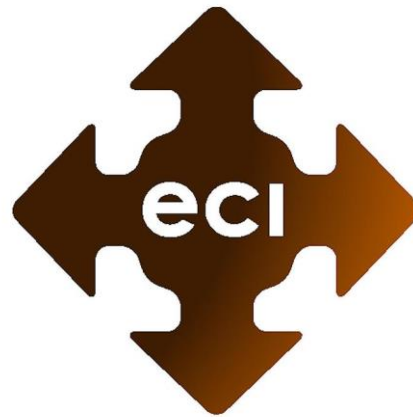


**Company registration number: 02844870**  
**Charity registration number: 1026229**

**Exeter Community Initiatives**



**(A company limited by guarantee)**

**Annual Report and Financial Statements**  
**For the Year Ended 31 March 2021**

**PKF FRANCIS CLARK**  
**Chartered Accountants & Statutory Auditor**  
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**Report of the Trustees for the Year Ended 31st March 2021**

Mission and Values .....	2
Our year in summary .....	3
Individual work .....	3
Group work.....	3
Volunteers.....	3
Positive impact.....	4
Finance .....	6
Quality.....	7
Chair's Introduction .....	8
Objectives and Activities .....	9
Charitable Objects and Strategy .....	9
How Our Activities Deliver Public Benefit .....	9
Achievements and Performance.....	10
2020/21 Progress .....	10
Progress against strategic aims.....	10
Progress against project plans .....	11
Bike Bank.....	11
Community Builders .....	11
Devon Family Resource .....	12
Exeter Connect .....	13
Jelly .....	13
Parent Progression .....	14
Transitions.....	15
Financial Review and Reserves Policy .....	16
Funds position.....	16
Reserves policy.....	16
Investment policy.....	16
Risk Management.....	17
Investment in the future.....	18
Structure, Governance and Management.....	19
Premises .....	20
Paid staff.....	20
Volunteers.....	20
In-kind support.....	21

Exeter Community Initiatives  
Year Ended 31 March 2021

<b>Trustees' news</b> .....	21
Governance and Structure .....	23
<b>Trustees &amp; Directors</b> .....	23
<b>Non-executive and co-opted members</b> .....	23

**Financial Statements for the year ending 31 March 2021**

<b>Statement of Trustees' Responsibilities</b>	<b>25</b>
<b>Independent Auditor's Report</b>	<b>26</b>
<b>Statement of Financial Activities</b>	<b>30</b>
<b>Balance Sheet</b>	<b>31</b>
<b>Cash Flow Statement</b>	<b>32</b>
<b>Notes to the Financial Statements</b>	<b>33</b>

# Exeter Community Initiatives

## Helping where it matters most

*‘This has been a year like no other. We have met the challenges thrown at us by the pandemic and been able to support individuals within the community and work with others to develop new initiatives. In many ways the crisis has highlighted the strengths of ECI. We have been in the right place, at the right time, to support others, and take on new challenges. We may have been working from home but we have not stood still. We will do what is needed to support people facing the challenges of poverty, disadvantage and isolation.’*

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 **203 families** and **140 vulnerable adults** through **1 to 1 support**. This does not include nearly **700 families** we were able to support through our **Make and Do** and **Secret Santa** Appeals. Through our 1:1 work we were able to support people with issues such as:

- Reducing social isolation
- Improve confidence, self-esteem and resilience
- Improve and maintain positive relationships
- Feeling supported and connected to others
- Finding work and training
- Managing debts and housing issues
- Managing profound physical health problems
- Managing children's behaviour
- Boundary setting and keeping children safe
- Keeping a family routine
- Improving communication between children and parents

## Group work

We supported **15 new and emerging groups**; with our support **4 new groups became constituted**. We worked with **77 existing groups** providing advice on governance, marketing and promotion, fundraising and income generation. We held over **£9,000 for 11 groups** without a bank account; supported **35 ward based groups** and **51 with a city-wide reach**. Group work activity was limited during the pandemic but we were able to offer online workshops addressing the following issues:

- Social groups and identity
- Self-help strategies for anxiety
- Exploring structure, routine and change
- Reflecting on what we eat affects how we feel
- Meal planning on a budget
- Bargain hunting and money saving tips
- Drawing up a personal budget
- Managing and accepting change
- Planning and organising moving home

In addition, our **Community Builders** supported **650** residents move their ideas into action, supported **142** groups with new initiatives, hosted **328** events and activities and carried out **798** listenings with local residents across all 13 wards in Exeter.

## Volunteers

Despite the unprecedented nature of the pandemic, **27** volunteers gave **1,773** hours of their time to supporting others, as **Transitions** and **Jelly** volunteers. This equates to **£16,843** notional value on volunteer time (based on the Real Living Wage at £9.50 an hour).

## Positive impact

The strength of Exeter Community Initiatives has always been its ability to adapt to change. From the start of the pandemic we mobilised our resources to support individuals and communities through all of our activities.

**'Exeter Connect** were instrumental from day one in supporting the Exeter Community Wellbeing Partnership led by Exeter City Council in making connections and offering support to volunteers and community response groups across Exeter. The **Community Builders** were able to bring people together at a difficult time... I can't speak highly enough regarding their fabulous efforts and dedication to the communities they work with and support.'

**Councillor Amal Ghusain, Portfolio Holder for Communities & Culture,  
Exeter City Council**

'I was particularly impressed by the amazing effort and work done by the **Community Builders**... the work you are doing is effective, timely and shows utter dedication and commitment... These challenges are likely to be with us for some time ahead but I am certain we will get through them with the spirit and sense of teamwork you and your organisation have so superbly displayed.'

**David Fursdon, HM Lord-Lieutenant of Devon**

We worked with local people to create more resilient communities and help them improve their neighbourhoods:

'I wanted to write to say how much I have appreciated the support and advice from our **Community Builder**...we pursued our aim for the defibrillator, raised money through grants and fundraising and are soon to order our first machine... We now have a constituted group and are waiting for our bank account to be confirmed. All this has meant that people are talking to each other, relationships are developing and achievements made.'

**Rose Gander, Chair, Whipton Defibrillator Group**

We continued to provide practical 1:1 support for people at difficult moments in the lives:

'Thank you so much again for everything, you believed in me when I didn't believe in myself and that made me realise that I am still able to go and follow my dreams whilst being a good mum and for that I'm forever thankful to you. You saved my family's Christmas, by helping us get the winter fund food money, Food Bank support and gift voucher.'

**Parent feedback to Devon Family Resource**

We have supported people by improving their mental, emotional and physical wellbeing:

'I have gained a clearer understanding of habit loops - both positive and negative. Also, of the chain of events that can happen when certain emotions or events trigger particular reactions, and how to interrupt the chain at the point of negative self-talk with some positive self-talk! I've also learned that I actually feel like I'm doing pretty well with gradually implementing healthy and beneficial habits into my daily routine. It feels like it's evolving really well and I'm enjoying the process. Even when one goes wrong it's

not the end of the world. I feel very positive about the progression of habits I've already built and ones I'm in the process of building.'

