S had completed a questionnaire with the other residents, to gauge their level of interest and experience. In March, Andi, the Harvest worker, held an informal meeting with all the residents to discuss their ideas for the garden, and to sow some seeds ready for planting out later in the spring. In April we arranged for the Probation Service to clear the weeds and rubbish from the space, revealing a rather heavy clay soil which nonetheless is at last beginning to resemble a manageable garden! Through another Harvest volunteer we have given the group some materials to begin creating raised beds, and they have received a donation of Carbon Compost to help them begin to improve the soil. The owner of the Carbon Compost Co. has offered to give the group some mentoring in soil management and growing generally. The group has also bid into Harvest's "Community Gardens Fund", to help them with initial start-up costs such as buying tools and materials. We will continue to support the group in terms of their practical and organisational needs, with the intention of helping them to become self-reliant as soon as possible.'*

(Community Garden in Beacon Heath)

We are developing our network of partner organisations in Exeter, offering targeted growing and cooking workshops as well as the opportunity for clients and service users to participate in City Fruit Harvest.

*'It's really valuable for our students to have a change of environment and get outside their comfort zones a little, as well as having the chance to do something useful for someone else.'*

(Teacher at Southbrook SEN College)

Overall we have worked with 31 different organisations, including five primary schools, three Children's Centres, three Housing Associations, two community centres, and numerous local food practitioners and voluntary sector organisations.

#### **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

## Exeter Community Initiatives

### Trustees' Report

- 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.

*'Can I stress how valuable Laura's involvement with the Homeless Collaboration has been, especially in leading on the joint working between statutory services and faith groups and others providing soup kitchens. Without Laura and ECI this relationship could have been quite confrontational and unproductive however through her management of the meetings and the partnership we have a very positive and constructive joint approach in all areas of work where this is possible.'*

(Housing Needs Manager - Exeter City Council)

The main concern for the group this year has been the likely impact on homelessness of the swiftly changing political climate: the public spending review, cuts to Supporting People funding, Local Housing Allowance changes, changes to health and social care payments (the 'personalisation' agenda) and NHS and welfare reforms. Regularly updated information, timely responses and joint collaborative initiatives have never been more necessary, and the Homelessness Collaboration meetings have provided the opportunity for organisations to explore collective and city-wide action.

The Information sub-group organised a public information event in the Guildhall on 20th November, to showcase the work of Exeter's housing and homelessness organisations and raise awareness amongst the public following some inaccurate figures quoted in the local press. The event was well attended by agencies and visitors alike, and provided good networking and awareness-raising opportunities.

The Soup Kitchens and Night Churches network that was initiated in the summer of 2008 is now a well-established meeting by which church groups and others which provide soup kitchens/soup runs and other items such as sleeping bags, etc for people who are homeless, vulnerably housed and hungry, can share information and resources. Members also include church-based provision that is not specifically for the homeless but which attracts a significant number of homeless people, e.g. Night churches. Regular attendees to the network meetings also include the City Council Homelessness Manager, the Manager of the Street Homeless Outreach Team and local police officers and Community Support Officers. This enables the church groups to link into the wider services that exist in the community. A key area of work has been to move the group to becoming more independent of ECI support. A member of the St David's group has come forward and is gradually taking on the role of voluntary co-ordinator.

Through these and other ECI contacts, we were able to facilitate some of central Exeter's churches becoming involved in providing this winter's emergency cold weather accommodation. The use of church buildings was explored but it was decided to use Gabriel House, Esther Community and St Petrock's Centre, with churches providing volunteers to help staff the provision overnight. This was an excellent partnership approach which successfully provided for a particularly long and harsh winter. It has been agreed to build upon the model further for next winter.

## **Exeter Community Initiatives**

### **Trustees' Report**

Following on from the large survey of service users that had been undertaken in 2007, it was agreed that independent, city-wide feedback from clients (in addition to feedback gathered by individual organisations) was desirable to have on a regular basis. It was therefore decided to undertake another consultation, this time using a series of focus groups with different categories of client. Although the number of total respondents was low (16), and as such cannot be taken as representative of the client population, some very interesting comments were received. 'Headline themes' have been identified and although no significant conclusions can be drawn, the report recommended that the emerging themes are used as the basis of a larger survey to be undertaken at a later date.

An evaluation of the project from 2008 to date was undertaken in August and a report produced in December 2010. The Homelessness Collaboration members were asked to complete a questionnaire and the responses were collated and summarised. Overall responses were very positive about the project being a helpful means by which member organisations can meet and discuss issues. Although most felt that the agreed aims and objectives had only been partially met, good progress appeared to have been made.

*'ECI have led the HC with pro-active and productive agenda. Have succeeded in re-establishing influence (and ownership) of issues across to multi-agency collaboration from what was becoming a council-dominated agenda....development of the agenda and meeting structure to match key requests and feedback from client surveys and input has been well-managed.'*

*'The collaboration has been incredibly helpful in providing an independent forum for discussion. It has been facilitated expertly.'*

*'For the short time I have been involved, I have found it to be a supportive and informative project. The independence it has creates an environment that promotes group collaborative work and a keenness to work together.'*

(Comments from Homelessness Collaboration members in evaluation questionnaire)

It was recommended that the following tasks were prioritised for the future:

- Supporting the development of partnerships/consortia
- The joint 'resourcing issue' and practical steps for closer working/sharing functions – this could include sharing good practice/joint training
- Tackling the 'lack of commitment' from voluntary and community sector, and statutory agencies
- Ensuring that opportunities to influence strategy are not missed
- Advancing the single assessment process
- Monitoring the Impact of funding cuts on service provision and gaps emerging

We are grateful to Exeter City Council for continued funding for this piece of work, currently up until March 2012, as recognition of the value of collaborative working in these uncertain times. Co-ordination of the project passed to Matt Bell, our project development manager, in April 2011 following Laura Callaway's successful appointment to the post of Transitions Project co-ordinator.

