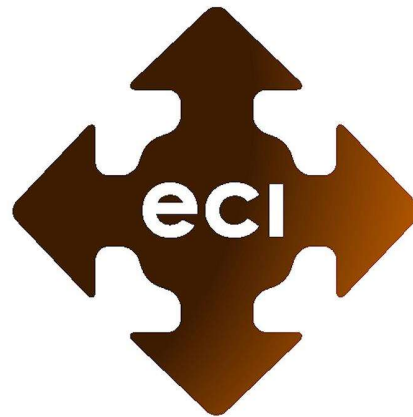


**Company registration number: 02844870**  
**Charity registration number: 1026229**

**Exeter Community Initiatives**



**(A company limited by guarantee)**

**Annual Report and Financial Statements**  
**For the Year Ended 31 March 2020**

**PKF FRANCIS CLARK**  
**Chartered Accountants & Statutory Auditor**  
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# Exeter Community Initiatives

## Helping where it matters most

*'This has been an unusual year. But one which has shown the strengths of ECI: individual resilience, community spirit and willingness to work with others. ECI has been at the heart of the community response to the Covid-19 crisis in Exeter. We have a fantastic team of staff and volunteers who have shown real courage and initiative. We will continue to support people at difficult times in their lives, and take on new challenges. We will continue to work with others to provide the support that is needed and affect change.'*

STEVEN CHOWN, CHIEF EXECUTIVE

## Mission and Values

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**Exeter Community Initiatives helps where it matters most.**

We want to see our communities become stronger, more resilient and ready for the future.

We help people get back on track by improving their mental, emotional and physical wellbeing; increasing their sense of belonging; learning and developing the skills to succeed in life.

Through our work we seek to challenge inequality, homelessness and poverty and support the campaigns of others.

We value partnership and work with other organisations where this can create greater impact.

For our staff and volunteers, we provide a safe and supportive working environment, and encourage a culture of shared learning.

We work with professionalism to deliver to the highest quality: treating everyone with respect and empowering them to help themselves.

We believe in the power of community, mutual responsibility, support and understanding.

## Our year in summary

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### Individual work

We supported **184 families** and **275 vulnerable adults** through **1 to 1 support** with issues such as:

**Social isolation**  
**Being a single parent**  
**Managing child behaviour**  
**Improving child development**  
**Finding work and training**  
**Managing parental mental health issues**  
**Managing debts and housing**  
**Independent living**  
**Tackling domestic abuse**  
**Managing profound physical health problems**  
**Reducing and managing substance misuse**

### Group work

We enabled **4,075** people to participate in group activities including workshops organised or supported by ECI on subjects such as:

**Bike maintenance**  
**Clean Air Rides**  
**Digital art and music**  
**Creative coding**  
**Crafting workshops**  
**Drama**  
**Photography**  
**Mindfulness**  
**Yoga**  
**Dealing with anxiety**  
**Managing social relationships**

In addition, our Community Builders supported **188** residents move their ideas into action, supported **110** groups with new initiatives, hosted **312** events and activities and carried out **1341** listening's with local residents across all 13 wards in Exeter.

### Volunteers

**58** volunteers gave **1874** hours of their time to supporting others. This equates to **£17,428** notional value on volunteer time (based on the Real Living Wage at £9.30 an hour). This does not include the time the Trustees put into running the charity, attending Trustee meetings and supporting the charity at external events.

## Positive impact

Exeter Community Initiatives has provided opportunities for people to get their lives back on track and help others do the same thing. This has a positive impact on the people we work with our staff and volunteers:

'It's never easy to negotiate change, even harder when a person is undermined by the distress and trauma of poor mental health. In such situations alongside the cognitive challenges, a person needs to feel and see the possibility of change. The **Transitions** team support people through this complex realm of change and I am thankful that you are there.'

**Senior Mental Health Practitioner (Social Worker)**  
**Exeter Liaison Psychiatry**

'The very comprehensive training programme for volunteers with **Transitions** gave me enough confidence to get started with this new role. It has challenged me but I also get a tremendous thrill watching a person gain confidence and achieve their goals with my support.'

**Volunteer mentor, Transitions**

We have supported people by improving their mental, emotional and physical well-being:

'I felt worthless and low. I feel great now. I have a good relationship with my son. I think about what I have got not what I haven't got. I'm so grateful you chose me to receive this help. I'd lost hope. There is light at the end of the tunnel now. Thank you. The main benefits were having someone who understood, listened and was pro-active in providing support, suggesting practical solutions and providing emotional support.'

**Parent, Devon Family Resource**

We have given people a sense of belonging and being part of a community:

'I wanted to interact with others in a more social environment while giving something back to the community...it doesn't take much to put a smile on other people's faces here...I feel I have acquired essential life skills which will stay with me when I'm older...it's not just my CV but the warming interpersonal experiences I have had here at **Jelly**.'

**Jelly volunteer**

We have helped people develop the skills they need to succeed in life:

Rob had no particular interest in repairing bikes, but he wanted to start cycling again and as he couldn't afford to run a car. He started the **Bike Bank** course with the hope of getting a pushbike, as well as having 'a strong urge to commit to self-improvement'. Rob enjoyed learning new skills and making new friends, however the best part was 'definitely the construction and gifting of my personal bike'. For him this has had a much wider impact and transformed things at home giving him an outlet to do something practical, 'creating endorphins for exercise', making journeys into town much shorter, making him more 'socially mobile' and connected, helping with exercising the dog and giving him the motivation to work and to get his car back on the road.

**Bike Bank trainee**

We have provided practical 1:1 and group support:

'I thought it was a very simple but powerful workshop. As someone who instinctively has steered away from routine in the past, I was really glad that it discussed both the positives and negatives of routines/habits. It made me understand that my existing approaches have their strengths whilst also showing me that developing more routine would likely benefit my life and give me energy.'

**Participant in 'Creature of Habit' Transitions workshop**

We have supported people at times in their lives when they are in crisis, recovery or transition:

'I can't thank **Transitions** enough...there is no other system like it that I've come across - when my dad was poorly, it was not obvious he was at end of life. It was however obvious that on my own (only child) no other family, working, studying, supporting a vulnerable young person (my daughter) with her issues, my son in joining the RAF, and my eldest and granddaughter (who lost her 3 month old sister same time as my father died) no one could foresee, I was under stress, but it was manageable with friendly guidance of chats and a caring independent ear.'

**Transitions client**

We have worked to create more resilient communities where people are more connected:

I was unaware of local groups until yesterday when I got directed to our **Community Builder** for an emergency referral (CV19) of elderly resident severely compromised. The **Community Builder** sorted out the problem immediately by asking contacts and connections. I am one of the NHS 'locked in' nurses and unable to help out apart from phone calls. Now I know the great work you do.

**Resident, St Loyes re: CV19 Response**

We have provided a safe, supportive working environment for our staff:

'I truly love my work and colleagues at ECI. I feel valued, respected and heard ... which in turn helps me do the best job I can.'

**Project worker, feedback in annual appraisal**

We have worked in partnership with others to achieve a greater impact:

'Having worked with **Devon Family Resource** as part of our Victim Care Network provided by Alison Hernandez, Police and Crime Commissioner for Devon, Cornwall and the Isles of Scilly, I have been impressed with their commitment to making a difference for families in Devon. During the Covid-19 challenge especially, Sanchia and her team have worked hard to adapt their practice to ensure that families most in need are well supported and able to benefit from their service offer'.

**Dr Davina Cull, Criminal Justice, Partnerships and Commissioning Manager, Office of the Police and Crime Commissioner for Devon, Cornwall and the Isles of Scilly.**



## Finance

In 2019/20 we had a range of income from various sources, totalling **£904,672** but recognise we have a significant reliance on statutory funding from local government and through sub-contracts with other organisations. We recognise the need to diversify our income, improve grant income to support new initiatives and increase individual giving and donations.

	2020	2019	2018	2017
Statutory	<b>68%</b>	<b>71%</b>	55%	68%
Individual giving and donations	<b>5%</b>	<b>5%</b>	3%	4%
Grant income	<b>13%</b>	<b>9%</b>	32%	19%
Alt income	<b>8%</b>	<b>7%</b>	3%	2%
Trading income	<b>6%</b>	<b>8%</b>	7%	7%

We spent **£944,106** on delivering services and achieving outcomes, of which **£474,213** was spent directly on service provision and approximately **£253,991** on project development, the remainder being core costs of delivery.

Income and expenditure on charitable activities increased significantly in 2019/20 compared with 2018/19 due to new contracts with Exeter City Council for the Voluntary Sector Support Service (Exeter Connect) and a sub-contract with TWIN from the Department of Work and Pensions to Happy Families, Happy Futures programme.

Our reserves declined from £466,798 to **£426,461**. We continue to manage the unrestricted and designated funds. The Trustees have freedom to choose how best to use these funds to deliver our mission, and have used £133,804 in 2019/20 accordingly.

## Quality

We achieved the PQASSO Level 2 Quality Mark in December 2016. This sets out what organisations need to have in place to ensure sound governance practices, financial and risk management procedures, and a robust system for measuring outcomes. We have continued to maintain high standards in practice and have a robust internal review mechanism for all our projects. The Management Team have embarked on the self-assessment process for the NCVO Trusted Charity Mark (which replaced PQASSO) with the external assessment due in March 2021. All ECI projects report to the ECI Council quarterly and Project Review Groups meet at least three times a year to review the three areas of our work: Vulnerable Adults, Community Projects and Children and Families. We received support from Georgina Anstey (NCVO) through the Lloyds Bank Foundation Enhance programme to look at the way we collect monitoring data for our work with adults and to help us develop an organisational theory of change. In August 2020 we signed up to the Fundraising Regulator's Code of Practice.