**Transitions client**

We have given people the opportunity to develop skills and give something back to the community:

Paul is ex-Navy and suffers from PTSD. He is also a carer so has been unable to work for a while, but says that the **Bike Bank** training helped him both on a practical and social level.

'I've learned how to index gears properly, change cables and set V brakes up. It's also good to get out and speak to more people – it's great to have adult conversation! And it's nice that at the end of this I can hopefully volunteer and get involved.'

We have given people confidence to realise their ambitions:

'I am showing my children, whatever age you are you can achieve goals in life.'

**Parent Progression parent**

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

'**Transitions** helped me to motivate myself and stick to goals. Thank you so much, I'm feeling stronger and more confident in myself.'

**Transitions client**

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

'I really enjoy volunteering at **Jelly**. It's such a welcoming and friendly shop and Dawn works hard to make everyone feel welcome and part of the Jelly team. Plus, we get the opportunity to meet so many great local people who really value what Jelly has to offer.'

**Jelly volunteer**

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

'The last 12 months have certainly seen an organic growth of the partnership between **Devon Family Resource** and Make Amends... due to the shared vision and passion for supporting people and families who have become victims of crime... Make Amends is really looking forward to working in collaboration with such a caring and dynamic organisation in the future and turning opportunities into a reality for those families who can really benefit from such an inspiring organisation.'

**Soo Brizell, Service Manager, Make Amends**

## Finance

In 2020/21 we had a range of income from various sources, totalling **£1,125,952** 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.

	2021	2020	2019	2018
Statutory	<b>74%</b>	<b>68%</b>	71%	55%
Individual giving and donations	<b>10%</b>	<b>5%</b>	5%	3%
Grant income	<b>10%</b>	<b>13%</b>	9%	32%
Alt income	<b>6%</b>	<b>8%</b>	7%	3%
Trading income	<b>0%</b>	<b>6%</b>	8%	7%

We spent **£1,016,757** on delivering services and achieving outcomes, of which **£515,988** was spent directly on service provision and approximately **£389,127** on project development, the remainder being core costs of delivery.

Income and expenditure on charitable activities increased significantly in 2020/21 compared with 2019/20 due to contracts with Exeter City Council for the Voluntary Sector Support Service (Exeter Connect), additional funding from Devon Community Foundation (DCF) to support an additional area within the Wellbeing Exeter programme and a new Family Connectors project run by Devon Family Resource (DFR) and a sub-contract with TWIN from the Department of Work and Pensions (DWP) to Happy Families, Happy Futures programme. Existing funders also provided additional emergency funding due to Covid-19.

The TWIN contract in agreement with the DWP was changed from a payment by results model (PBR) to a cost model from April 2020 onwards due to Covid-19. The overriding reason being that it would have been financially unviable to provide the level of service necessary in order to fulfil the contract.

During the year ECI did have to close the Jelly Shop due to the Covid-19 restrictions. Due to this fact, we took advantage of the Government's SBRR grant and secured funding of £39,143. As a consequence of closing the Jelly shop we had to furlough a few members of staff (including some admin team employees) and therefore claimed a total of £30,636 from the Government's Coronavirus Job Retention Scheme.

A £15,000 grant was received from the Garfield Weston Foundation which has been treated as designated funds in order to support new project development.

Our reserves increased from £426,461 to **£541,397**. 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.

**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 £17,133 (including gift aid) in individual

donations and a further £940 from churches and other organisations through this scheme.

- Thanks to the continued support from local churches: Central Exeter PCC, Chulmleigh Congregational Church, Clyst St George PCC, South Street Baptist Church, Southernhay United Reform Church, Sidwell Street Methodist Church, St James PCC, St Michaels and All Angels.
- Thanks to the Exeter City Football Club Supporters Trust who launched their charity partnership with ECI in September 2020.
- Thanks to local business: Brewin Dolphin, John Lewis, Waitrose, White Stuff, AECOM, S & G Transport for your kind and generous donations.
- Thanks to all who contributed to the Make and Do and Secret Santa appeals.
- Thanks to 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, Pilgrim Trust, Garfield Weston Foundation, David Gibbons Foundation, Vinci Foundation, Jamieson Bystock Trust and Rank Foundation.

## Quality

During the year the management team and trustees were working towards NCVO Trusted Charity Mark. 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 achieved the award in August 2021. We have continued to maintain high standards in practice and have a robust internal review mechanism for all our projects. All ECI projects provide quarterly reports to the ECI Council quarterly. Internal 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. In August 2020 we signed up to the Fundraising Regulator's Code of Practice and continue to participate in the Mindful Employer scheme.



Registered with



## Chair's Introduction

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This past year has been gruelling but one that has shown the true value of the work we do. Getting through it was truly a collective effort. To all of you who are a part of Exeter Community Initiatives: our volunteers, funders and commissioners, clients and community members, Friends of ECI and individual donors, my fellow Trustees thank you. Most of all a special thanks to the awesome staff of ECI and their families who support them to do such great work. Your efforts and encouragement are truly appreciated.

The 2020-21 Annual Report and Accounts presents some facts and figures and the "bottom-line" but doesn't tell the full story of a year that tested our resilience and endeavour. While the pandemic forced the closure of our physical premises and the way in which we work, it did not lessen the challenges placed on our team. Covid-19 is a dangerous threat to our physical health, but is not the only risk posed by the pandemic. Isolation and social exclusion are like harmful viruses that already infect our community even more so during lockdown and periods of "social distancing." Across our communities, we saw the heightened risk due to clients' physical isolation of depression and loneliness, conditions that threaten wellbeing just as much as the coronavirus. For families with limited means and accommodation, the added pressure of managing "home-schooling" with worries of employment and income was incredibly stressful.

When the pandemic began, we quickly modified the ways in which we provide much needed services to our clients and support for residents and communities. We pivoted from face-to-face contact and workshops, to implementing activities using the phone and virtual platforms to stay connected with our clients and nourish their wellbeing. Our "make-and-do" campaign provided parents with reading and craft materials for their children, as well as tips on how to manage learning from home. With the digital divide proving an ever-widening chasm, we successfully trialled providing a limited number of basic digital tablets to several clients.

It has been exhausting yes, even gruelling for our team. The success of ECI in delivering our projects is a testament to the tremendous fortitude each of our staff brings to their work. Their collective resilience is inspiring. It reaffirms the principles on which ECI is founded: to help people facing poverty, inequality, and homelessness to get their lives back on track.

Much has been made of the opportunity we now have to "build back better"; but that is what ECI has always done and continues to do every day. We do it with each and every client facing untold challenges and complexities in their lives. We do it by helping to build stronger community in our neighbourhoods. We do it by connecting with voluntary groups that need capacity building and assistance to address local needs.