#### **Planet Rainbow Project**

Last year we reported taking over the Planet Rainbow Project (PRP) which aimed to provide support and extend opportunities for Mixed Heritage and Black and Minority Ethnic (BME) families, children and young people living in Devon, in order to promote positive identities and a sense of belonging, and reduce social isolation.

PRP was an existing community group that had been struggling to continue. ECI was able to secure an additional year's funding for the project to enable us to explore whether there were any opportunities for continuing the project. From April 2010 to September 2010:

- we explored with primary schools how they were able to support the needs of mixed heritage children and their families

## **Exeter Community Initiatives**

### **Trustees' Report**

- developed leaflets for schools, other professionals and families about Identity and how to support a positive sense of identity
- provided cultural awareness training
- developed a resource for professionals on cultural perspectives on birth, maternal care and raising children
- ran social and cultural activities for families
- worked with the Museum to get groups of people to look at artefacts relating to their cultures and to describe them for the Museum

Unfortunately in the tough financial climate we were unable to secure sufficient additional funds to match the two-year grant from the Lloyds TSB Foundation and the project closed at the end of September 2010. With the agreement of Lloyds TSB, we are now using their remaining funding to take forward work with BME families through running a training event and developing a resource for professionals working with BME families, together with a parenting support programme directly for BME families. We hope this will then develop as an integral part of Flying Start Family Resource (see 'Other Project Development, Partnership Work and Activities' for more details).

#### **Supporting Community Development in Exeter (SCDE)**

SCDE supports development with communities (whether defined by geography or by common interest) with a focus on supporting community groups in disadvantaged areas of the city; promotes co-ordinated planning and working amongst public, voluntary and community sector workers; and promotes an understanding of social exclusion in Exeter.

During the past year, our community development manager, Carole Pilley, has provided support to two existing organisations, two existing groups and three new groups with issues ranging from support with applying for funding, registering as a charity, developing a strategic plan and with issues around planning to build a new community centre. The capacity of this work has reduced over the year as Carole has taken on more line management duties, partly to cover the six months' adoption leave taken by the Executive Director, Alistair Macintosh.

Support has continued to be provided to the new group, D'Arts which brings together different organisations and groups that work with people with learning disabilities. Money was raised to enable the group to run a very successful weekend of activities and to plan more events for the coming year.

We also work within geographical areas to identify community needs and to develop ways in which we can work with the community to meet these needs. During 2008 we began a project in Beacon Heath which aims to increase the level of community activity within the area through participation in arts and environmental projects (see Beacon Heath Community Project for more details). During the past year we were unsuccessful in obtaining external funding for the project; however, the trustees have continued to support the project from organisational reserves.

Part of the work within the Beacon Heath Community Project focused on a growing project developing volunteer street reps to promote growing within their street. With the successful development of Harvest, a city-wide project to promote food growing, which started in April 2010, this aspect of the work transferred to the Harvest Project (see Harvest Project for more details)

March 2009 saw the start of research into the needs of community and residents associations in the city, and the subsequent development of network of Associations which was launched in October 2009. A successful partnership bid with the Community Council of Devon (CCD) enabled us to secure the resources to employ a part-time development worker supporting community centres (see Community Hubs Project for more details) with additional hours funded by ECI to support the associations without buildings and to continue to facilitate the Exeter Community and Residents' Associations network.

## **Exeter Community Initiatives**

### **Trustees' Report**

Another aspect of this work is to develop networks to support closer working between professionals in different areas of the City. One example of this is the Beacon Heath Working Together which has been meeting on a quarterly basis since 2005.

In August 2010 we were commissioned by Devon Community Foundation to undertake a piece of research for the Exeter Positive Steps Programme which seeks to support organisations to address worklessness in Exeter. The programme is focused on seven Super Output Areas (SOAs) that are the priority communities for worklessness in Exeter. The focus of the research was on mapping community organisations, activity and resources within the seven areas because it is recognised that the highest chance of success in reaching the people the programme needs to reach, is by accessing existing community activity and opportunities to meet residents. The full report can be accessed on our website.

Devon County Council were unable to continue funding the 'Open Hearts Open Minds' website and e-news this year. At this time money is being sought from elsewhere and other avenues are being explored to be able to continue this work. This has been a valuable resource for professionals for example, subscribers reported that:

*'It helps me keep an open mind and consider wider society'*

*'Opens my eye to what people are feeling and the problems they face every day.'*

(Subscribers)

We continue to work at a more strategic level to promote the value of community development work and work to address social exclusion. During the past year we have worked with Exeter City Council to develop a city-wide community engagement forum.

#### **PORCH Project**

The PORCH (Prolific Offender Resettlement through Co-ordinated Housing) Project aims to promote effective resettlement for high risk and vulnerable offenders in order to reduce re-offending. The project has met this overall aim through providing a coordinated approach to supporting prolific and other persistent offenders to access, and be sustained in, suitable accommodation, together with focused, case-work support.

The project operated within ECI for just six months of the financial year, with a formal handover to St Petrock's Centre, another local charity originally set up by ECI, taking place on 1st October 2010.

The project has continued to extend the number of offenders it is able to work with via its joint venture with two local charities, the aforementioned St Petrock's, and Homemaker South West. This pilot project, funded by Tudor Lankelly Chase Foundation, is known as the Inside Out Project. It has been operational since October 2009 and targets prisoners released with no statutory supervision from HMP Exeter who have accommodation or tenancy problems. The added benefit of this pilot is that as well as staff from St Petrock's and PORCH supporting offenders themselves, staff from Homemaker are also able to provide support to the families of offenders, both when they are in custody and on release.

PORCH continued with its core work as part of the local Prolific and Priority Offender Scheme which aims to provide an integrated approach to reducing re-offending amongst a group of between 60 and 80 so-called 'prolific' offenders. During the first six months before the handover, 39 clients have also been provided with housing support and 25 either found accommodation and/or have been supported in it.