**We are really grateful to all our volunteers, staff and funders for their continued support.**

Particular thanks to:

- Our 'Friends of Exeter Community Initiatives' members for your loyal support and incredible financial contributions. We received £14,108 in individual donations and a further £1,570 from churches and other organisations.
- Thanks to the continued support from local churches: Exeter Cathedral, Central Exeter PCC, Chulmleigh Congregational Church, Clyst St George PCC, Sidwell Street Methodist Church, South Street Baptist Church, St James PCC, St Michaels and All Angels and Pinhoe PCC.
- The Exeter White Stuff team who raised £1,470 throughout the year.
- We had a significant increase in one off donations: including a legacy from the estate of Valerie Freeman, Mumme-Ackford Trust, West Exe School, Exeter Bridge Club, TSB, SLR Consulting, Fore Street Flea Market and the Catholic Women's League.
- Tim Goodwin and Alan Broughton two trustees who raised over £1,000 each through cycling a 100 mile challenge ride.
- Our funders and partners: Devon County Council, Exeter City Council, the Office of the Police and Crime Commissioner (Devon & Cornwall), Action for Children, TWIN, Babcock, Lloyds Bank Foundation, The National Lottery, Norman Family Charitable Trust, 29<sup>th</sup> May 1961 Charitable Trust, Elmgrant Trust, Henry Smith Charity, Devon Community Foundation and the Pilgrim Trust.

## Chair's Introduction

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2020 has been a year of disruption. Covid-19 and the consequent 'lockdown' disrupted the lives of all of us. We suddenly found ourselves shut off from our community; physically isolated from our friends and extended families. Most of us were homebound, unable to venture out to procure basic goods and services. With offices shutting and business put on hold, many faced losing our livelihoods.

What was a disruptive shock to many is a situation the vulnerable families and individuals we serve know all too well. They live it day in and day out. The year of disruption hammered home why the work of Exeter Community Initiatives is so important.

ECI responded to the crisis without flinching. Within days of the lockdown announcement the staff demonstrated a clear-eyed determination to reset the model by which we manage and deliver valuable assistance to the communities ECI serve. New initiatives like 'Make and Do' were launched. Our project teams adjusted their services to meet the emergent needs, and in the face of shifting government guidelines and policies. On top of all this, we launched 'Exeter Connect', a major new programme funded by Exeter City Council to support community groups and the voluntary sector.

While we have had to make some difficult decisions to adjust to the economic realities, in general ECI is in a healthier position than a year ago. The Trustees had determined to commit resources to a new Income Diversification Strategy. This investment allowed us to hire two new roles: a marketing and engagement manager and a fundraising manager. Adam Atkins and Kevin Hunter both hit the ground running and adapted quickly to the changing circumstances around the Covid-19 pandemic. Both have generated new income, but more importantly established new connections and enhanced our network of supporters.

ECI's governance Council has undergone change as well. Long-time Trustee Ruth Saltmarsh stepped down a year ago. This year, Richard Clack our Treasurer, Pat Cusa and David Walters also made known that they would be retiring. With a loss of such tremendous experience and immeasurable wisdom, the Council has put in place a succession plan to 'refresh' itself. We have been joined by five new Trustees: Beth Reynolds who assumes David's HR support, Caroline Lake provides strength in Diversity and Inclusion issues, Rob Pepper brings a strong background to the role of Honorary Treasurer, Diane Hayman reinforces our marketing and social media capabilities, and Charlotte Hanson adds immense depth to our governance, development and regional networks. This is an impressive group who represent a new generation of leadership for ECI. I am grateful for their talents and awed by their collective energy.

Guiding us through this transition has been Heather Morgan, who has made known her own interest in having more time to devote to her other passions. Although she has stepped down as Chair at the last AGM, Heather agreed to stay on the Council to provide continuity and perspective as we faced a challenging year. I am personally appreciative for her support and mentoring.

There is no guidebook or how-to-manual to navigate a year like this. That is why the performance of the ECI team is all the more impressive. ECI is blessed with high quality people

Exeter Community Initiatives  
Year Ended 31 March 2020  
Report of the Trustees for the Year Ended 31st March 2020

who genuinely care about the lives of those we assist, as well as each other. They provided support and leadership to helping to get people's lives on track and our community recover, often while balancing their own caring responsibilities along with ECI duties. It has been challenging and stressful. A huge thank you to Steven Chown, Chief Executive and the entire team for their commitment and effectiveness.

COVID-19 disrupted all of our lives. It also magnified the challenges of vulnerable families already living on the margins. Many of us have been able to adapt our lives and careers through Zoom-ing and Team-ing. The gap widens, however, for those who have been knocked down. Inclusiveness is at the heart of ECI's work. As we look to 'build back better', we will continue to challenge inequality, homelessness and poverty with an agenda that embraces inclusiveness and celebrates diversity.

Finally, thank you to our funders, supporters and partners. Special thanks to our Friends of ECI. The generosity and encouragement fuels our work. Please continue to spread the word about all that ECI has to offer. There is so much work to do and we need your continued help.

**Tim Goodwin**  
**September 2020**

# Objectives and Activities

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## Charitable Objects and Strategy

Exeter Community Initiative's (ECI) charitable objects as defined by the Memorandum and Articles of Association can be found on the Charity Commission website: <http://apps.charitycommission.gov.uk/Showcharity/RegisterOfCharities/SearchResultHandler.aspx?RegisteredCharityNumber=1026229&SubsidiaryNumber=0&Ref=CO>.

This year we have continue to follow our Mission and Values statement to bring energy and passion to the expression of what we do and how we put these objects into practice.

This year we have continued to deliver against our 4 new Strategic Aims:

- 1. Innovate and develop new initiatives that offer practical solutions to address unmet need.**
- 2. Maintain high standards on organisational process in our project work and relationship with partners.**
- 3. Enable staff to deliver high quality outcomes for the individuals and communities we support.**
- 4. Build strong relationships with individuals, communities and other stakeholders we work with.**

The following report describes how we have made progress against these aims and each individual project and activity.

## How Our Activities Deliver Public Benefit

The Board of Trustees have complied with their duty under section 17(5) of the Charities Act 2011 to have due regard to the guidance on public benefit published by the Charity Commission in exercising their powers and duties. The trustees are satisfied that the aims, objectives and activities of the charity meet with the terms of this guidance.

# Achievements and Performance

## 2019/20 Progress

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### Progress against strategic aims

#### **1. Innovate and develop new initiatives that offer practical solutions to address unmet need**

We were successful in our bid to Exeter City Council to deliver the voluntary and community sector support service to provide free, independent and professional practical support to existing and new community organisations in the city and help groups develop and become self-sustaining. We continue to develop practice around Asset Based Community Development as part of the Wellbeing Exeter project. We are innovating the use of digital and online support for clients, residents and communities, through video conferencing, online workshops and communication through WhatsApp and Facebook groups with clients and residents. How we create social space – both physical and online – to address social isolation and improve digital inclusion – will be a key focus of our work in the coming year.

#### **2. Maintain high standards on organisational process in our project work and relationship with partners**

We have implemented Project Review Groups around three areas of our work – Vulnerable Adults, Community Projects and Children and Families – with trustees and managers looking at current activity and plans to develop our projects. During the year we worked with the NCVO Charity Evaluation Service to look at how we improve monitoring and data collection for our work with vulnerable adults. This has led to a review of our administrative systems, including how we maintain databases and manage information from multiple sources for management reporting. All projects produce a written KPI report quarterly which is reviewed by the trustee board and we report regularly to funders and partners.

#### **3. Enable staff to deliver high quality outcomes for the individuals and communities we support**

All staff have regular supervisions and appraisal, monitored against targets set by the trustee board. All staff are required to undertake safeguarding, health and safety, data protection, manual handling and fire safety training. Volunteers access online training courses. Transitions has a programme for training new volunteer mentors. The Community Builders undertake Asset Based Community Development training to Level 2 with Nurture Development. We have supported ongoing training for the Parent Progression team and Devon Family Resource. We have started the self-assessment process for the NCVO Trusted Charity Mark (formerly PQASSO) with the assessment due in March 2021.

#### **4. Build strong relationships with individuals, communities and other stakeholders we work with**

We have developed strong relationships with partners across all areas of our work. This is reflected in the increasing numbers of referrals from DCC Early Help and the OPPC Victim Care Network into Devon Family Resource. We have continued to develop an ongoing relationship with Action for Children through the Parent Progression project. The Community Builders are an integral part of the Wellbeing Exeter project. We strengthened our relationship with community partners in responding quickly to the Covid-19 crisis. We have played an active role in the Devon Together Alliance of organisations supporting people with drugs and alcohol issues and the Exeter Homeless Partnership. We have supported in the community response to mental health and led on the consultation with Colab partners through the 'Hear and Now' project around their experience of working with people with mental health issues.

## Progress against project plans

### Bike Bank

Bike Bank provides a supportive workshop environment where vulnerable adults can learn practical skills in refurbishing bikes for the benefit of others. The aim is to develop practical skills that enable them to develop their confidence and build transferable employability skills to move them closer to the job market. Although well received by partners and clients, a lack of financial support forced us to temporarily close Bike Bank in September 2019.

Prior to closure Bike Bank was based at the Exeter Bike Workshop run by Julian House the homeless charity. In the first six months of 2019 we had 40 referrals and supported 14 people to complete 3, 6 and 12 week courses in basic bicycle maintenance and how to rebuild bikes. Whilst we primarily worked with vulnerable adults with complex lives we were also able to support young people who were excluded from school or who were young offenders. The referrals came from housing or homeless charities or agencies working with people in recovery. We were able to diversify our activity to offer Clean Air Bike Rides funded by the Jamieson Bystock Trust. This gave a regular group the opportunity to build their confidence in cycling, spend time with others, get the benefits of exercise and make use of the great cycle routes in Exeter.

We continued to seek funding for Bike Bank and were successful in securing funding from the National Lottery Awards for All grant programme, the 29<sup>th</sup> May 1961 Trust and Elmgrant Trust. During the year we developed a partnership with Ride On, a cycling charity aiming to get more people into cycling. Bike Bank was due to restart at their premises on Exeter Quay at the end of March 2020 but had to be put on hold because of the pandemic. However, we have now re-opened and accepted the first trainee at the beginning of this September.