The risk of Covid-19 is being mitigated, at least partially, by vaccines. There is no similar "magic bullet" to eradicate the viruses of isolation, deprivation and harm. We can't be complacent and accept them as inevitable. They marginalise our neighbours and threaten the wellbeing of all of us. Please join and help us by giving whatever support you are able, whether as a Friend of ECI, donor, mentor or volunteer. So we can work together to create more vibrant, engaged and inclusive communities in and around Exeter, in which all people get to live meaningful, healthy lives.

**Tim Goodwin – November 2021**

# 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 2020/21 Progress

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## Progress against strategic aims

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

We moved quickly to ensure we were able to provide online support for clients, residents and communities. We played a key role in the Exeter Community Wellbeing Team supporting residents and community groups during the successive lockdowns. The new Exeter Connect service was initiated at the start of the first lockdown and we adapted other activities to support individuals and communities, including online toolkits and workshops. We launched two appeals to respond to the pandemic: the Make and Do Appeal raised £5000 to support families with home-schooling packs and the Secret Santa Appeal raised £2,000 to provide a Christmas gift for struggling families.

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

During the year the Management Team and Trustees worked towards the NCVO Trusted Charity Mark at Level 1. We achieved the award in August 2021. The final report with findings from the external assessment said, '[ECI] has met the criteria in all eleven areas of the quality standard. [ECI] has a committed and experienced Trustee Board, who along with the Senior Management Team, provide strong leadership and focus to the organisation... The organisation engages with users to ensure that, where possible, outcomes and objectives are met, and this is backed up by a robust monitoring and evaluation process. It has also established strong and meaningful partnerships with local agencies.'

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

All staff continued to have regular supervisions and appraisals throughout the pandemic, which enabled individuals to identify their own training needs. We also provided opportunities for reflection on the changes to the ways of working through all staff and project team meetings. Staff have been encouraged to participate in rethinking our strategic plan over the next five years and reflect on how the organisation can respond to hidden inequalities thrown into sharp relief by the pandemic, particularly systemic racism and unconscious bias; violence against women and domestic violence generally. The NCVO Trusted Charity final report said 'Staff and volunteers interviewed were very enthusiastic about being given more responsibility and the chances to use their initiative, enhanced by opportunities for training to develop within their roles.'

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

We have been active in a number of partnerships, including Wellbeing Exeter, the Devon Together Alliance and the Exeter Homeless Partnership. We were involved in Colab community mental health and wellbeing project, including supporting the development of a 'guided conversation' toolkit with Exeter University for people with complex needs. We worked with the Devon Together Alliance on securing funding and creating Plug in Devon a web-based platform to raise awareness of local support for people with drugs/alcohol issues. We supported the Exeter Homeless Partnership develop the Tap2Give scheme of alternative giving. We have also become the charity partner of the Exeter City Football Club Supporter Trust. The Trust is a social benefit organisation with over 3000 members.

## 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. Bike Bank was temporarily closed in September 2019 because of a lack of funding. Grants from Awards for All, 29<sup>th</sup> May 1961 Charitable Trust and the Elmgrant Trust meant we were able to re-start the project in partnership with Ride On a charity dedicated to promoting cycling.

In March 2020 we were due to relaunch Bike Bank at the Ride On premises on Exeter Quay but these plans were delayed until September by the pandemic and lockdown restrictions. Because of social distancing guidelines we have only been able to offer a restricted service with only one trainee at a time. During the year we had 20 applications with 5 people starting the training course. This has been well received by participants and we hope to develop the partnership with Ride On as part of our meaningful activities offer.

#### **The priorities for 2021/22 are:**

1. Continue to develop the partnership with Ride On.
2. Increase the number of trainees that can be supported at each session.
3. Connect Bike Bank with other skills based activities as part of developing our offer around meaningful opportunities.

### Community Builders

The Community Builders are part of the Wellbeing Exeter programme. This is a combination of social prescribing and Asset Based Community Development (ABCD) to enable individuals and communities to improve and promote their own wellbeing. The Community Builders have been operating for over three years across all 13 wards in Exeter. We also recruited a new Community Builder in Cranbrook.

Through listenings 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.

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 to ensure people had the resources they need whilst isolating, including food deliveries and prescription runs. In most instances across the city this involved supporting organisations and groups that were already active; while in other areas, where there was a gap, the local Community Builder led on bringing partners together and facilitating discussions to shape a community response.

The Community Builders played a crucial role in keeping people connected during the successive lockdowns, building networks and sharing information on local resources and

stories through social media and regular news updates, and supporting residents develop new initiatives.

**The priorities for 2021/22 are:**

1. Re-focus on connecting with people face-to-face in a safe way through pop-up listenings and events.
2. Develop a suite of resources that are 'How to Guides' for resident-led action.
3. Increase local links with the Community Connectors as part of the Wellbeing Exeter programme.

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.

Devon Family Resource was quick to adapt to working remotely and developed an online toolkit and digital resources to support parents. The toolkit and the work of Devon Family Resource was praised by Alison Hernandez Police and Crime Commissioner for Devon, Cornwall and the Isles of Scilly. Devon Family Resource offered practical help to families during the first lockdown with the Make and Do campaign to buy, package and send out 500 packs to families in need, which contained creative materials and educational books and exercises.

During the year the work of Devon Family Resource expanded. In total the project worked with 208 families referred through the DCC Early Help Partnership (47) and the OPCC Victim Care Network (83) and the GP Link project (29) and the Wellbeing Exeter Family Connectors (49). In addition, Devon Family Resource worked with 128 parents through the Happy Families, Happy Futures reducing parent conflict programme. This is a sub-contract with TWIN funded by the Department of Work and Pensions.

We were successful in our bid to Henry Smith to fund the DFR Manager's role; also in our bid to the Pilgrim Trust to extend the GP Link project until October 2020. This was continued through Wellbeing Exeter with two Family Connectors working with GP surgeries. The team was also expanded with the addition of two more play therapists (from 1 to 3) and two trauma specialists providing additional support to children and families experiencing mental health issues and trauma, including Adverse Childhood Experiences (ACE).

**The priorities for 2021/22 are:**

1. Respond to the rising levels of domestic violence by develop a mentoring project with young men victims of DV to prevent them from becoming perpetrators.
2. Develop and expand our parental conflict work with the creation of a 'safety pathway' for victims of domestic abuse and a child welfare-led 'cooperative parenting pathway' for resolving issues.
3. Develop positive discrimination recruitment practices and grow stronger relationships with local BME initiatives to inform the development of our working practices and projects.

### Exeter Connect

The Exeter Connect service was commissioned by Exeter City Council in December 2019 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.

From the outset of the pandemic Exeter Connect played a key role in the community response co-ordinated by the Exeter Community Wellbeing Team, with partners from Exeter City Council, Wellbeing Exeter and the Exeter City Community Trust.

Exeter Connect provided support to local community support groups that emerged during the initial phases of the lockdown to help isolated and vulnerable residents with food shopping, deliveries and collecting prescriptions 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; offering advice about safeguarding and insurance. In this way Exeter Connect were able to support 35 ward based groups and 51 groups with a city wide reach.