The Client Support Fund made 48 grants totalling about £1,270 from April to September 2010. The fund helps clients to secure accommodation (for example, through paying for rent deposits and tenancy start-up equipment such as carpets, furniture, fridge, cooker, etc) or provides wider financial support where statutory or other voluntary sector funding is not available. Other typical items would include smarter clothes for work/interview from charity shops, tools for work, work clothes (for example, safety boots), basic IT kit to practice keyboard skills/word processing, and replacement 'identity' documents such as birth certificates.

## **Exeter Community Initiatives**

### **Trustees' Report**

*'Jim is a young man that the project housed, yet he was still struggling. Then the project helped him find a dentist. Major work was undertaken on his teeth and once this was finished he began to make progress and never looked back. It wasn't until later that he explained how his poor teeth had reduced his self-esteem, so low, as to make him completely dysfunctional, living his life in and out of prison. He has not reoffended since and has maintained his accommodation.'*

*'Jake is a young heroin addict who had been in and out of prison for years. When released in December he was out for 5 hours before being arrested and returned to prison! However, once referred to PORCH, accommodation was identified with him, while he was in prison, which he had some control over and he was offered intensive support from the same worker on his release, in order to build up their relationship. This worked well, with Jake taking more control and responsibility for his life, leading to a move to his own flat 3 months later, having helped him obtain funding and furniture. He also now has a stable girlfriend, who is working and not connected with his old life, so providing a positive influence. He now has many incentives and a good foundation to go forward in a crime-free life.'*

*(PORCH clients)*

In addition to these two case studies, a snapshot of 16 PORCH cases was reviewed, to determine the difference PORCH has made in terms of longer periods between offences. The details of this are drawn out from the Crime Figures, with the key findings as follows:

- The Rate of Offences (Crime Rate) reduced by almost half, during the period of PORCH Intervention, from 8.86 crimes to 4.55 crimes per 30 days in the community
- The Crime Rate continued to fall beyond the PORCH intervention, although it needs to be recognised that in some cases, this was because of a return to custody, while for others it was directly linked to a more settled life in the community, as a result of accommodation and increased skills to manage/cope.

As well as direct work with clients, PORCH has also continued to provide support to private sector and social landlords, with 14 providers supported during the year

In May 2010, Claire Paine left the project after over 3 years as a project worker with CARD and PORCH. Becky Newton took over as the new PORCH Project Worker and she hit the ground running, as she had already been working for St Petrock's in their HMP Exeter Prison Team, with a similar client group. Oliver Grace, the second project worker, seconded from Stonham Housing Association, also left at the end of August, and St Petrock's used the opportunity of the staff changes to review the new staffing structure from 1st October when it took on the legal responsibility.

This move to St Petrock's is both a normal next step for ECI projects, and a step towards a more sustainable future. It was felt that St Petrock's offered the best opportunity for a longer term future for PORCH, due to the centre's work being more closely aligned to the criminal justice agenda and related agencies. There are also some benefits of scale, due to linking with the prison project which St Petrock's already run. This move took place with the full support of all PORCH's partners and key stakeholders, and was marked by a handover 'tea' held at St Petrock's on 1st October 2010, together with the ceremonial handover of a cheque representing the transfer of PORCH funds from ECI to St Petrock's.

*'ECI worked with St Petrock's on the transfer of the PORCH Project. We found ECI's professional and thorough approach ensured a smooth transition and was highly beneficial in establishing the process for this complex area of work. ECI have long been involved in developing new strategic services that play a vital role in local communities.'*

*'With ECI, PORCH has gained a considerable reputation with Police, Probation and other city agencies and we were delighted to be able to continue the highly efficient and successful work of the PORCH Project.'*

*(Manager of St Petrock's Centre)*

## **Exeter Community Initiatives**

### **Trustees' Report**

It is hoped that St Petrock's will be able to secure continuation funding for PORCH, at a time when the need for more Integrated Offender Management is high on the agenda nationally and regionally. In the first instance there is sufficient funding to provide a further 12 months for PORCH to be operational and other funding applications have also been submitted.

The typical problem PORCH faces is that the work it is engaged in is closely aligned with statutory agencies and many charitable trusts and other funders feel this should be funded by the statutory sector. However, although without the housing element the statutory agencies would struggle to function so effectively, it is outside their main statutory priorities to fund it. This makes for something of a 'Catch 22' situation: however it is hoped with the benefit of four years track-record behind the project, and positive outcomes and outputs to evidence this, further funding will be forthcoming. Likewise, it may be possible to develop in line with current Government thinking concerning 'Rewards by Results'.

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

##### STEPS Housing Partnership

The STEPS Housing Project aims to provide housing with volunteer mentor support to move vulnerable people towards independent living. In July 2010, ECI withdrew from the formal STEPS partnership in order to make best use of all of the partners' resources. As reported last year, it was mutually agreed that the three aspects of STEPS (funding, capital build, volunteering/mentoring) were to be carried out both in keeping with the original partnership aims, and also in line with the current activities and work carried out by each individual organisation. ECI was tasked with focusing on developing a volunteering/mentoring project ('Transitions' - see below for more details) that will complement and provide support for anyone in supported accommodation, whilst Shilhay Community and Chapter 1 will continue to seek capital funds for the development of new and existing housing for disadvantaged groups in the city.

##### 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.

The idea for Transitions grew out of two separate pieces of ECI's work. Initially, the STEPS housing partnership intended to use volunteers to support people making the transition from supported housing to independent living, as described above. When ECI withdrew from the STEPS partnership, we started focusing on the development of Transitions. Alongside this, following on from the closure of the CARD (Close A Revolving Door) mentoring project in November 2009, we wished to take the learning from this project and apply it to a new volunteer-based project.