#### **The priorities for 2020/21 are:**

1. Relaunch Bike Bank and develop the partnership with Ride On.
2. Develop clear criteria to enable partner agencies to refer potential trainees to the project.
3. Evaluate outcomes achieved against trainee aspirations to ensure we are meeting their needs.

### Community Builders

The Community Builders are part of the Wellbeing Exeter project, which is a combination of social prescribing and Asset Based Community Development (ABCD) to enable individuals and communities to improve and promote their own wellbeing. We have been operating for nearly two years with 12 Community Builders across all 13 wards in Exeter.

Through listening and neighbourhood mapping the Community Builders are able to create a picture and build local knowledge about what it is like to live in that neighbourhood, what activity already exists, what and where the key assets are to form an understanding of what might be missing, or what might be of concern to local residents. It is here the Community Builders are able to support people to recognise their strengths and act together for the good of the community.

This year we have established cluster team working to enable Community Builders to build peer support and learning amongst the team, and to establish better understanding of work

happening in bordering neighbourhoods, and where appropriate create wider opportunities to bring people together.

All of the team, with the support from the Wellbeing Exeter evaluation team, have completed Neighbourhood Profiles. These profiles act as a community's eye view of the neighbourhood and what happens in it. It was proposed these were revisited and updated in March 2020, but due to Covid-19, this will now form part of our work over the first six months of 2020/21.

There has been an increase in new groups that have formed and one-off actions, such as two more local newsletters produced, wellbeing groups, art sessions, resident street groups and initiatives, regular community coffee mornings. We have seen some of the new groups and ideas formalise into constituted groups, or even CIC's. In October 2019 the Community Builders created a Pop-Up Café in Paris Street which ran for a week. This was an open space where members of the community could come together to talk about issues that mattered to them. Many of these conversations were about mental wellbeing.

From the second week in March 2020 the Community Builders were mobilised to support the community response to Covid-19 co-ordinated by the Exeter Community Wellbeing Team. The Community Builders played a key role in supporting residents and local groups during the lockdown. This has continued through the summer and it is likely the team will play a key role in the coming months to support communities to respond to the crisis.

**The priorities for 2020/21 are:**

1. Continue to support residents to help them move their ideas into action.
2. Find innovative ways to keep people connected.
3. Support the community response to the Covid-19 crisis; and, be prepared to mobilise again should there be a local lockdown.

Devon Family Resource

Devon Family Resource provides support for families and children, aged 0-18, facing challenges and hardships; such as, social isolation, breakdown in family relationships, parenting issues, housing problems and debt.

The project offers family support with a dedicated family support worker (FSW) who is allocated to a family for a duration of work. This work begins with a meeting in the family home: where the family and the worker discuss the family's challenges and their strengths, and work together to form an action plan, with clear goals, to help the family create positive change.

The team has been enhanced by a highly experienced play therapist and a trauma specialist to provide additional support to children and families experiencing mental health issues and trauma, including Adverse Childhood Experiences (ACE).

During the year Devon Family Resource worked with a total of 110 families referred through the DCC Early Help Partnership (37) and the OPCC Victim Care Network (53) and the GP Link project working with GP surgeries across Exeter (20). In addition, Devon Family Resource worked with 74 parents through the Happy Families, Happy Futures programme, a sub-contract with TWIN funded by the Department of Work and Pensions. The project also developed a partnership with the secondment of an FSW to Mid Devon and East Family Intervention Team (FIT).



The project was successful in its bid to the Pilgrim Trust to extend the GP Link project until October 2020. This will be continued through Wellbeing Exeter with two Family Connectors working with GP surgeries from September 2020.

Devon Family Resource has been successful in adapting to working remotely and has developed an online toolkit and digital resources to support parents.

**The priorities for 2020/21 are:**

1. Develop the two new Family Connector roles for Exeter Wellbeing as a continuation of GP Link work.
2. Develop a mentoring project with young men victims of DV to prevent them from becoming perpetrators.
3. Use digital means to expand the work of our specialist trauma therapist; and, expand trauma informed practice through training.

**Exeter Connect**

Exeter Connect is a new service commissioned by Exeter City Council to provide free, independent, professional and practical support to existing and new community organisations in the city to help them develop and become self-sustaining.

The new service provides advice to voluntary organisations and community groups; including: starting up, funding, development and training, finance and governance structure and working with volunteers. The new service managers Ellie Barnes and Kerry Shakesheave were appointed on a job share starting at the beginning of April 2020. Prior to their appointment ECI provided advice and input to the Exeter City Council Community Grants Panel, supporting the grants process for voluntary organisations and community groups. Carole Pilley was responsible for setting up the new service from December 2019; and, worked closely with partners, including Exeter City Council and Wellbeing Exeter, preparing for the pandemic.

From the outset Exeter Connect played a key role in the community response to the pandemic co-ordinated by the Exeter Community Wellbeing Team. Exeter Connect provided support to local community support groups that emerged during the initial phases of the lockdown to help isolated and vulnerable residents and worked with the Exeter City Council helpline to place volunteers with these groups. They were also the point of contact for groups needing help and groups offering help.

Exeter Connect provided advice for groups applying for the Community Action Fund and held funds for un-constituted groups of residents who didn't have their own bank account but wanted to organise to support their neighbours with food shopping, deliveries and collecting prescriptions.

Exeter Connect produced a report on the response of the local support groups in September 2020. The new service was 'officially' launched in September 2020, with endorsement from the City Council Communities Portfolio holder Cllr Amal Ghusain.

**The priorities for 2020/21 are:**

1. To recruit two new development workers with skills and experience to support community groups.

2. Develop the Exeter Connect website and social media to outline what support can be provided.
3. Work with Exeter City Council to identify targets and priorities in the coming year.

### Jelly

Jelly is ECI's children's charity shop that provides second-hand clothing, toys, books and baby accessories at low cost. The shop has developed as a social space with a baby-changing room, a sofa area for mothers to breastfeed their babies and for parents to relax while their children play at a table stocked with toys and colouring books.

The shop has volunteers who are able to learn new skills and build self-confidence. Volunteers are able to access online training courses, such as data protection and manual handling, and improve employability skills through stock control and customer service.

Prior to the lockdown footfall, donations and sales were increasing. The shop was closed on 18 March 2020 due to the pandemic and re-opened on 17 September 2020. The shop was opened for one-off emergencies, including for a parent with two young children who lost all their clothing in a house fire. Despite the closure for the last two weeks of the financial year the shop was able to show a positive variance of £4.2k from the previous year.

There are early indications since re-opening that sales are up on equivalent days compared to 2018/19. Footfall is lower, but parents are buying more in one visit. The assumption at this stage is parents are stocking up, with few other outlets selling children's clothing at similar costs. We will review the current arrangements monthly until the start of 2021.

#### **The priorities for 2020/21 are:**

1. Re-open the shop on a trial basis to gauge the level of demand.
2. Offer a service for parents who may be in need, providing clothing for young children.
3. Re-engage with former volunteers and encourage new volunteers to come forward.

### Parent Progression

The Parent Progression project funded by Action for Children (commissioned by Devon County Council) has just completed its second full year and is now in the third year of a 3-year contract with a possible one year plus one extension.

From a standing start in April 2018 the project has gone from strength to strength. The aim of the Parent Progression project is to support out of work parents (with children under the age of 8) to progress towards employment by means of training, volunteering or directly into paid work. Some of these parents will be from a workless household.

The Parent Progression team covers the whole of the county of Devon with a small team of 8 staff, most of whom are part-time. The County is split into three regional teams of two advisors per team with a full-time manager and a 1 day a week admin support role. The teams cover the following areas:

- North (North Devon and Torridge)
- South (South Hams, West Devon and Teignbridge)
- Exeter, Mid and East (Exeter, Mid Devon, East Devon)

The Parent Progression team worked with 137 parents during the year. There were 69 open cases taken forward from the first year of the project and from the 109 referrals received the team worked with 68 of these parents. Many of the parents the team have supported have reported issues around mental health, often compounded with instability in the home with a range of complex needs. However, at the end of Year 2, 20 parents were supported into long-term volunteering, 21 into employment, 68 into informal training and 27 into formal training.

We will be seeking an extension of the sub-contract with Action for Children for another year to continue the project into 2021/22 with the option of another year until March 2023.

**The priorities for 2020/21 are:**

1. Maintain the focus on our key objectives of supporting parents into volunteering, training, or employment.
2. Develop and improve the online workshop offer to parents.
3. Support parents around the issue of digital inclusion.

Ripple Effect

Ripple Effect was re-framed to focus on using creative and meaningful opportunities in line with the '*arts as a tool to achieve social change*' ethos. The project draws on creative influences and ideas to work with people who are marginalised or excluded from society as a result of homelessness, drug and alcohol addiction, mental health problems and other disadvantages. This includes using a variety of media to tell their own story in their own way.

Following on from staging the theatre production of 'One Last Hit' (a reworking of 'My Little Match Girl') in December 2018 the theatre group staged 'Punch and Judy' to an invited audience at Colab in April 2019. This focused on domestic violence perpetrated by men and women linked to alcohol and substance misuse.

Photobeatz was a photography and music project done in partnership with the Apple Store and ended with an Exhibition of the photographs in the Barnfield Theatre gallery in July 2019 accompanied by the music that had been created as part of the project. A selection of the photographs were made into greetings cards to raise money for the project.

In total 55 people engaged in one or more of the following activities throughout the year: Drama Workshops; Photobeatz; Creative Drop In; Yoga; Meditation; Head Massage; Mindful Walks; Mindfulness Courses; Digital Art; Digital Music; Creative Coding; Digital Photography; Video Creation and Editing and a Video Haiku project.

