Company registration number: 02844870 Charity registration number: 1026229

# **Exeter Community Initiatives**



(A company limited by guarantee)

Annual Report For the Year Ended 31 March 2022

# Report of the trustees

# For the year ended 31 March 2022

Mission and Values	3
Our year in summary	4
Individual work	4
Group work	4
Volunteers	5
Positive impact	5
Finance	8
Chair's Introduction	9
Objectives and Activities	10
Charitable Objects and Strategy	10
How Our Activities Deliver Public Benefit	10
Achievements and Performance	11
2021/22 Progress	11
Progress against strategic aims	11
Progress against project plans	12
Bike Bank	12
Community Builders	12
Devon Family Resource	13
Exeter Connect	13
Jelly	14
Remade	15
Ripple Effect	15
Transitions	16
Financial Review and Reserves Policy	18
Funds position	18
Reserves policy	18
Investment policy	19
Risk Management	19
Investment in the future	20
Structure, Governance and Management	21
Senior Management	22
Paid staff	22

Helping where it matters most

Exeter Community Initiatives is a unique charity, in that we are not focussed on one activity or interest group. We were set up to tackle disadvantage and exclusion. Despite the difficulties for individuals and communities caused by the pandemic, we have continued to help where it matters most and to take on new challenges. We are committed to working alongside people, families and communities to build connections, develop capacity, improve wellbeing and support each other. We have a really strong and committed staff team who believe in the values of authenticity, reliability, innovation and inclusion. This is a sound basis for any relationship and a firm foundation for the future.'

STEVEN CHOWN, CHIEF EXECUTIVE

# Mission and Values

# 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

# **Individual work**

We supported 125 families with 285 children and 217 adults with 1 to 1 support and practical advice. Through our 1:1 work we have been able to support people with issues such as:

Reducing social isolation
Improving confidence, self-esteem and resilience
Improving and maintaining 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 **41 new and emerging groups**; including helping **11 groups** develop a new legal structure. We worked with **65 existing groups** providing advice on governance, marketing and promotion, fundraising and income generation. We held over **£6,081** in funds for 8 groups without a bank account; and helped groups secure **£92,660** in funding. We facilitated **6 networks** which involved **66 voluntary and community organisations**. Group work activity with individuals 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 how 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 **579** residents move their ideas into action, supported **127** groups with new initiatives, hosted or were involved in **560** events and activities and carried out **1922** listening's with local residents across all 13 wards in Exeter.

# **Volunteers**

51 volunteers on the **Jelly**, **Transitions** and **True North** projects gave **2,003** hours of their time to working in the charity shop and providing volunteer mentor support to others. This equates to £19,829 notional value on volunteer time (based on the Real Living Wage at £9.90 an hour).

# **Positive impact**

The strength of Exeter Community Initiatives has always been its ability to adapt to change and develop new initiatives that offer practical solutions to unmet need.

#### Bike Bank

"I was really pleased a bike I had worked on for 3 or 4 weeks has now been sold." Trainee

"We love working with ECI on the Bike Bank project. Fixing bikes is fantastic for mental health, and helps to build self-confidence and independence. We love meeting all the project participants and sharing a little bit of what we do at Ride On. Our team is looking forward to working with ECI to support more people to experience the satisfaction that fixing bikes can bring." **Will Page, Head of Ride-On** 

# **Community Builders**

"Engaging with the Community Builders and Community Connectors was invaluable in helping us to build up our community knowledge and understanding. They offered vital, 'on-the-ground' insights which were specific to local communities. Their knowledge of the needs, challenges, appetites and assets of specific communities of place, of need and of interest is broad and deep, and they are brilliant at identifying the 'go-to' people within a community, who will help to spread the word and mobilise engagement with projects. Talking to the Community Builders and the Connectors was an essential element of our scoping processes this year, prior to developing our project proposals. We look forward to talking with them more in the future!!"

Nicola Redfern, Northcott Theatre

# **Devon Family Resource**

"You definitely helped to improve on my life and my family – to get me to see things differently."

"My daughter was able to communicate her concerns in her home environment to someone she trusted. She felt she was being heard/listened to and that her feelings were valid."

### Report of the trustees

# For the year ended 31 March 2022

"It's been good to have the security of knowing if things get too much, there is someone there so I don't have to do things by myself. Good to have someone to look at the whole family." **Parents** 

#### **Exeter Connect**

"It was all very informed. I found the local examples of successful campaigns particularly useful." **Crowdfunding: Making the most of your campaign** 

"Thank you very much for a most interesting and informative evening, and thank you to all speakers - all different, all fascinating! I now hope to involve my neighbours - some are very 'green' anyway - in making the rather barren patch of land at the bottom of our road into a wildflower meadow; I know the tips I learnt tonight will be invaluable!" **Green Ideas for Community Gardens** 

"It was the first conference that I've been to that was both useful and helpful." **VCSE Celebration Event** 

# Jelly

"I have a 3 year old and a 7 year old and they all enjoy coming in to Jelly to find their own toys. The staff are always happy and helpful. They don't mind my 3 year old picking up items and this makes me feel at ease and relaxed. I appreciate the shop and the value it offers to our Community." **Parent** 

## Remade

"I'm very grateful for the opportunity, it opened a door, which I hope to keep open."