Laura Callaway has since been appointed as the Transitions Project Coordinator and the project was launched in April 2011.

##### Children's Centre and wider development

The work to develop a partnership approach to delivering children's centres has slowed. In June 2010 ECI was contracted by Westbank Healthy Living Centre (a local charity based in Exminster) to write and facilitate the submission of a tender for three Children's Centre contracts. It was based on a partnership model with sub-contracting relationships. Unfortunately it was not successful. The contract for the current Flying Start contract is ending on March 2012 and the re-tendering process will start this year. The learning from the process followed through with Westbank has guided our decision to submit a bid as a single organisation, rather than as a formal partnership, although, if successful, partnership working will remain central to our approach to delivering and managing the work.

We have expanded our Children's Centre Development work and started to develop the Flying Start Family Resource as direct result of running the Exeter Parenting Coordination project. The Flying Start Family Resource will trade family and parenting support services with schools, GP's and other statutory services and aim to create a sustainable income, making the first step on the path to creating a resilient Flying Start Children's and Families Service.

## **Exeter Community Initiatives**

### **Trustees' Report**

#### Other partnership/representative work

ECI staff have contributed to numerous other organisations, partnerships, networks, consultations and other initiatives during 2010/11 including the Devon Strategic Partnership, Devon Inter-Faith Forum, Exeter Children's Trust, DAAT Social Inclusion & Homelessness Reference Group, Exeter 'Move On' Panel, Devon and Cornwall Probation Area Accommodation Forum, Devon Worklessness Group, Devon Prisons Accommodation Pathway Group, Devon Prolific and Priority Offender Scheme, Exeter City Council Homeless Strategy Group, the AXS Pathway's Lead Professionals' meeting, Exeter Central Learning Community, and the Exeter Social Health and Inclusion Partnership, to name but a few.

The Executive Director of ECI, Alistair Macintosh, continued to chair the Devon Consortium (the county consortium of infrastructure organisations responsible for the implementation of a local plan to enable more effective support for front-line voluntary and community organisations in the county) until the end of August 2010 when he stepped down after completing five years in the role. Key developments during the year included the launch of five exciting new projects, aimed at enhancing the capacity of the voluntary and community sector (VCS) in Devon, and improving opportunities for local people to influence decisions which affect them. These projects include the one to support community hubs/buildings (see Community Hubs report for more details) where ECI is a partner, and other projects to support volunteering, promote service user engagement, support VCS representation, and enable the VCS to bid more effectively to run local services.

ECI's continued commitment to the Consortium's work stems from our belief in the importance of a strong, thriving and diverse VCS, and the value of different VCS organisations working in partnership to achieve this.

In his role as Chair of the Consortium, the Director was the VCS representative on the Devon Strategic Partnership Delivery Board (the county-wide partnership responsible for overseeing the development and implementation of Devon's future strategy) until 31st August 2010. His work in the first five months include securing agreement for a seconded post from the local statutory sector to support VCS involvement in the Healthier and Stronger communities agenda. This subsequently led to Devon County Council funding a new post which is due to be recruited for in the autumn of 2011.

*'We are delighted to work in partnership with Exeter Community Initiatives. The projects involved offer valuable support to our tenants in Exeter and we are keen to see continued growth and development of Exeter Community Initiatives. All projects address local need and draw in partners from different sectors, this approach ensures that target groups are met and the services are relevant and well delivered.'*

(Tor Homes)

*"ECI has innovative ideas for working with communities in Exeter, and the skill and determination to put them into practice. Exeter County Councillors have supported the Harvest Project and it is good to see how it is developing. In my own area of Mincinglake ECI's development worker with support from the ECI team has made a real difference to the community".*

(Cllr Saxon Spence)

#### **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. Changes have included the recruitment of a new finance and admin manager, Gail Riley, who took over from Hazel Stock, who had contributed three excellent years' work. We also carried out further upgrading of our IT systems to allow greater use of shared files, diaries and other information, and installed a new phone system to reduce costs.

Our Learning and Improvement Group continued to meet to follow up areas identified by the Investors in People (IIP) review in May 2008 such as performance management and 360% appraisal, and prepare for the next IIP Assessment due in May 2011. ECI had its status as a MINDFUL Employer renewed following its three year review in November 2010.

## **Exeter Community Initiatives**

### **Trustees' Report**

ECI trustees also commissioned an external charity assessment by New Philanthropy Capital (NPC) which was carried out from February to April 2011. The report highlighted the excellence of ECI's activities, and also commended its leadership, people and resources, and financial management.

*'ECI is very good at taking on new projects in response to issues or needs.'*

*'The charity has evidence from its projects (both current and past projects) that show that it makes a clear difference to people's lives in a wider range of ways.'*

(NPC charity analysis)

Areas for further development included demonstrating the impact of its work more effectively, and ECI is already working on this through its partnership with NPC in the national project led by NPC and the Institute of Voluntary Action Research (IVAR).

*'Impact measurement is difficult for ECI as it is for many community organisations. ECI has put a lot more thought into this in recent years, taking part in NPC and IVAR's community impact work.'*

(NPC charity analysis)

The management team has also overseen work on the development of the new strategy and fundraising and marketing plan, and developing clearer systems for measuring the impact of our work, the latter as part of the IVAR Project. The Team has continued its development through a combination of action learning sessions where individual managers bring challenging situations and receive support from other managers.

'All-staff' meetings have focused on issues such as measuring the impact of our work, mental health awareness, child protection, diversity and equality, marketing and promoting our work, and understanding ECI's community development 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 format of the accounts complies with the accounting requirements of the Charities Act 1993 and the Statement of Recommended Practice 'Accounting and Reporting by Charities' (The Revised SORP). The accounting policies and the financial statements thus comply with all of the current statutory requirements and with the governing document.