Exeter Connect provided advice for groups applying for the City Council Community Action Fund and held over £9,000 for groups of residents who didn't have their own bank account to support community activity; enabling little libraries to be set up, starting a community choir and gardening groups; and, supporting a group in Whipton buy a defibrillator for their community.

In November 2020 Exeter Connect undertook a detailed survey of the Voluntary Community and Social Enterprise (VCSE) sector in Exeter. The report published in April 2021 focusses on both the challenges and successes identified by voluntary organisations and community groups and looks forward to what support the sector will need in order to play a role in the recovery from the pandemic.

#### **The priorities for 2021/22 are:**

1. Offer a full and varied programme of events and a training calendar this year, to bring people together and provide opportunities to learn.
2. Offer a face-to-face service and enable the Development Workers to meet with the groups they are supporting, as well as hosting a mix of physical and online meetings, training and events.
3. Hold a physical event celebrating the achievements of the voluntary and community sector during the pandemic.

### 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. 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.

As with the retail sector in general, Jelly has been affected by the pandemic and the changing guidance on lockdowns. The shop was closed in March 2020 due to the pandemic and re-opened in September. The shop was closed again during the second and third lockdowns and re-opened in April 2021.

During the times we were open sales held up strongly against takings for the same days in the previous year. When the shop was closed we offered access to parents to pick up clothing for one-off emergencies. The shop space was also repurposed to make up the 'Make and Do' kits to support parents with home schooling.

Jelly continues to offer a valuable service for people on low income, witnessed by the footfall and sales in the first six months of 2021/22.

**The priorities for 2021/22 are:**

1. To develop the referral voucher scheme for parents in need; promote to agencies and to people who may like to purchase vouchers to be given to agencies to distribute.
2. To recruit a new shop manager and refresh our offer to customers and the wider community.
3. To develop a supported volunteering offer to link with our other projects working with adults and meaningful activities offer.

Parent Progression

The Parent Progression project funded by Action for Children (commissioned by Devon County Council) completed its third and final year. The service was taken in-house by Action for Children due to budgetary pressures and more emphasis on targeted family support work by the local authority. This involved the transfer of four permanent members of the team under the TUPE (2006) Regulations to Action for Children.

The Parent Progression team have continued to offer support to out of work parents (with children aged 8 or under) to enable them to progress towards employment by means of training, volunteering or directly into paid work. Due to Covid-19 restrictions the Parent Progression project moved quickly to working remotely, offering services over the phone, online and via email if requested.

The pandemic and resulting lockdowns put parents under extreme pressure, having to home school much of the time, plus dealing with additional pressures compounded by the social isolation and digital exclusion. Despite these challenges, and the uncertainty about the future, the project has had some remarkable outcomes supporting parents during this really difficult period.

In the final year of the project in the 81 active cases where the parent was engaged, 12 went into employment, 4 into volunteering, 11 into long term training, 17 progressed independently, 17 were referred to Positive People, and 3 referred to Young Devon.

The project was also able to offer Chromebooks and computer tablets to enable parents to access online courses and complete qualifications. The team also distributed 53 of the 500 Make and Do home schooling packs to parents and was able to donate vouchers to 33 parents struggling on low income as part of the Secret Santa appeal with the Exeter City Supporters Trust before Christmas.

### Transitions

Transitions works with adults who are experiencing isolation, vulnerability and/or other disadvantage, and who have limited support networks. 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.

This year has been a year like no other. Many of our clients have experienced anxiety, uncertainty, change and loss, without the ability to come together as groups or individuals, at least physically. During the first lockdown, we acted quickly to contact all our existing and recent clients to offer them regular contact via telephone calls. There was a small minority who chose to disengage completely, but for most, these weekly welfare checks kept them connected and focussed on their wellbeing and self-care.

We expanded our provision of group workshops and these were easily transferred online. The workshops address common themes for the people we work with and have been developed in response to feedback and suggestions from our clients. This includes exploring social relationships and identity, self-help strategies for dealing with anxiety, meal planning, routine and structure, managing a personal budget, and coping with change. We have addressed the 'digital divide' by providing two tablet computers (through the Good Things Foundation) to enable people the access online courses and digital skills training through the Online Centres Network.

During the year we have supported 77 people through 1:1 support and groups with the main source of referrals from homelessness, recovery and mental health agencies. The project is funded through the National Lottery and Lloyds Bank Foundation. This year is the 10<sup>th</sup> anniversary of the project and we plan to hold a celebration event later in the year.

#### **The priorities for 2021/22 are:**

1. Continue to offer our volunteer induction and series of workshops online, but hope to be able to hold some 'in-person' sessions as well later in the year.
2. Develop our offer of tablet loans with support to learn digital skills through volunteer support and the Good Things Foundation resources.
3. Encourage opportunities for clients to make connections with each other through monthly drop-in meet-ups and buddy systems.

# Financial Review and Reserves Policy

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## Funds position

We anticipated that 2020/21 would be a very challenging year for ECI due to the impact of Covid-19. At the start of the year there was considerable uncertainty about how the pandemic would affect our operations and direct delivery. In the event, we were well supported by funders who recognised the challenges for charities but also their key role in supporting individuals and communities during the pandemic. Major funders like the National Lottery, Lloyds Bank Foundation and Henry Smith made a commitment to support charities responding to the immediate crisis and supporting recovery activity. As a result this gave us the flexibility to adapt to working more remotely and do what was necessary to respond to the crisis.

We are relatively secure over the next 12 - 24 months due to a mix of contracts and grants, including from Wellbeing Exeter for the Community Builders (until March 2023), Exeter City Council to deliver the Voluntary Sector Support Service (Exeter Connect until March 2023), and Henry Smith Charity for Devon Family Resource for the Project Manager (until March 2023). The TWIN project is unlikely to be funded beyond March 2022. We recognise we have more work to do in terms of increasing unrestricted income to cover core costs and support the development of new projects.

At the start of the year an overall reduction in reserves of £21,809 was predicted, however, as a result of strict cost controls, grant income received in advance, increases in donations and gifts there was an increase by £136,745 to £114,936. Restricted reserves decreased by £25,703 from £180,600 to £154,897 and unrestricted reserves increased by £134,898 from £218,513 to £353,411 (of this sum, £8,764 is represented by fixed assets). Permanent endowment funds increased by £5,741 from £27,348 to £33,089.

## 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 £314,647 at 31<sup>st</sup> March 2021. The trustees' free reserves target is £161,743, 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 £33k 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**

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. The board has used these meetings to regularly review the risks to the organisation.

Throughout 2020/21 and continuing into the new financial year 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 financial procedures were reviewed in June 2020 and again in October 2021.

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 are in a relatively secure financial position in the short term, although many of our current contracts and grant agreements end in 2023. We recognise we need to plan for the future. It is important for us to deliver a high quality service to people we work with and to maintain the reputation of ECI as a trusted partner. This will mean investment in staff development and training and consolidate how we measure our impact through a CRM system across all our projects.