"Lovely unique wonderful project, I hope it continues to grow and support many, many people. This should be prescribed by GPs and the NHS."

"Janes support has enabled me to appreciate my past experience and to value my worth, she encouraged me to put my CV together."

"My conversations with Jane have been a space where I have been able to discover the different paths I now want to explore in the future. I am extremely grateful for this." **Participants** 

# **Ripple Effect**

I have been retired now for 4 years; I live alone... I can tell you it is very easy for someone in my position to feel isolated and lonely and therefore suffer from depression... Personally, I have found that creative pursuits help alleviate the

# Report of the trustees

# For the year ended 31 March 2022

symptoms of depression, and of course when joining a new creative activity, there are new people to meet and interact with, which helps alleviate that feeling of isolation and loneliness. So, for me and anyone else that may find them self in a similar position, [projects like this] are a lifeline to many people and I'm always on the lookout for new activities to get involved with, because it is good for my mental health....." Living Newspaper participant

# **Transitions**

"[The volunteer mentor] treated me as a person... He went at my pace, but in a constructive way... in the past I've found sometimes with paid people, it's like 'Oh well, the time's up now, you've gotta go' or you feel that they're thinking of their next appointment or something. They're not actually fully focused with you as a person, whereas all the time that I was with [the volunteer mentor]... he was fully focused with me." **Client** 

### Report of the trustees

# For the year ended 31 March 2022

# **Finance**

In 2021/22 we had a range of income from various sources, totalling £969,154 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.

	2022	2021	2020	2019
Statutory	<b>75%</b>	<b>74</b> %	68%	71%
Individual giving and donations	4%	10%	5%	5%
Grant income	12%	10%	13%	9%
Alt income	<b>7</b> %	6%	8%	7%
Trading income	2%	0%	6%	8%

We spent £992,172 on delivering services and achieving outcomes, of which £827,982 was spent directly on service provision and project development with the remainder being core costs of delivery and fundraising activities.

Our reserves decreased from £541,397 to **£521,178.** 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 their loyal support and incredible financial contributions. We received £16,895 (including gift aid) in individual donations and a further £1,190 from churches and other organisations through this scheme.
- Thanks for the continued support from local churches: Central Exeter PCC, Chulmleigh Congregational Church, Clyst St George PCC, South Street Baptist Church, Southernhay United Reform 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 and donated £2,050.
- Thanks to local business: Exminster Golf Club, Waitrose & World Wide Generation for your kind and generous donations.
- Thanks to our funders and partners: Devon County Council, Exeter City Council, Victim Support, TWIN, Babcock, Lloyds Bank Foundation, The National Lottery, Masonic Charitable Foundation, Norman Family Charitable Trust, Viscount Amory Charitable Trust, Leonard Laity Stoate Charitable Trust, Henry Smith Charitable Trust, Devon Community Foundation, David Gibbons Foundation, Devon Voluntary Action (DEVA), Northcott Theatre, and Petroc College.

# Chair's Introduction

Over its history, ECI has been a trusted charity with a proud reputation for innovating new projects that address unmet needs. This past year proved again that our work fills significant needs across our communities. Despite the turmoil caused by the pandemic over recent years, ECI has remained absolutely focused on helping where it matters most: working with people facing poverty, inequality and homelessness to get their lives back on track.

I am delighted to report that at the end of this past fiscal year, ECI is brimming with talent and financially healthy. This is largely due to the efforts of our incredible staff led by Steven Chown. The team has been amazing. We are grateful as well to the support provided by our funders—not just foundations and commissioners, but also our individual donors and Friends of ECI. Without their funding and assistance, ECI would not be able to deliver our mission. ECI's capacity is further leveraged by our corps of volunteers—from shop assistants to mentors. Their efforts go a long way towards making a real difference in the lives of many. Our service users also deserve credit and admiration, supporting themselves and others has really lifted our impact. Finally, I want to recognise my colleagues on the ECI Council. Their insights and energy has helped to shape ECI; their stewardship has made it resilient and better off than at any time in recent memory.

On a sad note, this year Richard Clack passed away. Readers of this annual report will know that for 10 years, Richard served ECI as Honorary Treasurer. In that role he provided financial leadership and scenario planning that saw us through tricky times. But he meant more than that. Richard had a way of providing insights and support that touched all us and helped to keep us attuned to why we served. His devotion to the mission was clear. As I joined the Council and subsequently became Chair, I leaned heavily on him for advice. In every interaction with Richard I learned something from him. Richard was a true Friend of ECI and a mentor to many of us. He will be sorely missed.