The statement of financial activities shows that in the year to 31st March 2011, the charity had incoming resources of approximately £710K and expenditure of £691K. Both of these figures represent an increase on the previous year, due to the start of the Harvest, Community Hubs and Exeter Parenting Co-ordination projects, partly offset by the mid-year closure of Planet Rainbow and the handover to St Petrock's of the PORCH Project on 1st October 2010. A surplus of approximately £20K was achieved, mainly due to the planned carry forward of additional funding for the extension of the Parenting project into East and Mid Devon.

The resources expended were approximately £687K on charitable activities and £4K 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.

## **Exeter Community Initiatives**

### **Trustees' Report**

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 £19K 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, 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.

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 12.1 of the financial statements.

In terms of major grants during the year, Flying Start Children's Centre received £257K, being the fourth year's payment as part of a five-year contract with Devon County Council; Harvest received £70K for the first year of three years funding from the Big Lottery. Community Hubs received £21K for the first year of three years funding from Devon County Council; Exeter Parenting Co-ordination received £63K from Devon County Council for a one year parenting project covering Exeter, plus a further £41K to extend the project into East and Mid Devon; PORCH received £63K from the Hardship Fund, and £31K from Tudor Lankelly Chase (being the second year of a two year grant totalling £64K per year towards a partnership project involving St Petrock's Centre and Homemaker South-West) and £25K from the Home Office (through the Safer Devon Partnership). A grant of £10K from Lloyds TSB Foundation was also received as part of a two-year grant, of which £5K was used towards the work of the Planet Rainbow project and £5K deferred for wider work in 2011/12 supporting Black and Minority Ethnic communities.

Other incoming resources for the projects included money from statutory sources such as £9.5K from Exeter City Council towards the Homeless Collaboration Project; £7.5K from Devon County Council Councillors' Locality Budget and £3K from Devon Primary Care Trust towards the Harvest Project; £1,390 from Exeter City Council towards the Community Hubs Project; £800 each from Devon County Council Councillors' Locality Budget and Exeter City Council for the Beacon Heath Community Project; and £5K from Exeter City Council towards PORCH, plus £500 from Devon and Cornwall Constabulary; £9K from Devon County Council for the Planet Rainbow Project. Project income from non-statutory sources included an anonymous donation of £5K for the PORCH Project via the Devon Community Foundation 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 £6.5K, of which £4.8K was the approximate salary costs of the PORCH Community Support worker seconded from Devon Partnership Trust, approximately £630 was for training from Exeter College and £750 for seeds donated by Tuckers, plus other small donations.

During the past year, the organisation has also received over £13K from charitable services provided. This includes £3.5K to develop a bid for Teignmouth, Dawlish and Teign Valley Children's Centres; £3K for research work in relation to Exeter Positive Steps, £3K for the delivery of Incredible Years practitioners training, and about £2K for support services provided by the Director to Devon Consortium and in wider voluntary sector representative work.

## **Exeter Community Initiatives**

### **Trustees' Report**

The balance sheet as at 31st March 2011 appears to show a very healthy position with total charity funds standing at £415k, but in reality about £34K of this is invested in fixed assets, £206K is represented by restricted funds only available to the specific projects of the charity. Of the balance of £175k, £115k has been designated by the charity for the development of new projects, leaving only £60K 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 £7K was expended on additional and replacement capital assets.

The trustees have agreed to transfer about £58K from unrestricted funds to underwrite £30K towards the cost of the Beacon Heath Community Project, and about £23.5K towards the existing Community Development Manager post, £4.5K towards the cost of the Harvest Project. They have also agreed to transfer the remaining surplus of £20K into the designated fund to restore this to the level as at 31st March 2009 to enable the organisation to plan ahead with some degree of confidence against a background of an increasingly difficult financial climate for local charities.

The unrestricted funds available to the charity stood at almost exactly the level charity has specified in accordance with reserves policy which it adopted in March 2009, down from a surplus. This policy specifies that the reserves should be sufficient firstly to cover nine months costs of the administration of the charity as a whole, and the support costs for the ECI projects; secondly the redundancy costs due as at the end of the financial year just finished; and thirdly to provide a sum equivalent to 2% of the average charitable expenditure over the preceding two years from which funds can be designated to specific pieces of work as necessary. The reserves policy was revised in March 2009 to build up reserves for the difficult financial climate we now face, and in light of this climate and the budgeted deficit for the organisation of nearly £58K in 2011/12, trustees have agreed to revise the policy for the coming financial year as follows. 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. Based on this revised reserves policy, the predicted reserves position at 31st March 2012 will exceed those needed to meet the requirements of the new policy by just under £19K.

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 £380K of which approximately £248K 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. £100K 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 (formerly the Resources and Executive Group) and Council meetings. Through the on-going work of the Executive Director and Finance and Admin 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.

During 2011/12 the financial position for the Beacon Heath Community Project remains uncertain. As ever, the two most difficult tasks continue to be to raise money to support the proven work of existing projects, and their longer-term funding, and greater recognition for our community development work.

## **Exeter Community Initiatives**

### **Trustees' Report**

#### **Premises and Addresses**

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.

The Flying Start Children's Centre is based at both St Sidwell's Centre and Kingfisher House (owned by Devon County Council). The Kingfisher House address is:

Kingfisher House

Western Way

Exeter EX1 2DE

#### **Paid Staff**

Throughout the year, the company employed 28 paid staff, working on both a full and part-time basis, to enable it to carry out its charitable activities, with four other seconded staff. The Council are 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.

## **Exeter Community Initiatives**

### **Trustees' Report**

#### **Voluntary Help**

The financial statements contain no valuation, estimated or otherwise, of the thousands of hours of time that the 80 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 the costs of staff secondments for the PORCH Project from Devon and Cornwall Probation Area and Devon Partnership Trust respectively. Payroll services provided by West Country Payroll, 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 annual report sets out a year of major new activity with three major new projects having started up, a new three-year strategy having been developed, the Share Scheme having been relaunched, the governance structures having been reviewed, and a new fundraising and communications plan being put in place, to name but some of the achievements during the year in addition to our existing project work. All this coming at a time when the Executive Director was on six month's adoption leave.