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. To this end we have embarked on a review of the current Strategic Plan with a view to developing a new 5-year Strategic Plan future. The future strategy, including risk management planning, will take into account the following:

1. The changing situation as we emerge from the pandemic 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 digital offer to the residents, communities and beneficiaries we work with and how we can combine this with opening up social spaces and opportunities and return to face-to-face working.
3. The next steps for our Income Diversification Strategy, including fundraising, communications and marketing.

### **Investment in the future**

We will continue to innovate and develop new projects. We have secured funding from the Masonic Charitable Trust for the True North project to provide mentoring support to boys and young men aged 10 – 14 years who have experienced or witnessed domestic violence.

We have also launched the ReMade project an upcycling project for people who struggle with social interaction to become involved in a creative activity restoring wooden furniture, alongside smaller community enterprises: Co-Create, Wood for Good and Flipped and Vintage. Collaboration with other partners with similar interests will be part of our longer term business plan. This approach has already seen positive results in our collaboration with Ride On in delivering the Bike Bank project. We will look to develop business plans for our key projects: Bike Bank, Jelly, ReMade and Ripple Effect.

We appointed Kevin Hunter as Fundraising Manager in February 2020. We will look to support this role by appointing a Community Fundraising Co-ordinator to co-ordinate volunteer fundraisers and a Communication Officer to create a clear identity across all our projects and publicity materials. This will enable the organisation develop a fundraising strategy to increase unrestricted income through individual and corporate giving to support our core functions and to develop new projects.

In the short to medium term we will still be reliant on contracts and grants to deliver many of our activities. This has to be consistent with our mission and values. This approach relies on delivering high quality services and support to individuals and communities and demonstrating impact to commissioners and funders. To do this we will invest in staff training and development, work towards the next level of the NCVO Trusted Charity Mark, and invest in a CRM system to ensure consistency of reporting across all projects. This will not detract from our efforts to diversify our income to develop projects that meet unmet need across the city.

# 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 2022. 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.

## Paid staff

In 2020/21 we employed 45 full and part-time staff across the charity at the year end, equivalent to 27.18 FTE. We had 10 new starters and 14 leavers during the year.

Ellie Barnes and Kerry Shakesheave started as Service Manager on a job share arrangement for the new Exeter Connect voluntary and community sector support service in April 2020. Dawn Eckhart and Johanna Korndorfer were appointed as Development Workers. Hannah Potter was appointed as Lead Administrator.

During the pandemic we furloughed 6 members of staff, including Jelly shop staff and the office cleaner.

The administrative team was restructured in October 2020 with two part-time staff made redundant.

The contract to deliver the Parent Progression service for Action for Children was ended on 31 March 2021. This involved the transfer of four permanent members of the team under the TUPE (2006) Regulations to Action for Children.

## Volunteers

During the year we had 34 regular volunteers who gave 1,773 hours of their time to supporting others, at an average of 52.14 hours per volunteer. This equates to £16,843 notional value on volunteer time (based on the Real Living Wage at £9.30 an hour<sup>1</sup>). Transitions trained 26 new volunteer mentors. We also had volunteers who helped with putting together 'Make and Do' kits for home schooling.

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

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

### **In-kind support**

We are 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, and HR advice from Michael Green. We are grateful for the continued support of the city centre churches, through the Central Parish of the Church of Exeter, South Street Baptist Church, St James PCC, Southernhay URC, Chulmleigh CC, Clyst St George CC, Sidwell Street Methodist Church, and St Michael & All Angels. And to White Stuff, John Lewis, Waitrose and Exeter City Football Club Supporters Trust who supported us as charity partners. We are grateful to the Lloyds Bank Foundation who supported us through their Enhance programme to review our strategic plan and provide the opportunity for Steven Chown, as Chief Executive, to attend the Recovery and Resilience programme with the School of Social Entrepreneurs. The Exeter City Supporters Trust provided complementary tickets for the few games fans were allowed to attend and supported ECI with donations. We partnered with the Trust in the Secret Santa appeal.

### **Trustees' news**

The Trustee Board has met on a regular basis throughout the pandemic to ensure effective governance and strategic direction for the organisation during what has been an extremely challenging year. The Board has supported the management team to make crucial decisions to mobilise our resources to help individuals and communities through successive lockdowns and the disruption caused by Covid-19 and to enable them to repurpose many of our activities online and provide practical face-to-face support where it was needed.

The trustees have adapted to new ways of working, holding all committee meetings online. 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.

Community Projects: Alan Broughton, Charlotte Hanson, Caroline Barnes. Former Treasurer Richard Clack has continued as an advisor to this group.

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

The Income Diversification Working Group has met on a regular basis to support our fundraising efforts. This is chaired by Alan Broughton with input from Trustees and Managers.

The trustees attend the All Staff Meetings held twice a year. This year because of the pandemic we held three All Staff Meetings. The first in May was to check in with staff to talk about how they were coping with the first lockdown. Subsequent All Staff Meetings were held in July and December.

The July meeting was a reflection on the new ways of working and the issues that had emerged from the pandemic to inform what we would do in future. This was framed in a

Exeter Community Initiatives  
Report of the Trustees for the Year Ended 31st March 2021

discussion about the 4 R's – Return, Retain, Resist and Radical: what we would go back to, what we would keep, what we would want to go back to and what we would do differently.

This exercise was revisited at the December All Staff Meeting to reflect on what had changed six months on, to inform our strategic thinking for the next few years. This meeting also discussed what we should do as an organisation to become more diverse.

The trustees have also been involved in a review of the current Strategic Plan. We have been supported in this by the Lloyds Bank Foundation through their Enhance programme. This funded Richard Frost from Mavrix Innovations consultancy to support the Board and Management Team through workshop conversations on the Organisational Resilience principals developed through the Lloyds Bank Foundation programme. This helped us focus on the value and purpose of the organisation, diversity, financial resilience and working culture which will inform our strategic thinking and help us develop a strategic plan for the next 5-years.

After many years loyal service Heather Morgan stood down from the ECI Council at the AGM in December 2020. Heather has shown tremendous support for the organisation and leadership during her time as Chair; and, agreed to stay on to support Tim Goodwin in his first year as the new Chair.

The Board has been supported throughout the year by Geoff Poad, Clerk to the Trustees, and by Liz Vizard, advisor 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
Sheila Swarbrick	Deputy Chair, Strategy, Projects and Relationships Committee
Robert Pepper	Honorary Treasurer, Company Secretary and Chair, Business and Resources Committee
Alan Broughton	Chair, Strategy, Projects and Relationships Committee
John Barrett	Strategy, Projects and Relationships Committee
Charlotte Hanson	Strategy, Projects and Relationships Committee
Diane Hayman	Strategy, Projects and Relationships Committee
Caroline Lake	Strategy, Projects and Review Committee
Chris Neale	Business and Resources Committee
Beth Reynolds	Business and Resources Committee

## 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
Adam Atkins	Marketing and Engagement Manager
Adrienne Baker	Parent Progression Manager (resigned October 2020)
Rebecca Harris	Acting Parent Progression Manager (appointed October 2020)
Ellie Barnes/	Exeter Connect Service Manager
Kerry Shakesheave	(Job Share)
Kevin Hunter	Fundraising Manager
Sanchia Hylton-Smith	Devon Family Resource Manager
Laura Robinson	Community Builders Project Manager

Exeter Community Initiatives  
Report of the Trustees for the Year Ended 31st March 2021

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 Malling 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 9 December 2021.