The project was supported throughout the year with funding from unrestricted reserves and small grants for individual activities. We were unsuccessful in our attempts to secure further funding for the Progression Worker who was made redundant at the end of March 2020. But the success of the project in engaging with often marginalised people, and the impact it has had on individuals involved, has encouraged us to redouble our efforts this year.

**The priorities for 2020/21 are:**

1. Develop a business plan to make the case for the project, including a theory of change.
2. Secure funding for project support workers to work creatively with people with complex lives.

3. Collaborate with others, including Colab, Devon Together Alliance and Exeter Homeless Partnership to engage 'service users' in the project.

### Transitions

Transitions works with adults who are experiencing isolation, vulnerability and/or other disadvantage, and who have limited support networks. During the year the project supported 69 people with the main source of referrals from homelessness, recovery and mental health agencies.

The project provides coaching/mentoring support and guided self-help via trained volunteers, along with small group workshops and meet-ups. We aim to help people to better manage their own health and wellbeing, to be more socially connected and be more resilient in the face of life's ups and downs.

The project secured funding from the National Lottery and Lloyds Bank Foundation. This has enabled the project to increase capacity with the appointment of a part-time Project Worker, Estelle Buckridge, who started in November 2019. Estelle has an Arts and Drama background, and helped to develop and deliver our range of workshops. We are now running a series of five stand-alone workshops in common subjects such as anxiety, meal planning and routine and structure, to add to the established Connection Reflection course that explores social relationships. These are now running on-line under the current circumstances due to the Covid-19 virus.

During 2019/20 we have also benefitted from hosting two students on separate Social Work degree placements. Both have brought their unique personalities and different experiences to the project, and as well as the extra pair of hands, having students enables us to reflect on our practice in line with academic theory.

Reaching and connecting with people who do not have access to the internet is a concern and we anticipate the isolation of many people during the lockdown and social distancing restrictions will be the next big challenge.

### **The priorities for 2020/21 are:**

1. Deliver a full set of workshops with expanded content; develop guided self-help resources.
2. Work with Plymouth University to evaluate and review the delivery of workshops and self-help resources.
3. Develop our risk assessment processes in light of increases in self-referrals.

# Financial Review and Reserves Policy

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## Funds position

We anticipated in last year's annual report 2019/20 would be a challenging financial year for ECI. We have had to use reserves to finance core costs and continue support for projects where grant funding had come to an end. The impact of Covid-19 was not so significant since the start of the crisis was towards the end of the financial year.

We are relatively secure over the next 18-24 months due to a mix of contracts and grants, including from Wellbeing Exeter for the Community Builders (until March 2022) and being awarded a three-year contract by Exeter City Council to deliver the Voluntary Sector Support Service (Exeter Connect). We were successful in securing a grant from Henry Smith Charity for Devon Family Resource for the Project Manager for a further three years. However, we recognise we have more work to do in terms of reducing the overall deficit and increasing income to cover core costs and support new projects.

During the year we continued to fund Bike Bank (until September 2019) and Ripple Effect (until March 2020) despite grant funding coming to an end. We have made every effort to replace this funding to continue to support beneficiaries, retain expertise of staff and the reputation of the organisation to deliver projects working with vulnerable adults. We have secured additional funding for Bike Bank to re-open with a new partner: Ride On – a charity promoting cycling for all. We will be developing a revised business plan for the Ripple Effect project since we see this as a key area in meeting our charitable objectives.

At the start of the year an overall reduction in reserves of £131,900 was predicted, however, as a result of strict cost controls, grant income received in advance, increases in donations and gifts the loss was reduced by £91,563 to £40,337. Restricted reserves increased by £73,051 from £107,549 to £180,600 and unrestricted reserves declined by £112,485 from £330,998 to £218,513 (of this sum, £12,787 is represented by fixed assets). Permanent endowment funds decreased by £903 from £28,251 to £27,348.

## Reserves policy

The reserves policy specifies that in the event of ECI having to cease its activities, sufficient funds should be available 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. The financial position against the policy is reviewed every quarter.

The charity's free reserves, excluding fixed assets and the permanent endowment and designated funds, were £190,726 at 31<sup>st</sup> March 2020. The trustees' free reserves target is £156,250, representing approximately six months' core costs, and we are taking steps to ensure that a healthy balance is maintained in excess of this target to ensure we can continue to underpin ECI's charitable activities.

A further £27k is held as investments for an endowment 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.

## Investment policy

Surplus funds are held in a Nationwide Building Society higher-interest charity account specifically designed to maximise returns.

## Risk Management

We responded positively to the Covid-19 pandemic. All staff were advised to work from home from 18 March 2020. We quickly created a service specification for each of our projects describing how they would continue to operate during the lockdown and social distancing restrictions. This includes a mix telephone, text, video calls and online workshops with clients and residents. As the lockdown restrictions eased all projects created a Covid-19 risk assessment for their activities including face-to-face contact. This was important, since we played a key role in the community response to supporting residents and local community groups through the Exeter Community Wellbeing Team. At the outset of the crisis trustees met fortnightly, and the management team weekly, to discuss how we would maintain services and inform stakeholders and key partners of our intentions.

The trustee board and management team have tried to maintain usual business operations through the Covid-19 pandemic. This has meant retaining our regular schedule of board, management and team meetings, in addition to the specific response to the crisis. The experience of the organisation is that remote working has facilitated speedy decision making. Communication has also improved, with a heightened awareness of the need to ensure we continue to connect even though we cannot meet in person.

Throughout the year and continuing into 2020/21 the trustees required all projects to regularly monitor their actual financial position against budgets and forecasts and to report the results to project committees, the Business and Resources Committee and Council meetings. Through the on-going work of the Chief Executive and Finance Manager, the trustees have continued to monitor the major risks to which the charity is exposed, and we have reviewed internal systems to minimise these risks. The risk management policy and detailed financial procedures were significantly reviewed and updated in June 2019. The most recent review of the financial procedures was carried out in June 2020.

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. With the appointment of the Fundraising Manager and Marketing and Engagement Manager we are developing a Fundraising and Marketing Strategy. We have also embarked on a review of the next Strategic Plan for 2021-24.

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. Risks are managed and reported on a monthly basis at Management Team meetings, and also, quarterly, to trustees. At the early stages of the pandemic these were held weekly. The risk report sits alongside clear financial management reports and KPI reports to give trustees as complete a picture as possible. 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.

In addition to the regular budget monitoring and financial risk report to the trustees we have embarked on detailed scenario planning to predict movements in reserves and cash flow to

sustain projects against our charitable objectives. This is reported on quarterly to trustees and summarises key drivers of the underlying deficit and various measures to achieve a financial turnaround to bring the charity back into surplus. These measures focus on developing a pipeline of grant applications and actions to increase unrestricted income from supporters and donations. We have created the Income Diversification Working Group with trustees and managers which meets on a regular basis with the newly appointed Fundraising Manager and Marketing and Engagement Manager to look at funding for our core functions, existing and new projects.

Given the mix of contracts and grants we are in a relatively secure financial position in the short-term. This means in the coming 12 months the structure of the organisation will continue very much unchanged and we will be able to continue our work with vulnerable adults, communities and children and families. However, we recognise we need to plan for the future. It is the view of the trustee board and the management team there will be no going back to pre-Covid and that the current uncertainty will continue for some time.

In 2020/21 we will review the current Strategic Plan with a view to the future. The future strategy, including risk management planning, will take into account the following:

1. The changing situation in response to Covid-19 both in terms of the needs of beneficiaries but also the implications for practice and support we are able to give.
2. An examination of our physical and digital offer to the residents, communities and beneficiaries we work with.
3. The next steps for our Income Diversification Strategy, including fundraising and marketing.

The Strategic Plan will also need to take account of the operating environment for the charity, including consideration of premises requirements and working arrangements for staff.

### **Investment in the future**

In 2019/20 we took some major steps to investing in the future of the organisation. The Income Diversification Group met on a regular basis and we appointed Kevin Hunter as Fundraising Manager and Adam Atkins as Marketing and Engagement Manager who both started in February 2020 and both have brought fresh ideas and energy to the fundraising task.

Their key task in 2020/21 will be to work with trustees and managers to develop a Fundraising Strategy to enable the organisation to increase unrestricted income to support our core functions and to develop new projects. This will include applications to grants and trusts to fund existing and new activities and increase individual and corporate giving.

We plan to develop business plans for two new projects:

#### ReMade

A creative hub (a physical workshop and possibly retail space) where people can support people who struggle with social interaction which can act as a focal point where people can connect with each other around the interests and passions to explore new things. Where the people we work with can experiment and explore creative activity, including upcycling, to form new connections and interests.

#### Ripple Effect

To revisit the Ripple Effect project to provide opportunities for people with experience of homelessness, substance misuse or mental health issues associated with addiction to engage in meaningful activity; and, to shared 'lived experience' through drama, film-making and storytelling; to inform others with similar experiences to know what support is available and what to expect from services; raise awareness and support from people willing to help people in similar circumstances; and, to help services change and be more relevant.

We will continue to work with partners to develop new initiatives. We have been successful in securing the contract from Exeter City Council for the Voluntary Sector Support Service (Exeter Connect) in an open tender process. This service builds on our work with Wellbeing Exeter through the Community Builders and will provide support to existing and emerging community groups to become self-sustaining. The new service has already proved its worth in supporting the local community response through the Exeter Community Wellbeing Team.

We have been working closely with Wellbeing Exeter and have been able to continue with our team of Community Builders working in every ward in the city. Our engagement with Wellbeing Exeter will continue to expand with the Family Connector service working with families referred through GP surgeries, starting in September 2020.

We are grateful to the Henry Smith Charity for funding the Devon Family Resource Manager and Administrator for three years. We understand the decision was taken on the day after the announcement of the lockdown in March. This will mean we can continue to expand this service by providing family support and additional therapeutic and other services for children and families.