Throughout the year, what stands out is the breadth of ECI's work, the commitment of its staff and volunteers, and the courage of those who use our services as they seek to make positive changes in their lives at often very difficult and vulnerable times. For most people, a key factor in making positive life changes is the support network of family and friends, but for many of our clients this network is simply not available, especially now as the public spending cuts begin to bite. In this climate, the support networks that ECI's projects help our clients develop is ever more important, so we are particularly pleased to see the creation of the Transitions Project which is all about helping people get through tough times in their lives by developing their skills and building networks in their communities. At its best, this is what the Big Society is all about, but let us hope the funding cuts do not destroy the very support networks, whether charity or state-run, that make greater 'self-reliance' possible.

For ECI going forward, the new three-year strategy highlights an increased emphasis on trading our services to generate income in an increasingly uncertain financial climate, which present both major challenges and opportunities. In particular, the challenge to secure contracts and provide stability and certainty for both clients and staff, and the opportunity to develop our services in new areas without being so dependent on grant funding. The year ahead will be both exciting and very demanding.

**Exeter Community Initiatives  
Trustees' Report**

**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 28 June 2011 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' Report and the financial statements in accordance with applicable law and regulations.

Company law requires the trustees to prepare financial statements for each financial year. Under that law the trustees have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law the trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and of the profit or loss of the charitable company for that period. In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and accounting estimates that are reasonable and prudent;
- 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 adequate accounting records that are sufficient to show and explain the charitable company's transactions and disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure 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 accordance with company law, as the company's directors, the trustees have taken steps that they ought to have taken as directors in order to make themselves aware of any relevant audit information and to establish that the charitable company's auditors are aware of that information. The trustees confirm that there is no relevant information that they know of and which they know the auditors are unaware of.

## **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 2011 set out on pages 30 to 43. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

This report is made solely to the charitable company's members, as a body, in accordance with the Charities Act 1993. 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, the trustees' (who are also the directors of Exeter Community Initiatives 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 1993 rather than the Companies Act 2006. Accordingly we have been appointed as auditors under section 43 of the Charities Act 1993 and report in accordance with section 44 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 Practice Board's (APB's) Ethical Standards for Auditors.

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

A description of the scope of an audit of financial statements is provided on the APB's website at [www.frc.org.uk/apb/scope/private.cfm](http://www.frc.org.uk/apb/scope/private.cfm).

### **Opinion**

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 2011 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

### **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 1993 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

## 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 2011

	Unrestricted Funds	Restricted Funds	Endowment Funds	Total Funds 2011	Total Funds 2010
Note	£	£	£	£	£
<b>Incoming resources</b>					
Incoming resources from generated funds					
Voluntary income	2	61,474	626,454	-	687,928
Investment income	3	2,901	-	-	2,901
Incoming resources from charitable activities					
	4	12,307	7,366	-	19,673
Total incoming resources		<u>76,682</u>	<u>633,820</u>	<u>-</u>	<u>710,502</u>
<b>Resources expended</b>					
Charitable activities	5	55,451	631,501	-	686,952
Governance costs	8	3,960	-	-	3,960
Total resources expended		<u>59,411</u>	<u>631,501</u>	<u>-</u>	<u>690,912</u>
Net income/(expenditure) before transfers					
		17,271	2,319	-	19,590
<b>Transfers</b>					
Gross transfers between funds					
		<u>1,701</u>	<u>(1,701)</u>	<u>-</u>	<u>-</u>
Net income/(expenditure) before other recognised gains and losses					
		18,972	618	-	19,590
<b>Other recognised gains/losses</b>					
Gains on investment assets					
		<u>-</u>	<u>-</u>	<u>541</u>	<u>541</u>
Net movements in funds					
		18,972	618	541	20,131
<b>Reconciliation of funds</b>					
Total funds brought forward					
		<u>171,314</u>	<u>205,486</u>	<u>18,187</u>	<u>394,987</u>
Total funds carried forward					
		<u>190,286</u>	<u>206,104</u>	<u>18,728</u>	<u>394,988</u>

The notes on pages 32 to 43 form an integral part of these financial statements.

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

**Balance Sheet as at 31 March 2011**

		2011		2010	
	Note	£	£	£	£
<b>Fixed assets</b>					
Tangible assets	12		15,564		17,090
Investments	13		<u>18,727</u>		<u>18,187</u>
			34,291		35,277
<b>Current assets</b>					
Debtors	14	5,997		15,113	
Cash at bank and in hand	15	<u>409,610</u>		<u>486,573</u>	
		415,607		501,686	
<b>Creditors: Amounts falling due within one year</b>	16	<u>(34,780)</u>		<u>(141,975)</u>	
<b>Net current assets</b>			<u>380,827</u>		<u>359,711</u>
<b>Net assets</b>			<u><u>415,118</u></u>		<u><u>394,988</u></u>
<b>The funds of the charity:</b>					
<b>Endowment funds</b>			18,728		18,187
<b>Restricted funds in surplus</b>		206,104		205,486	
<b>Unrestricted funds</b>					
Unrestricted income funds			<u>190,286</u>		<u>171,315</u>
<b>Total charity funds</b>			<u><u>415,118</u></u>		<u><u>394,988</u></u>

For the financial year ended 31 March 2011, 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 28 June 2011 and signed on its behalf by:

.....

Heather Morgan  
Trustee

The notes on pages 32 to 43 form an integral part of these financial statements.

## **Exeter Community Initiatives**

### **Notes to the Financial Statements for the Year Ended 31 March 2011**

#### **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 21.

##### **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 or where entitlement to grant funding is subject to specific performance conditions. Grant income included in this category provides funding to support programme activities and is recognised where there is entitlement, certainty of receipt and the amount can be measured with sufficient reliability.