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 2021 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 2021 and of its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice;
- 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**

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

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

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

## **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 25, 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.

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

As part of our audit planning we obtained an understanding of the legal and regulatory framework that is applicable to the entity and the sector in which it operates to identify the key laws and regulations. Key laws and regulations identified were the Companies Act 2006, tax legislation, safeguarding and irregularities relating to the protection of data and health and safety.

We also considered management's manipulation incentives and opportunities for fraudulent overstatement of profit, and fraud risk more generally.

Based on this we designed our audit procedures to identify irregularities. Our audit procedures involved the following:

- Review of Trustees meeting minutes for irregularities with laws and regulations;
- Review of any health and safety incidents that have been reported under the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013 ("RIDDOR") during the period;
- Review of any controls in relation to GDPR and enquiries of management as to the outcome of any reportable breaches;
- On a sample basis confirmed that expenditure was properly authorised and made in accordance with the terms of the relevant fund;

### **Independent Auditor's Report**

- Auditing the risk of management override of controls, including through testing journal entries and other adjustments for appropriateness, and evaluating the business rationale of significant transactions outside the normal course of business; and
- Review of financial statement disclosures and testing to support documentation to assess compliance with applicable laws and regulations.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements. This risk increases the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements as we are less likely to become aware of instances of non-compliance. The risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment, collusion, omission or misrepresentation.

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.

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

16 December 2021

Exeter Community Initiatives

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

For the year ended 31 March 2021

	Note	Unrestricted Funds £	Designated Funds £	Restricted Funds £	Endowment Funds £	Total 2021 £	Total 2020 £
<b>Income:</b>							
Donations and legacies	3	106,028	-	-	-	<b>106,028</b>	46,130
Other trading activities	4	(500)	-	-	-	<b>(500)</b>	9,938
Investments	5	1,158	-	-	-	<b>1,158</b>	3,186
Charitable activities	6	54,534	-	964,732	-	<b>1,019,266</b>	845,418
<b>Total Income</b>		<b>161,220</b>	<b>-</b>	<b>964,732</b>	<b>-</b>	<b>1,125,952</b>	904,672
<b>Expenditure:</b>							
Charitable Activities	7	(136,038)	-	(880,719)	-	<b>(1,016,757)</b>	(944,106)
<b>Total Expenditure</b>		<b>(136,038)</b>	<b>-</b>	<b>(880,719)</b>	<b>-</b>	<b>(1,016,757)</b>	(944,106)
Gains/(losses) on investment assets	12	-	-	-	5,741	<b>5,741</b>	(903)
<b>Net (expenditure)/income</b>		<b>25,182</b>	<b>-</b>	<b>84,013</b>	<b>5,741</b>	<b>114,936</b>	(40,337)
<b>Transfers between funds</b>	19	94,716	15,000	(109,716)	-	-	-
<b>Net movements in funds</b>		<b>119,898</b>	<b>15,000</b>	<b>(25,703)</b>	<b>5,741</b>	<b>114,936</b>	(40,337)
<b>Reconciliation of funds:</b>							
Total funds brought forward	19	203,513	15,000	180,600	27,348	<b>426,461</b>	466,798
<b>Total funds carried forward</b>	19	<b>323,411</b>	<b>30,000</b>	<b>154,897</b>	<b>33,089</b>	<b>541,397</b>	426,461

The notes on pages 33 to 48 form part of these financial statements.

# Exeter Community Initiatives

## Balance Sheet

31 March 2021

		2021		2020	
	Note	£	£	£	£
<b>Fixed assets</b>					
Tangible assets	11		8,764		12,787
Investments	12		33,089		27,348
<b>Total fixed assets</b>			<b>41,853</b>		<b>40,135</b>
<b>Current assets</b>					
Debtors	13	37,489		95,358	
Cash at bank and in hand		503,017		319,375	
<b>Total Current Assets</b>		<b>540,507</b>		<b>414,733</b>	
<b>Liabilities</b>					
Creditors falling due within one year	14	(40,963)		(28,407)	
<b>Net current assets</b>			<b>499,544</b>		<b>386,326</b>
<b>Net assets</b>			<b>541,397</b>		<b>426,461</b>
<b>The funds of the charity:</b>					
<b>Endowment funds</b>	19		<b>33,089</b>		<b>27,348</b>
<b>Restricted funds</b>	19		<b>154,897</b>		<b>180,600</b>
<b>Unrestricted funds</b>					
Unrestricted funds – free reserves			314,647		190,726
Unrestricted funds – fixed assets			8,764		12,787
Designated funds			30,000		15,000
<b>Total charity funds</b>	19		<b>541,397</b>		<b>426,461</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 9 December 2021 and were signed on their behalf by:

.....  
Tim Goodwin

.....  
Robert Pepper

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

Exeter Community Initiatives

Statement of Cash Flows

31 March 2021

	<b>Note</b>	<b>2021 £</b>	<b>2020 £</b>
<b>Cash (used in)/provided by operating activities</b>	<b>20</b>	<b>187,122</b>	<b>(120,531)</b>
<b>Cash flows from investing activities</b>			
Purchase of property plant and equipment		<b>(4,638)</b>	(5,428)
Dividends, interest & rents from investments		<b>1,158</b>	-
<b>Cash used in investing activities</b>		<b>(3,480)</b>	<b>(5,428)</b>
<b>Changes in cash and cash equivalents in the reporting year</b>		<b>183,642</b>	<b>(125,959)</b>
<b>Cash and cash equivalents at the beginning of the reporting year</b>		<b>319,375</b>	<b>445,334</b>
<b>Cash and cash equivalents at the end of the reporting year</b>		<b>503,017</b>	<b>319,375</b>
	<b>Note</b>	<b>2020 £</b>	<b>2019 £</b>
<b>Cash (used in)/provided by operating activities</b>	<b>21</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>	(10,331)
<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>

## **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.

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.

Included in donations and legacies is income received from the Government Coronavirus Job Retention Scheme and Coronavirus Government support grants.