We have reopened Bike Bank with a new partner – Ride On, the cycling charity, at their premises on the Exeter Quay and will be looking at ways we can enhance this service to support people with complex needs. We will also be working with partners in this area through Colab, Devon Together Alliance and the Exeter Homeless Partnership.



# Structure, Governance and Management

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The charity is a company limited by guarantee (number 02844870) and was incorporated on 16<sup>th</sup> August 1993. It was registered with the Charity Commission (registration number 1026229) on 30<sup>th</sup> September 1993. The company was established under a Memorandum of Association which describes the objects and powers of the charitable company, and it is governed under its Articles of Association amended in 2012.

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 retires by rotation each year and are eligible for re-election.

We have a clear view on the skills we need for the ECI Council identified through a regular skills audit carried out by trustees and senior staff at our away-days and trustees' meetings. Vacancies are advertised through the website and where specific skills are required through wider advert. Once identified prospective trustees meet with the Chief Executive, then are interviewed by 2 or 3 members of the Board of Trustees, one of which must be the Chair. This meeting is the point at which a decision is made to invite the individual to become a trustee. Once appointed, the trustee then goes through a planned induction which introduces them fully to ECI. They are linked with a project and take a role in one of the sub-committees.

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. The Council has delegated certain powers and decision making capabilities to 2 sub committees: the Business and Resources Committee (BRC) which provides oversight of the physical resources, financial management, personnel and policy issues, and the operational management of the organisation and provide support and advice to the Chief Executive in the management of these functions; and the Strategy, Projects and Relationships Committee (SPRC) which provides oversight of the strategic direction and development of the organisation including the planning, coordination, and review of all fundraising and communication and public relations activities.

The terms of reference for the two committees were reviewed in January 2019. The Income Diversification Working Group was established as a task and finish group of trustees and members of the management team to look at income generation. This reports directly to the main Council. Finally, the Chairs Group has delegated powers of decision making when circumstances require quicker decision making than the meeting schedules allow.

Operational management and administration is delegated to the Management Team. ECI's salary scales follow the National Joint Council (NJC) scheme used by local authorities, with annual increment progression through the relevant scale. Salaries for key staff are set at recruitment by the Board, based on the NJC model. Annual inflationary salary increases are based on the NJC annual pay settlement and approved by the Board.

## Premises

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

148-149 Fore Street  
Exeter EX4 3AN

The other development functions of Exeter Community Initiatives are based at Colab on an occupancy lease which expires on 31<sup>st</sup> March 2021. The address is:

Colab  
Wat Tyler House  
King William Street  
Exeter EX4 6PD

The charity has a five-year lease of 148-149 Fore Street from Maurice Petherick, Gwenllian Petherick & Lionel Petherick of The Oaks, 9 Pyne Gardens, Upton Pyne, Exeter renewed in September 2020 with a 3-month break clause.

ECI managed the Exwick Community Centre at Kinnerton Way, Exeter, EX4 2PR on a joint lease with Exwick Community Association from Exeter City Council. The lease expired on 31<sup>st</sup> March 2019. We worked with the Exeter City Council to find new tenants to manage the premises and handed the property to Exeter Communities Together on 31<sup>st</sup> October 2019.

## Paid staff

We currently employ 49 full and part time staff across the charity (as of October 2020). In 2019/20 the number of employees based on full time equivalents was 32.

We recruited Kevin Hunter (Fundraising Manager) and Adam Atkins (Marketing and Engagement Manager) who both started in February 2020 to develop our income generation strategy.

Ellie Barnes and Kerry Shakesheave have been recruited as the manager for the new Voluntary Sector Support Service (Exeter Connect) on a job share starting in April 2020.

Maisaa Sweid and Claire Porter joined the Community Builder team in January 2020.

Eleanor Veasey started as Devon Family Resource GP Link Worker in September 2019.

We were extremely sad to lose Jola Pawlikowski Progression Worker with Ripple Effect who was made redundant in March 2020. Jola worked for ECI for over 7 years in a number of roles and brought vibrancy and energy to whatever she did, including coordinating our presence at the Exeter Respect Festival.

## Volunteers

During the year we had 58 active volunteers who have given their time to support our project work with Bike Bank (4), Jelly (25) and Transitions (29). This does not include volunteers for one off events, including supporting the presence of ECI at the Exeter Respect Festival in June or in fundraising for the charity.

In total our volunteers have given 1,874 hours' time, at an average of 32.3 hours per volunteer, worth £17,428 based on the Real Living Wage at £9.30 an hour<sup>1</sup>.

This also does not include the time the Trustees put into running the charity, attending Trustee meetings and supporting the charity at external events.

We provide training for our volunteers and many have been supported by our projects, so bring real life experience of supporting others. Volunteering is an important part of the work of ECI and keeps the organisation grounded in the community.

### **In-kind support**

We are also grateful for the generous 'in-kind' support received from different organisations throughout the year. IT support services provided by IT Champions, the banking services provided by the Royal Bank of Scotland, CAF Bank, Nationwide, COIF, HR advice from Michael Green, and the staff time and wider support provided by the Dean and Chapter of Exeter Cathedral. We are grateful to White Stuff and TSB Exeter who supported us as their charity partner. We are also grateful for the continued support of the city centre churches, through the Central Parish of the Church of Exeter, South Street Baptist Church and the Mint Methodist Church for hosting events and meetings, as well as the continued support of their congregations.

### **Trustees' news**

This year our long-standing Chair Heather Morgan stood down and Tim Goodwin was elected as the new Chair at the AGM in October 2019. Sheila Swarbrick was elected Deputy Chair. Richard Clack announced his intention to stand down as Honorary Treasurer and Company Secretary after his third term. We advertised for the post and Robert Pepper was appointed as the new Honorary Treasurer and Company Secretary in February 2020. Richard continued as a trustee to support the new Treasurer in his early months of office and stood down from this role at the end of April 2020. Pat Cusa and David Walters also stood down as trustees at the October AGM. We formally appointed Beth Reynolds 9 (June 2019), Caroline Lake (December 2019) and Charlotte Hanson and Diane Hayman (March 2020).

The Trustee Board has met on a regular basis to ensure effective governance and strategic direction for the organisation. This included two emergency meetings in March 2020 at the end of the financial year to discuss and make decisions as a result of the pandemic.

In addition to the ECI Council, Business and Resources Committee, and Strategy, Projects and Relationships Committee the trustees have played an active role in the three Project Review Groups meeting with managers and projects staff. The purpose of the Policy Review Groups is to provide 'support and challenge' for managers, to look at current activity and plans for project development and future funding opportunities.

The three Project Review Groups and membership:

Vulnerable Adults: John Barrett, Sheila Swarbrick, Tim Goodwin.

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<sup>1</sup> Living Wage Foundation <https://www.livingwage.org.uk/what-real-living-wage>

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Community Projects: Alan Broughton, Charlotte Hanson, Heather Morgan. Richard Clack has remained as an external member of this group.

Children and Families: Chris Neale, Beth Reynolds, Diana Hayman.

We have continued the Income Diversification Working Group to look at future fundraising. The current membership is:

Alan Broughton (Chair), Charlotte Hanson, Diane Hayman, Heather Morgan and Robert Pepper with Adam Atkins and Kevin Hunter from the Management Team.

The trustees supported the Friends of ECI event at St. Stephens Church in May 2019 attended by over 60 people and the Annual Review Meeting at the Mint Methodist Church in November 2019 attended by over 80 people. These events were open to Friends of ECI, supporters and colleagues from partner organisations to showcase our work, including presentations from project staff.

Trustees have been active in supporting the fundraising efforts of ECI through the Sunday Fore Street Flea Market in June 2019 when we opened Jelly and the St Nicholas Priory Opening Day in December 2019. Tim Goodwin and Alan Broughton raised over £1,000 each through cycling a 100 mile challenge ride in June 2019.

Trustees attended the All Staff Meeting in November 2019 where Carole Pilley led a session on mental health awareness. This is usual practice within the organisation and enables trustees to meet members of the staff team.

The Board has been supported by Geoff Poad Clerk to the Trustees and by Liz Vizard with advice to the Strategy, Policy and Relationships committee.

# Governance and structure

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Address	148-149 Fore Street, Exeter, EX4 3AN
Phone number	01392 205800
Website	<a href="http://www.eci.org.uk">www.eci.org.uk</a>
Registered charity number	1026229
Registered company number	02844870

## Trustees & Directors

Tim Goodwin	Chair (elected October 2019)
Sheila Swarbrick	Deputy Chair, Strategy, Projects and Relationships Committee
Robert Pepper	Honorary Treasurer, Company Secretary and Chair, Business and Resources Committee (appointed February 2020)
Alan Broughton	Chair, Strategy, Projects and Relationships Committee
John Barrett	Strategy, Projects and Relationships Committee
Richard Clack	Business and Resources Committee (resigned April 2020)
Pat Cusa	Strategy, Projects and Relationships Committee, Business and Resources Committee (resigned October 2019)
Charlotte Hanson	Strategy, Projects and Relationships Committee (appointed March 2020)
Diane Hayman	Strategy, Projects and Relationships Committee (appointed March 2020)
Caroline Lake	Strategy, Projects and Review Committee (appointed December 2019)
Chris Neale	Business and Resources Committee
Beth Reynolds	Business and Resources Committee (appointed June 2019)
David Walters	Business and Resources Committee (resigned October 2019)

## Non-executive and co-opted members

Liz Vizard	Teacher and Tutor, Strategy, Policy and Relationships Committee
Geoff Poad	Clerk to the Trustees

## Senior Management

Steven Chown	Chief Executive
Carole Pilley	Development Manager
Lee Bingham	Finance Manager
James Pegg	Business Support Manager
Adrienne Baker	Parent Progression Manager
Ellie Barnes/	Exeter Connect Manager (appointed April 2020)
Kerry Shakesheave	
Sanchia Hylton-Smith	Devon Family Resource Manager
Laura Robinson	Community Builders Project Manager
Adam Atkins	Marketing and Engagement Manager (appointed February 2020)
Kevin Hunter	Fundraising Manager (appointed February 2020)

Exeter Community Initiatives  
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Auditors	PKF Francis Clark Centenary House Peninsula Park Rydon Lane Exeter, EX2 7XE
Bankers	Royal Bank of Scotland Broadwalk House Southernhay West Exeter EX1 1TZ  CAF Bank 25 Kings Hill Avenue Kings Hill West Mallings Kent ME19 4JQ  Nationwide Building Society 2 Bedford Street Exeter EX1 1LT  COIF Charity Funds Senator House 85 Queen Victoria Street London EC4V 4ET

## **Trustees' responsibilities in relation to the financial statements**

The charity trustees (who are also directors of Exeter Community Initiatives for the purposes of company law) are responsible for preparing a Trustees' Annual Report and financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the charity trustees to prepare financial statements for each year which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that year. In preparing these financial statements, the trustees are required to:

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

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

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

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

- there is no relevant information, being information needed by the auditor in connection with preparing their report, of which the charity's auditor is unaware; and
- the trustees, having made enquiries of fellow directors and the charity's auditor that they ought to have individually taken, have each taken all steps that he/she is obliged to take as a director in order to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

The trustees approve the Trustees' Annual Report, including approval in their capacity as company directors of the Strategic Report contained within it, on **10 December 2020**.