## Exeter Community Initiatives

### Notes to the Financial Statements for the Year Ended 31 March 2011

..... *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 2011

..... *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.

#### 2 Voluntary income

	Unrestricted Funds £	Restricted Funds £	Endowment Funds £	Total Funds 2011 £	Total Funds 2010 £
<b>Donations and legacies</b>					
Share scheme	20,454	-	-	20,454	19,094
Donations and gifts	5,532	6,847	-	12,379	7,766
Gift Aid tax reclaimed	4,534	-	-	4,534	4,618
	30,520	6,847	-	37,367	31,478
<b>Grants</b>					
Trusts and foundations	30,000	36,600	-	66,600	69,283
Statutory grants	954	511,600	-	512,554	418,861
Grants - other agencies	-	69,735	-	69,735	-
	30,954	617,935	-	648,889	488,144
<b>Gifts in kind</b>					
Donated assets for use by the charity	-	915	-	915	-
Donated services	-	757	-	757	-
	-	1,672	-	1,672	-
	61,474	626,454	-	687,928	519,622

#### 3 Investment income

	Unrestricted Funds £	Restricted Funds £	Endowment Funds £	Total Funds 2011 £	Total Funds 2010 £
Income from listed investments	914	-	-	914	797
Interest on cash deposits	1,987	-	-	1,987	3,373
	2,901	-	-	2,901	4,170
	2,901	-	-	2,901	4,170

## Exeter Community Initiatives

### Notes to the Financial Statements for the Year Ended 31 March 2011

..... *continued*

#### 4 Incoming resources from charitable activities

	Unrestricted Funds £	Restricted Funds £	Endowment Funds £	Total Funds 2011 £	Total Funds 2010 £
<b>Community development and support</b>					
Big Lottery	-	-	-	-	2,105
Handbook sales	-	-	-	-	69
Rental income	6,580	-	-	6,580	7,025
Service provision income from government or public authorities	5,727	3,000	-	8,727	12,995
Other	-	20	-	20	12,703
	<u>12,307</u>	<u>3,020</u>	<u>-</u>	<u>15,327</u>	<u>34,897</u>
<b>Criminal justice work/housing support</b>					
Service provision income from government or public authorities	-	-	-	-	350
Other	-	-	-	-	90
	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>440</u>
<b>Project development</b>					
Service provision income from government or public authorities	-	-	-	-	10,000
<b>Children and Families</b>					
Service provision income from government or public authorities	-	4,346	-	4,346	-
	<u>12,307</u>	<u>7,366</u>	<u>-</u>	<u>19,673</u>	<u>45,337</u>

## Exeter Community Initiatives

### Notes to the Financial Statements for the Year Ended 31 March 2011

..... continued

#### 5 Details of charitable activities

	Activities undertaken directly £	Grant funding of activities £	Support costs allocated £	2011 £	2010 £
Community development and support	122,462	-	52,993	175,455	379,068
Criminal justice work/housing support	118,163	1,270	32,725	152,158	178,473
Project development	212	-	15,871	16,083	22,064
Children and Families	242,867	-	100,389	343,256	-
	<u>483,704</u>	<u>1,270</u>	<u>201,978</u>	<u>686,952</u>	<u>579,605</u>

#### 6 Support costs

	Community development and support £	Criminal justice work/housing support £	Project development £	Children and Families £	Total £
Employment costs	32,269	26,374	12,560	79,065	150,268
Establishment costs	14,388	4,543	1,910	6,918	27,759
Repairs and maintenance	258	550	18	2,284	3,110
Office expenses	1,111	-	-	2,161	3,272
Printing, posting and stationery	2,337	788	187	4,846	8,158
Subscriptions and donations	(58)	166	(53)	497	552
Sundry and other costs	658	250	215	2,019	3,142
Advertising and promotion	677	-	364	1,104	2,145
Legal and professional costs	235	54	68	366	723
Bank charges	224	-	121	226	571
Depreciation of tangible fixed assets	894	-	481	903	2,278
	<u>52,993</u>	<u>32,725</u>	<u>15,871</u>	<u>100,389</u>	<u>201,978</u>

#### 7 Grantmaking

	Grants to individuals £
Criminal justice work/housing support	<u>1,270</u>

## Exeter Community Initiatives

### Notes to the Financial Statements for the Year Ended 31 March 2011

..... continued

#### 8 Governance costs

	Unrestricted Funds £	Restricted Funds £	Endowment Funds £	Total Funds 2011 £	Total Funds 2010 £
Auditors' remuneration	3,960	-	-	3,960	4,137

#### 9 Net income/(expenditure)

Net income/(expenditure) is stated after charging:

	2011		2010	
	£	£	£	£
Auditors' remuneration - audit services		1,980		2,087
Depreciation of tangible fixed assets		8,453		8,808

#### 10 Employees' remuneration

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

	2011 No.	2010 No.
Core, governance and generating voluntary income	1	1
Community development and support	4	13
Criminal justice work/housing support	3	4
Project development	2	1
Children and families	9	-
	19	19

The aggregate payroll costs of these persons were as follows:

	2011 £	2010 £
Wages and salaries	400,295	398,273
Social security	33,749	31,342
Other pension costs	8,440	7,926
	442,484	437,541

#### 11 Taxation

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

## Exeter Community Initiatives

### Notes to the Financial Statements for the Year Ended 31 March 2011

..... *continued*

#### 12 Tangible fixed assets

	<b>Fixtures, fittings and equipment £</b>
<b>Cost or Valuation</b>	
As at 1 April 2010	60,761
Additions	6,927
Disposals	<u>(1,211)</u>
As at 31 March 2011	<u>66,477</u>
<b>Depreciation</b>	
As at 1 April 2010	43,671
Eliminated on disposals	(1,211)
Charge for the year	<u>8,453</u>
As at 31 March 2011	<u>50,913</u>
<b>Net book value</b>	
As at 31 March 2011	<u>15,564</u>
As at 31 March 2010	<u>17,090</u>

#### 13 Investments held as fixed assets

	<b>Listed investments £</b>
<b>Market value</b>	
As at 1 April 2010	18,187
Revaluation	<u>540</u>
As at 31 March 2011	<u>18,727</u>
<b>Net book value</b>	
As at 31 March 2011	<u>18,727</u>
As at 31 March 2010	<u>18,187</u>

All investment assets were held in the UK.