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**

	<b>Unrestricted Funds</b>	<b>Restricted Funds</b>	<b>Endowment Funds</b>	<b>Total Funds 2021</b>	<b>Total Funds 2020</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
<b>Donations and legacies</b>					
Share scheme	14,108	-	-	<b>14,108</b>	15,213
Donations and gifts	88,895	-	-	<b>88,895</b>	27,609
Gift Aid tax reclaimed	3,025	-	-	<b>3,025</b>	3,308
	<u>106,028</u>	<u>-</u>	<u>-</u>	<u><b>106,028</b></u>	<u>46,130</u>

The income from donations and legacies was £97,521 (2020: £46,130) of which £97,521 was unrestricted (2020: £46,130) and £nil restricted (2020: £nil). Included in the above Donations and Gifts category is income received from the Government Coronavirus Job Retention Scheme of £30,636 (2020: £nil) and Coronavirus Government support grants of £39,143 (2020: £nil).

**4. Other trading activities**

	<b>Unrestricted Funds</b>	<b>Restricted Funds</b>	<b>Endowment Funds</b>	<b>Total Funds 2021</b>	<b>Total Funds 2020</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Rental income	-	-	-	-	7,796
Service provisions and other sales	(700)	-	-	<b>(700)</b>	1,291
Training Income	-	-	-	-	800
Other Income	200	-	-	<b>200</b>	51
	<u>(500)</u>	<u>-</u>	<u>-</u>	<u><b>(500)</b></u>	<u>9,938</u>

The income from other trading activities was £(500) (2020: £9,938) of which £(500) was unrestricted (2020: £9,087) and £nil restricted (2020: £851).

**5. Investments**

	Unrestricted Funds	Restricted Funds	Endowment Funds	Total Funds 2021	Total Funds 2020
	£	£	£	£	£
Income from listed investments	966	-	-	966	948
Interest on cash deposits	192	-	-	192	2,238
	<u>1,158</u>	<u>-</u>	<u>-</u>	<u>1,158</u>	<u>3,186</u>

The income from investments was £1,158 (2020: £3,186) of which £1,158 was unrestricted (2020: £3,186) and £nil restricted (2020: £nil).

**6. Charitable Activities**

	Unrestricted Funds	Restricted Funds	Endowment Funds	Total Funds 2021	Total Funds 2020
	£	£	£	£	£
<b>Community, Projects and Social Enterprise</b>					
Statutory grants	-	505,828	-	505,828	316,901
Service provisions and other sales	-	-	-	-	-
Donations and gifts	-	-	-	-	40
Sales of donated gifts	4,623	-	-	4,623	49,190
Gift Aid tax reclaimed	211	-	-	211	3,123
Charitable trusts and grant making	-	17,876	-	17,876	14,800
Other income	-	-	-	-	-
	<u>4,834</u>	<u>523,704</u>	<u>-</u>	<u>528,538</u>	<u>384,054</u>
<b>Vulnerable adults</b>					
Statutory grants	-	-	-	-	-
Charitable trusts and grant making	-	32,500	-	32,500	31,500
Big Lottery Fund	-	35,000	-	35,000	50,000
Donations and gifts	-	-	-	-	102
Service provisions and other sales	-	-	-	-	2,000
	<u>-</u>	<u>67,500</u>	<u>-</u>	<u>67,500</u>	<u>83,602</u>
<b>Children and Families</b>					
Donations and gifts	-	-	-	-	-
Statutory grants	-	329,138	-	329,138	299,952
Service provision and other sales	20,250	44,390	-	64,640	54,364
Charitable trusts and grant making	29,450	-	-	29,450	23,446
	<u>49,700</u>	<u>373,528</u>	<u>-</u>	<u>423,228</u>	<u>377,762</u>
	<u>54,534</u>	<u>964,732</u>	<u>-</u>	<u>1,019,266</u>	<u>845,418</u>

The income from charitable activities was £1,019,266 (2020: £845,418) of which £54,534 was unrestricted (2020: £142,292) and £964,732 restricted (2020: £703,126).

# Exeter Community Initiatives

## Notes to the Financial Statements for the Year Ended 31 March 2021

### 7. Total resources expended

	Community, Projects and Social enterprise £	Vulnerable adults £	Project development £	Children and families £	Support costs £	Total 2021 £	Total 2020 £
Wages, salaries and external sessions	20,999	53,594	356,892	396,509	73,747	<b>901,741</b>	772,759
Recruitment costs	50	-	1,221	592	150	<b>2,013</b>	5,163
Travelling and other costs	62	1,609	576	3,231	328	<b>5,806</b>	27,115
User activities and training courses	-	841	5,335	2,557	-	<b>8,733</b>	13,739
Telephone and internet	172	385	4,550	1,608	6,234	<b>12,949</b>	11,366
Computer software and maintenance costs	-	1,822	8,900	7,657	-	<b>18,379</b>	14,106
Printing postage and stationery	39	78	809	1,146	1,673	<b>3,745</b>	7,980
Rent, rates and room hire	11,025	3,628	7,437	1,833	1,501	<b>25,424</b>	32,769
Light, heat and power	1,214	-	-	-	-	<b>1,214</b>	5,150
Insurance	518	-	-	-	2,812	<b>3,330</b>	3,792
Subscriptions	383	-	757	20	885	<b>2,045</b>	1,495
Publicity & marketing	103	-	2,356	153	65	<b>2,677</b>	3,732
Repairs and maintenance	1,186	-	-	-	-	<b>1,186</b>	1,592
Depreciation	-	-	-	-	8,661	<b>8,661</b>	11,101
Equipment	-	-	294	2,592	74	<b>2,960</b>	1,098
Professional fees	-	-	-	-	8,414	<b>8,414</b>	22,571
Sundries and consumables	(3)	5	-	330	1,653	<b>1,985</b>	2,845
Client support fund	-	50	-	-	-	<b>50</b>	-
Grants payable	-	-	-	-	-	<b>-</b>	-
<b>Governance Costs</b>							
Cost of trustee meetings	-	-	-	-	165	<b>165</b>	557
Auditor's remuneration	-	-	-	-	5,280	<b>5,280</b>	5,176
	<u>35,748</u>	<u>62,012</u>	<u>389,127</u>	<u>418,228</u>	<u>111,642</u>	<b><u>1,016,757</u></b>	<u>944,106</u>

Total resources expended was £1,016,757 (2020: £944,106) of which £136,038 was unrestricted (2020: £283,935) and £880,719 was restricted (2020: £660,171).

**8. Net income**

Net income is stated after charging:

	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
Auditor's remuneration – audit services	5,280	5,176
Depreciation of tangible fixed assets	8,661	11,101
Operating leases – land and buildings	7,625	15,250
Operating leases – other	860	1,190
	<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>2021</b>	<b>2020</b>
	<b>No.</b>	<b>No.</b>
Core, governance and generating voluntary income	12	12
Vulnerable adults	2	4
Project development	1	1
Children and families	13	13
Community, Projects & Social Enterprise	22	16
	<u>          </u>	<u>          </u>
	50	46
	<u>          </u>	<u>          </u>

The number of employees based on full time equivalents for 2021 were 38 (2020: 34).