Signed on behalf of the trustees

**Tim Goodwin**

**Robert Pepper**

## **Independent Auditor's Report**

### **Opinion**

We have audited the financial statements of Exeter Community Initiatives (the "Charity") for the year ended 31 March 2020 which comprise Statement of Financial Activities, Balance Sheet, Statement of Cash flows and notes to the financial statements, including a summary of significant accounting policies. 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), including Financial Reporting Standard 102: The Financial Reporting Standard applicable in the UK and Republic of Ireland.

In our opinion, the financial statements:

- give a true and fair view of the state of the charity's affairs as at 31 March 2020 and of its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice;
- have been prepared in accordance with the requirements of the Companies Act 2006.

### **Basis for opinion**

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

### **Conclusions relating to going concern**

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the trustees' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or

the trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the charity's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.



## **Independent Auditor's Report**

### **Other information**

The trustees are responsible for the other information. The other information comprises the information included in the annual report other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

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

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

- the information given in the trustees' report, (which includes the directors' report prepared for the purposes of company law) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the directors' report included within the trustees' report have been prepared in accordance with applicable legal requirements.

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

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

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

- adequate accounting records have not been kept or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or

we have not obtained all the information and explanations necessary for the purposes of our audit.

## **Independent Auditor's Report**

### **Responsibilities of the trustees**

As explained more fully in the Statement of Trustees' Responsibilities set out on page 26, the trustees (who are also the directors of the charity for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

### **Our responsibilities for the audit of the financial statements**

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

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our auditor's report.

### **Use of our Report**

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

PKF Francis Clark

NEIL HITCHINGS (Senior Statutory Auditor)  
For and on behalf of  
PKF FRANCIS CLARK  
Chartered Accountants & Statutory Auditor  
Centenary House  
Peninsula Park  
Rydon Lane  
Exeter  
EX2 7XE

18 December 2020

Exeter Community Initiatives

Statement of Financial Activities  
(Including the Income and Expenditure Account)

For the year ended 31 March 2020

	Note	Unrestricted Funds £	Designated Funds £	Restricted Funds £	Endowment Funds £	Total 2020 £	Total 2019 £
<b>Income:</b>							
Donations and legacies	3	46,130	-	-	-	<b>46,130</b>	34,492
Other trading activities	4	9,087	-	851	-	<b>9,938</b>	30,254
Investments	5	3,186	-	-	-	<b>3,186</b>	3,388
Charitable activities	6	142,292	-	703,126	-	<b>845,418</b>	589,329
<b>Total Income</b>		<b>200,695</b>	<b>-</b>	<b>703,977</b>	<b>-</b>	<b>904,672</b>	657,463
<b>Expenditure:</b>							
Charitable Activities	7	(283,935)	-	(660,171)	-	<b>944,106</b>	798,220
<b>Total Expenditure</b>		<b>(283,935)</b>	<b>-</b>	<b>(660,171)</b>	<b>-</b>	<b>944,106</b>	798,220
Gains/(losses) on investment assets	12	-	-	-	(903)	<b>(903)</b>	2,003
<b>Net (expenditure)/income</b>		<b>(83,240)</b>	<b>-</b>	<b>43,806</b>	<b>(903)</b>	<b>(40,337)</b>	(138,754)
<b>Transfers between funds</b>	19	(41,102)	11,857	29,245	-	-	-
<b>Net movements in funds</b>		<b>(124,342)</b>	<b>11,857</b>	<b>73,051</b>	<b>(903)</b>	<b>(40,337)</b>	(138,754)
<b>Reconciliation of funds:</b>							
Total funds brought forward	19	327,855	3,143	107,549	28,251	<b>466,798</b>	605,552
<b>Total funds carried forward</b>	19	<b>203,513</b>	<b>15,000</b>	<b>180,600</b>	<b>27,348</b>	<b>426,461</b>	466,798

The notes on pages 35 to 50 form part of these financial statements.

# Exeter Community Initiatives

## Balance Sheet

31 March 2020

		2020		2019	
	Note	£	£	£	£
<b>Fixed assets</b>					
Tangible assets	11		12,787		18,460
Investments	12		27,348		28,251
<b>Total fixed assets</b>			<b>40,135</b>		<b>46,711</b>
<b>Current assets</b>					
Debtors	13	95,358		26,881	
Cash at bank and in hand		319,375		445,334	
<b>Total Current Assets</b>		<b>414,733</b>		<b>472,215</b>	
<b>Liabilities</b>					
Creditors falling due within one year	14	(28,407)		(52,128)	
<b>Net current assets</b>			<b>386,326</b>		<b>420,087</b>
<b>Net assets</b>			<b>426,461</b>		<b>466,798</b>
<b>The funds of the charity:</b>					
<b>Endowment funds</b>	19		<b>27,348</b>		<b>28,251</b>
<b>Restricted funds</b>	19		<b>180,600</b>		<b>107,549</b>
<b>Unrestricted funds</b>					
Unrestricted funds – free reserves			190,726		309,395
Unrestricted funds – fixed assets			12,787		18,460
Designated funds			15,000		3,143
<b>Total charity funds</b>	19		<b>426,461</b>		<b>466,798</b>

The financial statements have been prepared in accordance the special provisions for small companies under part 15 of the Companies Act 2006.

These financial statements were approved by the board of trustees on 10 December 2020 and were signed on their behalf by:

Tim Goodwin

Robert Pepper

**Company registered number:**  
**02844870**

Exeter Community Initiatives

Statement of Cash Flows

31 March 2020

	<b>Note</b>	<b>2020 £</b>	<b>2019 £</b>
<b>Cash (used in)/provided by operating activities</b>	<b>20</b>	<b>(120,531)</b>	<b>(135,508)</b>
<b>Cash flows from investing activities</b>			
Purchase of property plant and equipment		<b>(5,428)</b>	<b>(10,331)</b>
<b>Cash used in investing activities</b>		<b>(5,428)</b>	<b>(10,331)</b>
<b>Changes in cash and cash equivalents in the reporting year</b>		<b>(125,959)</b>	<b>(145,839)</b>
<b>Cash and cash equivalents at the beginning of the reporting year</b>		<b>445,334</b>	<b>591,173</b>
<b>Cash and cash equivalents at the end of the reporting year</b>		<b>319,375</b>	<b>445,334</b>
	<b>Note</b>	<b>2019 £</b>	<b>2018 £</b>
<b>Cash (used in)/provided by operating activities</b>	<b>21</b>	<b>(135,508)</b>	<b>52,293</b>
<b>Cash flows from investing activities</b>			
Purchase of property plant and equipment		<b>(10,331)</b>	<b>-</b>
<b>Cash used in investing activities</b>		<b>(10,331)</b>	<b>-</b>
<b>Changes in cash and cash equivalents in the reporting year</b>		<b>(145,839)</b>	<b>52,293</b>
<b>Cash and cash equivalents at the beginning of the reporting year</b>		<b>591,173</b>	<b>538,880</b>
<b>Cash and cash equivalents at the end of the reporting year</b>		<b>445,334</b>	<b>591,173</b>

## **1. General information**

Exeter Community Initiatives is a company limited by guarantee and therefore has no share capital.

The charity was incorporated in England and Wales and details of the registered office can be found in the reference and administration section of the trustees report.

## **2. Accounting Policies**

The principle accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements are as follows:

### **Basis of preparation**

The financial statements have been prepared in accordance with 'Accounting and Reporting by Charities: Statement of Recommended Practice' applicable to charities preparing their financial statements in accordance with the Charities SORP (FRS102), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) and the Companies Act 2006.

The charity meets the definition of a public benefit entity under FRS102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note(s).

The financial statements have been prepared on a going concern basis and the trustees are not aware of any material uncertainties that would cast doubt on the charity's ability to continue as a going concern. Despite operational challenges and adapting to new ways of working, so far we have seen no adverse impact on income for the charity as a consequence of Covid-19. We have secured a mix of two and three year contract and grants which means we are able to continue a going concern for the foreseeable future, which is not a materially different position for the business from the situation prior to Covid-19.

The functional currency of Exeter Community Initiatives is considered to be pounds sterling because it is the currency of the primary economic environment in which the charitable company operates.

### **Statement of compliance**

The financial statements have been prepared in accordance with FRS102 - the Financial Reporting Standard applicable in the UK and Republic of Ireland. There are no material departures from FRS102.

### **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.

## 2. Accounting policies (continued)

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 19.

### Income

Income from donations and legacies 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 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 (SOFA) 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.

## **2. Accounting policies (continued)**

### **Expenditure**

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 financial statements when a commitment has been made and there are no conditions to be met relating to the grants 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 include costs of the preparation and examination of the statutory financial statements, the costs of trustee meetings and the cost of any legal advice to trustees on governance or constitutional matters.