#### Listed investments

Investments having a net book value of £18,727 (2010 - £18,187) are listed on a recognised stock exchange and had a market value of £18,727 at the end of the year (2010 - £18,187).

## Exeter Community Initiatives

### Notes to the Financial Statements for the Year Ended 31 March 2011

..... *continued*

#### 14 Debtors

	2011 £	2010 £
Other debtors	1,673	9,537
Prepayments and accrued income	4,324	5,576
	5,997	15,113

#### 15 Cash at bank and in hand

	2011 £	2010 £
Bank current account	10,966	15,618
Share scheme current account	84	58
COIF account	248,159	470,373
Three year bond	50,021	-
One year bond	100,000	-
Petty cash	380	524
	409,610	486,573

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

	2011 £	2010 £
Other creditors	15,530	-
Accruals and deferred income	19,250	141,975
	34,780	141,975

Creditors amounts falling due within one year includes deferred income:

	2011 £	2010 £
As at 1 April 2010	125,031	17,513
Amount released to incoming resources	(125,031)	(17,513)
Amount deferred in the year	12,500	125,031
As at 31 March 2011	12,500	125,031

#### 17 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 £1 towards the assets of the charity in the event of liquidation.

## Exeter Community Initiatives

### Notes to the Financial Statements for the Year Ended 31 March 2011

..... *continued*

#### 18 Operating lease commitments

As at 31 March 2011 the charity had annual commitments under non-cancellable operating leases as follows:

Operating leases which expire:

	<b>Land and Buildings</b>	
	<b>2011</b>	<b>2010</b>
	<b>£</b>	<b>£</b>
Within one year	6,190	-
Within two and five years	21,515	27,705
	<u>27,705</u>	<u>27,705</u>

#### 19 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 £8,440 (2010 - £7,926).

There were no outstanding or prepaid contributions at either the beginning or end of the financial year.

#### 20 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 2011

#### 21 Analysis of funds

	At 1 April 2010	Incoming resources	Resources expended	Transfers	Other recognised gains/losses	At 31 March 2011
	£	£	£	£	£	£
<b>Designated Funds</b>						
New developments fund	115,000	-	-	20,000	-	135,000
<b>General Funds</b>						
Unrestricted income fund	56,314	76,682	(59,411)	(18,299)	-	55,286
<b>Restricted Funds</b>						
Transitions	111,241	-	-	-	-	111,241
Project development	41,372	-	-	-	-	41,372
PORCH	17,548	134,823	(152,158)	-	-	213
Children's Centre	16,856	258,584	(264,011)	(1,701)	-	9,728
Planet Rainbow	14,472	14,186	(28,658)	-	-	-
Exeter Parenting Coordination	2,170	107,383	(66,904)	-	-	42,649
Harvest project	1,169	82,854	(83,394)	-	-	629
Beacon Heath	432	1,350	(1,510)	-	-	272
Ujima	169	-	(169)	-	-	-
SCDE	57	3,000	(3,057)	-	-	-
Homelessness Collaboration	-	9,500	(9,500)	-	-	-
Community Hubs	-	22,140	(22,140)	-	-	-
	<u>205,486</u>	<u>633,820</u>	<u>(631,501)</u>	<u>(1,701)</u>	<u>-</u>	<u>206,104</u>
<b>Expendable Endowment</b>						
Endowment fund	18,187	-	-	-	541	18,728
	<u>394,987</u>	<u>710,502</u>	<u>(690,912)</u>	<u>-</u>	<u>541</u>	<u>415,118</u>

## **Exeter Community Initiatives**

### **Notes to the Financial Statements for the Year Ended 31 March 2011**

New developments (designated fund) - For use to develop new projects within the organisation.

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

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.

Planet Rainbow - Supports Mixed Heritage and Black and Minority Ethnic families to promote positive identities and a sense of belonging.

Exeter Parenting Coordination - Enables families to thrive and develop through increasing their access to parenting programmes.

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.

Supporting Community Development in Exeter (SCDE) - Supports communities in areas experiencing disadvantage to develop local groups and enable their involvement in local decision-making.

Homelessness Collaboration - Facilitates organisations working with homeless people in Exeter to work collaboratively.

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.

## **22 Transfers**

The transfer in the year of £20,000 from unrestricted funds to the designated fund represents a provision by the trustees to help cover the costs of developing new projects in the future.

## Exeter Community Initiatives

### Notes to the Financial Statements for the Year Ended 31 March 2011

#### 23 Net assets by fund

	Unrestricted Funds	Restricted Funds	Endowment Funds	Total Funds 2011	Total Funds 2010
	£	£	£	£	£
Tangible assets	15,564	-	-	15,564	17,090
Investments	540	-	18,187	18,727	18,187
Current assets	209,503	206,104	-	415,607	501,686
Creditors: Amounts falling due within one year	(34,780)	-	-	(34,780)	(141,975)
Net assets	190,827	206,104	18,187	415,118	394,988

#### 23.1 Movements in specific grants

	As at 1 April 2010	Incoming resources	Resources expended	As 31 March 2011
	£	£	£	£
Big Lottery Local Food Fund - Harvest	1,015	69,735	(70,750)	-
The LankellyChase Foundation	-	35,150	(35,150)	-
Tudor Trust	-	35,150	(35,150)	-
Hardship Fund	-	63,025	(63,025)	-