The aggregate payroll cost of these persons was as follows:

	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
Wages and salaries	760,465	690,865
Social security	49,659	42,069
Other pension costs	35,503	30,564
	<u>          </u>	<u>          </u>
	845,627	763,498
	<u>          </u>	<u>          </u>

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 (2020: £nil), nor were they reimbursed expenses (2020: £nil). No charity trustee received payment for professional or other services supplied to the charity (2020: £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 £295,912 (2020: £208,155), in 2021 there were 12 members of the senior leadership team (2020: 9).

**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 2020	32,089	93,760	<b>125,849</b>
Additions	-	4,638	<b>4,638</b>
As at 31 March 2021	<b>32,089</b>	<b>98,398</b>	<b>130,487</b>
<b>Depreciation</b>			
As at 1 April 2020	26,795	86,267	113,062
Charge for the year	4,426	4,235	8,661
Eliminated on disposals	-	-	-
As at 31 March 2021	<b>31,221</b>	<b>90,502</b>	<b>121,723</b>
<b>Net book value</b>			
As at 31 March 2021	<b>868</b>	<b>7,896</b>	<b>8,764</b>
As at 31 March 2020	5,294	7,493	12,787

**12. Investment held as fixed assets**

	Listed Investments £
<b>Market value</b>	
As at 1 April 2020	<b>27,348</b>
Revaluation	<b>5,741</b>
As at 31 March 2021	<b>33,089</b>
<b>Net book value</b>	
As at 31 March 2021	<b>33,089</b>
As at 31 March 2020	27,348

All investments assets were held in the UK.

**Listed investments**

Investments having a net book value of £33,089 (2020: £27,348) are listed on a recognised stock exchange and had a market value of £33,089 at the year-end (2020: £27,348).

**13. Debtors**

	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
Trade debtors	<b>15,259</b>	62,534
Other debtors	<b>16,457</b>	26,083
Prepayments and accrued income	<b>5,773</b>	6,741
	<u><b>37,489</b></u>	<u>95,358</u>

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

	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
Trade creditors	<b>9,944</b>	1,545
Taxation and social security	<b>12,949</b>	8,743
Other creditors	<b>12,352</b>	7,529
Accruals and deferred income	<b>5,718</b>	10,590
	<u><b>40,963</b></u>	<u>28,407</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 2021 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>2021</b>	<b>2020</b>	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Within one year	<b>3,813</b>	7,625	<b>860</b>	860
Within two and five years	<b>-</b>	-	<b>2,150</b>	3,010
	<u><b>3,813</b></u>	<u>7,625</u>	<u><b>3,010</b></u>	<u>3,870</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 £35,503 (2020: £30,564).

Contributions totalling £4,658 (2020: £4,219) 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.

**19. Analysis of Funds**

	<b>At 1 April 2020</b>	<b>Income</b>	<b>Expenditure</b>	<b>Transfers</b>	<b>Other recognised gains/losses</b>	<b>At 31 March 2021</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
<b>Designated funds</b>						
New development fund	15,000	-	-	15,000	-	30,000
ICT	-	-	-	-	-	-
	<u>15,000</u>	<u>-</u>	<u>-</u>	<u>15,000</u>	<u>-</u>	<u>30,000</u>
<b>General funds</b>						
Unrestricted income fund	203,513	161,220	(136,038)	94,716	-	323,411
<b>Restricted funds</b>						
TWIN	3,769	125,047	(130,714)	5,176	-	3,278
Parent Progression	60,144	208,491	(206,040)	(62,595)	-	-
Transitions	24,898	67,500	(70,515)	-	-	21,883
Food Fund	3,536	-	-	-	-	3,536
Bike Bank	14,800	-	(5,802)	-	-	8,998
Ripple Effect	-	16,752	(1,074)	-	-	15,678
Small Grants	2,019	-	-	-	-	2,019
Homeless Collaboration	1,735	-	-	-	-	1,735
Wellbeing Exeter	18,638	263,281	(280,298)	-	-	1,621
Exeter Connect	44,561	180,000	(141,886)	-	-	82,675
Colab	6,500	-	-	-	-	6,500
Devon Family Resource	-	52,297	-	(52,297)	-	-
Remade	-	6,974	-	-	-	6,974
OPCC - VCU	-	44,390	(44,390)	-	-	-
	<u>180,600</u>	<u>964,732</u>	<u>(880,719)</u>	<u>(109,716)</u>	<u>-</u>	<u>154,897</u>
Expendable Endowment Endowment fund	27,348	-	-	-	5,741	33,089
	<u>426,461</u>	<u>1,125,952</u>	<u>(1,016,757)</u>	<u>-</u>	<u>5,741</u>	<u>541,397</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**

Bike Bank – a sheltered bike maintenance workshop to increase the skills of those most excluded from society and give meaningful occupation to their time.

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

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

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

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

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

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.

OPCC (VCU) – funds used to provide family support to children and families who have been victims of crime.

Remade – funds used to support an upcycling project for people who struggle with social interaction to become involved in a creative activity.

Ripple Effect – project working with people with lived experience of drug and alcohol dependency to engage them in creative and meaningful activity.

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

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

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'.

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

**19. Analysis of Funds (continued)****2020 Comparative**

	At 1 April 2019	Income	Expenditure	Transfers	Other recognised gains/losses	At 31 March 2020
	£	£	£	£	£	£
<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>

**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**

	<b>Unrestricted Funds</b>	<b>Restricted Funds</b>	<b>Endowment Funds</b>	<b>Total Funds 2021</b>	<b>Total Funds 2020</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Tangible assets	8,764	-	-	<b>8,764</b>	12,787
Investments	-	-	33,089	<b>33,089</b>	27,348
Current assets	385,606	154,901	-	<b>540,507</b>	414,733
Creditors: Amounts falling Due within one year	(40,963)	-	-	<b>(40,963)</b>	(28,407)
Net assets	<u>353,407</u>	<u>154,901</u>	<u>33,089</u>	<u><b>541,397</b></u>	<u>426,461</u>

**2020 Comparative**

	<b>Unrestricted Funds</b>	<b>Restricted Funds</b>	<b>Endowment Funds</b>	<b>Total Funds 2020</b>	<b>Total Funds 2019</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
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>

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

	<b>2021 £</b>	<b>2020 £</b>
<b>Net (expenditure)/ income for the reporting year</b>	<b>114,936</b>	<b>(40,337)</b>
<b>Adjustments for:</b>		
Depreciation charge	<b>8,661</b>	11,101
(Gains)/losses on investments	<b>(5,741)</b>	903
Dividends, interest & rents from investments	<b>(1,158)</b>	-
Decrease/(increase) in debtors	<b>57,869</b>	(68,477)
(Decrease) increase in creditors	<b>12,555</b>	(23,721)
<b>Net cash (used in) /provided by operating activities</b>	<u><b>(187,122)</b></u>	<u><b>(120,531)</b></u>

**20. Financial instruments**

	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
Financial assets measured at fair value through income and expenditure	<b>33,089</b>	27,348
Financial assets measured at amortised cost	<b>31,716</b>	88,617
Financial liabilities measured at amortised cost	<b>22,296</b>	9,074