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
Leasehold improvements	25% straight line basis



## **2. Accounting policies (continued)**

### **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 SOFA 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 SOFA based on the market value at the year end.

### **Operating Leases**

Rentals payable under operating leases are charged in the SOFA on a straight line basis over the lease term.

**3. Donations and Legacies**

	Unrestricted Funds	Restricted Funds	Endowment Funds	Total Funds 2020	Total Funds 2019
	£	£	£	£	£
<b>Donations and legacies</b>					
Share scheme	15,213	-	-	<b>15,213</b>	14,509
Donations and gifts	27,609	-	-	<b>27,609</b>	16,760
Gift Aid tax reclaimed	3,308	-	-	<b>3,308</b>	3,223
	<u>46,130</u>	<u>-</u>	<u>-</u>	<u><b>46,130</b></u>	<u>34,492</u>

The income from donations and legacies was £46,130 (2019: £34,492) of which £46,130 was unrestricted (2019: £34,492) and £Nil restricted (2019: £nil)

**4. Other trading activities**

	Unrestricted Funds	Restricted Funds	Endowment Funds	Total Funds 2020	Total Funds 2019
	£	£	£	£	£
Rental income	7,796	-	-	<b>7,796</b>	15,319
Service provisions and other sales	1,291	-	-	<b>1,291</b>	13,200
Training Income	-	800	-	<b>800</b>	1,500
Other Income	-	51	-	<b>51</b>	235
	<u>9,087</u>	<u>851</u>	<u>-</u>	<u><b>9,938</b></u>	<u>30,254</u>

The income from other trading activities was £9,938 (2019: £30,254) of which £9,087 was unrestricted (2019: £28,743) and £851 restricted (2019: £1,511).

**5. Investments**

	Unrestricted Funds	Restricted Funds	Endowment Funds	Total Funds 2020	Total Funds 2019
	£	£	£	£	£
Income from listed investments	948	-	-	948	929
Interest on cash deposits	2,238	-	-	2,238	2,459
	<u>3,186</u>	<u>-</u>	<u>-</u>	<u>3,186</u>	<u>3,388</u>

The income from investments was £3,186 (2019: £3,388) of which £3,186 was unrestricted (2019: £3,388) and £Nil restricted (2019: £nil).

**6. Charitable Activities**

	Unrestricted Funds	Restricted Funds	Endowment Funds	Total Funds 2020	Total Funds 2019
	£	£	£	£	£
<b>Community, Projects and Social Enterprise</b>					
Statutory grants	-	316,901	-	316,901	239,346
Service provisions and other sales	-	-	-	-	-
Donations and gifts	40	-	-	40	50
Sales of donated gifts	46,319	2,871	-	49,190	48,334
Gift Aid tax reclaimed	3,123	-	-	3,123	3,572
Charitable trusts and grant making	-	14,800	-	14,800	2,000
Other income	-	-	-	-	-
	<u>49,482</u>	<u>334,572</u>	<u>-</u>	<u>384,054</u>	<u>293,302</u>
<b>Vulnerable adults</b>					
Statutory grants	-	-	-	-	20,000
Charitable trusts and grant making	-	31,500	-	31,500	12,500
Big Lottery Fund	15,000	35,000	-	50,000	28,074
Donations and gifts	-	102	-	102	-
Service provisions and other sales	-	2,000	-	2,000	270
	<u>15,000</u>	<u>68,602</u>	<u>-</u>	<u>83,602</u>	<u>60,844</u>
<b>Children and Families</b>					
Donations and gifts	-	-	-	-	1,203
Statutory grants	-	299,952	-	299,952	205,705
Service provision and other sales	54,364	-	-	54,364	13,950
Charitable trusts and grant making	23,446	-	-	23,446	14,325
	<u>77,810</u>	<u>299,952</u>	<u>-</u>	<u>377,762</u>	<u>235,183</u>
	<u>142,292</u>	<u>703,126</u>	<u>-</u>	<u>845,418</u>	<u>589,329</u>

The income from charitable activities was £845,418 (2019: £589,329) of which £142,292 was unrestricted (2019: £84,761) and £703,126 restricted (2019: £504,568).

# Exeter Community Initiatives

## Notes to the Financial Statements for the Year Ended 31 March 2020

### 7. Total resources expended

	Community, Projects and Social enterprise £	Vulnerable adults £	Project development £	Children and families £	Support costs £	Total 2020 £	Total 2019 £
Wages, salaries and external sessions	32,427	69,656	232,005	311,851	126,820	<b>772,759</b>	650,321
Recruitment costs	50	196	2,659	818	1,440	<b>5,163</b>	2,480
Travelling and other costs	237	2,362	1,936	21,760	820	<b>27,115</b>	15,680
User activities and training courses	-	1,665	3,649	5,389	3,036	<b>13,739</b>	18,036
Telephone and internet	219	484	1,437	1,366	7,860	<b>11,366</b>	9,308
Computer software and maintenance costs	-	2,968	576	3,729	6,833	<b>14,106</b>	11,349
Printing postage and stationery	884	163	785	968	5,180	<b>7,980</b>	11,432
Rent rates and room hire	8,123	4,681	5,799	155	14,011	<b>32,769</b>	37,810
Light, heat and power	1,495	-	2,160	-	1,495	<b>5,150</b>	5,734
Insurance	240	-	245	-	3,307	<b>3,792</b>	3,893
Subscriptions	676	-	338	25	456	<b>1,495</b>	1,766
Publicity & marketing	153	7	-	837	2,735	<b>3,732</b>	3,328
Repairs and maintenance	-	-	813	21	758	<b>1,592</b>	3,334
Depreciation	-	-	-	-	11,101	<b>11,101</b>	12,026
Equipment	150	86	558	196	108	<b>1,098</b>	1,277
Professional fees	-	-	-	-	22,571	<b>22,571</b>	1,544
Sundries and consumables	56	81	1,031	39	1,638	<b>2,845</b>	3,143
Grants payable	-	-	-	-	-	<b>-</b>	-
<b>Governance Costs</b>							
Cost of trustee meetings	-	-	-	-	557	<b>557</b>	205
Auditor's remuneration	-	-	-	-	5,176	<b>5,176</b>	5,554
	<u>44,710</u>	<u>82,349</u>	<u>253,991</u>	<u>347,154</u>	<u>215,902</u>	<u><b>944,106</b></u>	<u>798,220</u>

Total resources expended was £944,106 (2019 £798,220) of which £283,935 was unrestricted (2019: £267,348) and £660,171 restricted (2019: £530,872).

**8. Net income**

Net income is stated after charging:

	<b>2020</b>	<b>2019</b>
	<b>£</b>	<b>£</b>
Auditor's remuneration – audit services	5,176	<b>5,554</b>
Depreciation of tangible fixed assets	11,101	<b>12,026</b>
Operating leases – land and buildings	15,250	<b>12,200</b>
Operating leases – other	1,190	<b>760</b>
	<u><u>          </u></u>	<u><u>          </u></u>

**9. Employees' remuneration**

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

	<b>2020</b>	<b>2019</b>
	<b>No.</b>	<b>No.</b>
Core, governance and generating voluntary income	<b>12</b>	12
Vulnerable adults	<b>4</b>	4
Project development	<b>1</b>	1
Children and families	<b>13</b>	10
Community, Projects & Social Enterprise	<b>16</b>	17
	<u><u>          </u></u>	<u><u>          </u></u>
	<b>46</b>	44

The number of employees based on full time equivalents for 2020 were 34 (2019: 32).

The aggregate payroll cost of these persons was as follows:

	<b>2020</b>	<b>2019</b>
	<b>£</b>	<b>£</b>
Wages and salaries	<b>690,865</b>	588,737
Social security	<b>42,069</b>	35,461
Other pension costs	<b>30,564</b>	25,714
	<u><u>          </u></u>	<u><u>          </u></u>
	<b>763,498</b>	649,912

There were no employees in receipt of emoluments exceeding £60,000.

The charity trustees were not paid or received any other benefits from employment with the charity (2019: £nil), nor were they reimbursed expenses (2019: £nil). No charity trustee received payment for professional or other services supplied to the charity (2019: £nil).

The Key Management Personnel of the charity comprises the trustees, the Chief Executive Officer and the senior leadership team. The total employee benefit of the key management personnel of the charity was £208,155 (2019: £186,873), in 2020 there were 9 members of the senior leadership team (2019: 7).

**10. Corporation taxation**

The charity is exempt from tax on income and gains falling within section 505 of the Taxes Act 1988 or section 252 of the Taxation of Chargeable Gains Act 1992 to the extent that these are applied to its charitable objects.

**11. Tangible fixed assets**

	Leasehold improvements £	Fixtures, fittings and equipment £	Total £
<b>Cost or valuation</b>			
As at 1 April 2019	32,089	88,332	<b>120,421</b>
Additions	-	5,428	<b>5,428</b>
As at 31 March 2020	<b>32,089</b>	<b>93,760</b>	<b>125,849</b>
<b>Depreciation</b>			
As at 1 April 2019	18,767	83,194	101,961
Charge for the year	8,028	3,073	11,101
Eliminated on disposals	-	-	-
As at 31 March 2020	<b>26,795</b>	<b>86,267</b>	<b>113,062</b>
<b>Net book value</b>			
As at 31 March 2020	<b>5,294</b>	<b>7,493</b>	<b>12,787</b>
As at 31 March 2019	13,322	5,138	18,460

**12. Investment held as fixed assets**

	Listed Investments £
<b>Market value</b>	
As at 1 April 2019	<b>28,251</b>
Revaluation	<b>(903)</b>
As at 31 March 2020	<b>27,348</b>
<b>Net book value</b>	
As at 31 March 2020	<b>27,348</b>
As at 31 March 2019	28,251

All investments assets were held in the UK.

**Listed investments**

Investments having a net book value of £27,348 (2019: £28,251) are listed on a recognised stock exchange and had a market value of £27,348 at the year-end (2019: £28,251).

**13. Debtors**

	<b>2020</b>	<b>2019</b>
	<b>£</b>	<b>£</b>
Trade debtors	<b>62,534</b>	13,679
Other debtors	<b>26,083</b>	6,795
Prepayments and accrued income	<b>6,741</b>	6,407
	<u><b>95,358</b></u>	<u>26,881</u>

**14. Creditors: Amounts falling due within one year**

	<b>2020</b>	<b>2019</b>
	<b>£</b>	<b>£</b>
Trade creditors	<b>1,545</b>	12,653
Taxation and social security	<b>8,743</b>	11,131
Other creditors	<b>7,529</b>	14,729
Accruals and deferred income	<b>10,590</b>	13,615
	<u><b>28,407</b></u>	<u>52,128</u>

**15. 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 an amount not exceeding £10 towards the assets of the charity in the event of liquidation.

**16. Operating lease commitments**

As at 31 March 2020 the charity had total commitments under non-cancellable operating leases as follows:

Operating leases which expire:

	<b>Land and buildings</b>		<b>Other</b>	
	<b>2020</b>	<b>2019</b>	<b>2020</b>	<b>2019</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Within one year	<b>7,625</b>	15,250	<b>860</b>	760
Within two and five years	<b>-</b>	7,625	<b>3,010</b>	-
	<u><b>7,625</b></u>	<u>22,875</u>	<u><b>3,870</b></u>	<u>760</u>

**17. Pension Scheme**

*Defined contribution pension scheme*

The charity operates a defined contribution pension scheme. The pension cost charge for the year represents contributions payable by the charity to the scheme and amounted to £30,564 (2019: £25,714).

Contributions totalling £4,219 (2019: £7,492) were payable to the scheme at the end of the year and are included in creditors.

**18. Related parties**

There have been no related party transactions in the year requiring disclosure.

**Controlling entity**

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



## Notes to the Financial Statements for the Year Ended 31 March 2020

**19. Analysis of Funds**

	<b>At 1 April 2019</b>	<b>Income</b>	<b>Expenditure</b>	<b>Transfers</b>	<b>Other recognised gains/losses</b>	<b>At 31 March 2020</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
<b>Designated funds</b>						
New development fund	-	-	-	15,000	-	15,000
ICT	3,143	-	-	(3,143)	-	-
	<u>3,143</u>	<u>-</u>	<u>-</u>	<u>11,857</u>	<u>-</u>	<u>15,000</u>
<b>General funds</b>						
Unrestricted income fund	327,855	200,695	(283,935)	(41,102)	-	203,513
<b>Restricted funds</b>						
TWIN	3,229	98,661	(98,121)	-	-	3,769
Parent Progression	48,402	202,091	(190,349)	-	-	60,144
Transitions	13,732	68,002	(56,836)	-	-	24,898
Food Fund	3,536	-	-	-	-	3,536
Bike Bank	-	17,671	(15,904)	13,033	-	14,800
Ripple Effect	-	651	(38,182)	37,531	-	-
Small Grants	2,019	-	-	-	-	2,019
Homeless Collaboration	1,735	-	-	-	-	1,735
Wellbeing Exeter	34,896	257,925	(246,364)	(27,819)	-	18,638
Exeter Connect	-	58,976	(14,415)	-	-	44,561
Colab	-	-	-	6,500	-	6,500
	<u>107,549</u>	<u>703,977</u>	<u>(660,171)</u>	<u>29,245</u>	<u>-</u>	<u>180,600</u>
Expendable Endowment Endowment fund	28,251	-	-	-	(903)	27,348
	<u>466,798</u>	<u>904,672</u>	<u>(944,106)</u>	<u>-</u>	<u>(903)</u>	<u>426,461</u>

## **19 Analysis of funds (continued)**

### **Designated Funds**

New developments fund – for use to develop new projects within the organisation.

ICT – A capital fund for future ICT equipment.

### **Restricted Funds**

TWIN – sub-contract with TWIN to deliver a range of interventions to support parents improve communication to create a positive environment for children part of the DWP Reducing Parental Conflict programme called 'Happy Families, Happy Futures'.

Parent Progression – sub-contract with Action for Children to deliver support for parents using children's centres to enable them to access opportunities for volunteering, training and employment, part of the Devon County Council contract with them to deliver Children's Centre Services.

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

Exwick Community Centre – a fund for the development and maintenance of the Exwick Community Centre building. Responsibility for the management of the centre was handed over to Exeter Communities Together with the agreement of Exeter City Council.

Food Fund – funding to increase skills and confidence through providing food growing activities.

Bike Bank – a sheltered bike maintenance workshop to increase the skills of those most excluded from society and give meaningful occupation to their time. This project was partially funded from unrestricted funds in the short-term to seek further funding.

Ripple Effect – working to increase the level of influence and skills of people with lived experience of drug and alcohol dependency. This project was funded from unrestricted reserves to support beneficiaries and seek further funding.

Devon Family Resource – supporting children and families to thrive and have a positive start to their life through enabling the provision of support services.

Small Grants – a restricted fund for any miscellaneous small grants received for specific purposes during the year.

Homeless Collaboration – funds to be used to support soup kitchens in Exeter.

Wellbeing Exeter – funds to be used to employ Community Builders on the Wellbeing Exeter project.

Exeter Connect – funds to be used to deliver the voluntary and community sector support service for Exeter City Council.

Colab – funds to be used to support community response to mental health projects in Colab.

**19. Analysis of Funds (continued)****2019 Comparative**

	At 1 April 2018	Income	Expenditure	Transfers	Other recognised gains/losses	At 31 March 2019
	£	£	£	£	£	£
<b>Designated funds</b>						
New development fund	139,844	-	-	(139,844)	-	-
ICT	10,000	-	-	(6,857)	-	<b>3,143</b>
	<u>149,844</u>	<u>-</u>	<u>-</u>	<u>(146,701)</u>	<u>-</u>	<u><b>3,143</b></u>
<b>General funds</b>						
Unrestricted income fund	306,864	151,384	(267,348)	136,955	-	<b>327,855</b>
	<u>306,864</u>	<u>151,384</u>	<u>(267,348)</u>	<u>136,955</u>	<u>-</u>	<u><b>327,855</b></u>
<b>Restricted funds</b>						
TWIN	-	5,615	(2,386)	-	-	<b>3,229</b>
Parent Progression	-	200,141	(151,739)	-	-	<b>48,402</b>
Transitions	17,176	40,585	(44,029)	-	-	<b>13,732</b>
Exwick Community Centre	3,950	-	(3,950)	-	-	-
Food Fund	3,536	-	-	-	-	<b>3,536</b>
Bike Bank	20,261	5,123	(27,722)	2,338	-	-
Ripple Effect	6,066	20,270	(43,778)	17,442	-	-
Devon Family Resource	30,000	-	(30,000)	-	-	-
CISS	10,034	-	-	(10,034)	-	-
Small Grants	2,019	-	-	-	-	<b>2,019</b>
Homeless Collaboration	1,735	-	-	-	-	<b>1,735</b>
Wellbeing Exeter	27,819	234,345	(227,268)	-	-	<b>34,896</b>
	<u>122,596</u>	<u>506,079</u>	<u>(530,872)</u>	<u>9,746</u>	<u>-</u>	<u><b>107,549</b></u>
Expendable Endowment Endowment fund	26,248	-	-	-	2,003	<b>28,251</b>
	<u>605,552</u>	<u>657,463</u>	<u>(798,220)</u>	<u>-</u>	<u>2,003</u>	<u><b>466,798</b></u>

**Expendable Endowment**

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 purposed deemed appropriate by the council of management. Gains or losses on the investments in which the fund is held are added to or deducted from the fund each year.

**Net assets analysed by Fund**

	Unrestricted Funds	Restricted Funds	Endowment Funds	Total Funds 2020	Total Funds 2019
	£	£	£	£	£
Tangible assets	12,787	-	-	<b>12,787</b>	18,460
Investments	-	-	27,348	<b>27,348</b>	28,251
Current assets	234,133	180,600	-	<b>414,733</b>	472,215
Creditors: Amounts falling Due within one year	(28,407)	-	-	<b>(28,407)</b>	(52,128)
Net assets	<u>218,513</u>	<u>180,600</u>	<u>27,348</u>	<u><b>426,461</b></u>	<u>466,798</u>

**2019 – Comparative**

	Unrestricted Funds	Restricted Funds	Endowment Funds	Total Funds 2019	Total Funds 2018
	£	£	£	£	£
Tangible assets	18,460	-	-	18,460	20,155
Investments	-	-	28,251	28,251	26,248
Current assets	364,666	107,549	-	472,215	625,809
Creditors: Amounts falling due within one year	(52,128)	-	-	(52,128)	(66,660)
Net assets	<u>330,998</u>	<u>107,549</u>	<u>28,251</u>	<u>466,798</u>	<u>605,552</u>

**19. Reconciliation of net income to net cash flows from operating activities**

	2020 £	2019 £
<b>Net (expenditure)/ income for the reporting year</b>	<b>(40,337)</b>	(138,754)
<b>Adjustments for:</b>		
Depreciation charge	11,101	12,026
(Gains)/losses on investments	903	(2,003)
Decrease/(increase) in debtors	(68,477)	7,755
(Decrease) / increase in creditors	(23,721)	(14,532)
<b>Net cash (used in) /provided by operating activities</b>	<u><b>(120,531)</b></u>	<u>(135,508)</u>

**20. Financial instruments**

	<b>2020</b>	<b>2019</b>
	<b>£</b>	<b>£</b>
Financial assets measured at fair value through income and expenditure	<b>27,348</b>	28,251
Financial assets measured at amortised cost	<b>88,617</b>	20,474
Financial liabilities measured at amortised cost	<b>9,074</b>	27,382