Looking ahead, ECI continues to strive for vibrant, engaged, inclusive communities in Exeter and beyond, where people can live fulfilling and healthy lives. Many in our area continue to face complex social, economic and environmental challenges. Issues of exclusion and isolation remain prevalent. At any one time, we have seven or eight key projects that work alongside individuals, families and communities to build connections, develop capacity, improve wellbeing and support each other. This work requires ECI to change and adapt to meet the ongoing needs of our community. The past few years have proven our capacity to do so. This annual report is a snapshot of our efforts as we continue the journey to find new ways and new resources to deliver our mission. Please join and help us by giving whatever support you are able whether as a donor or volunteer.

Tim Goodwin - October 2022

# Objectives and Activities

# 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: <a href="http://apps.charitycommission.gov.uk/Showcharity/RegisterOfCharities/SearchResult-Handler.aspx?RegisteredCharityNumber=1026229&SubsidiaryNumber=0&Ref=CO">http://apps.charitycommission.gov.uk/Showcharity/RegisterOfCharities/SearchResult-Handler.aspx?RegisteredCharityNumber=1026229&SubsidiaryNumber=0&Ref=CO</a>.

This year we have continued 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 2021/22 Progress

# Progress against strategic aims

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

During the year we moved cautiously back to face-to-face working; but retained online activity where this was more practical. Despite the various lockdown restrictions we developed two new projects in the year: Remade, a furniture upcycling project to support people registered unemployed or economically inactive to progress to work and learning; and, True North, a volunteer mentor project to support boys aged 10-14 years who have experienced or witnessed domestic abuse in their household. We also developed creative approaches to working with people with lived experience of homelessness, addiction and other disadvantages through the Focus Photography project and Living Newspaper.

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

We achieved the NCVO Trusted Charity Mark Level 1 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

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. All staff continued to have regular supervisions and appraisals throughout the pandemic, which enabled individuals to identify their own training needs. We have moved to 'hybrid working' learning the lessons from the pandemic ensuring staff have greater choice and flexibility about their work location. 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. The collaboration between the Exeter Homeless Partnership, ECI and

# Report of the trustees

# For the year ended 31 March 2022

Positive Lights on the Focus Photography project culminated in an <u>Exhibition</u> held on Friday 3rd September at Positive Lights. The activity involved giving a positive and meaningful activity opportunity for those who are or have experienced homelessness to develop their photography skills and show their work in a public exhibition. We chair and convene meetings of the Groundswell creative solutions group around homelessness and the Exeter Community Food Network addressing food poverty.

# Progress against project plans

# Bike Bank

Bike Bank is a project that offers the opportunity for learners to spend 6 x 3 hour sessions in a workshop environment learning practical skills around bike maintenance, rebuilding and repair, with the additional aims of improving wellbeing, reducing isolation, building confidence and to support their recovery. The trainees are supported by the Ride On mechanic team at their premises on Exeter Quay. Ride On also have their own volunteer programme in the workshop. They direct some volunteer enquiries through to the Bike Bank project who they feel would benefit from some initial time and training before starting as a regular volunteer. We have found this works well and is also good for our trainees to look at volunteering as a natural progression in an environment they are already familiar with. The lockdown restrictions meant a reduced number of trainees allowed in the space at one time. The project had 36 referrals, with nearly 50% from housing support organisations. Of the 17 starters, 14 completed the 6 weeks training.

# The priorities for 2022/23 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. We have a Community Builder in each of the 13 wards in Exeter and in Cranbrook.

Through listening to residents 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.

The Community Builders have continued to play a key part in supporting the community response to Covid-19 over the last 2 years. The Community Builders have helped build the firm foundations of more connected communities. There has been an increase in new groups that have formed and one-off actions such as wellbeing cafés and drop-ins, art sessions, resident street groups and other initiatives. The

# Report of the trustees

# For the year ended 31 March 2022

Community Builders have worked closely with the Exeter Connect support service, so some of these groups have become formally constituted or developed into Community Interest Companies.

# The priorities for 2022/23 are:

- 1. Continue to support local residents develop their own initiatives to improve their community and become better connected.
- 2. Support resident-led initiatives that address the cost of living crisis.
- 3. Support local communities to address sustainable living and make links with city-wide net-zero strategies.

# <u>Devon Family Resource</u>

Devon Family Resource provides family and parenting support for families with emotional and practical issues. The project offers bespoke trauma-informed support through a team of family support workers, play and trauma therapists to support families dealing with the challenges of social isolation, breakdown in family relationships, parenting issues, housing problems, debt and the behavioural and emotional needs of children.

Devon Family Resource works closely with the Early Help and the Family Intervention Teams and we are part of the Victim Care Network. The service continues to grow. We have expanded the team with 3 additional family support workers to cope with the increasing number of referrals. During the year we were successful in securing £10,000 funding from the Hardship Support Grant managed by Devon Community Foundation. This enabled us to support 168 families, allowing us to offer supermarket vouchers, subsidise bills and offer items such as furniture and whitegoods to families in hardship.

We continued to deliver the DWP Happy Families, Happy Futures on-line programme offering parents and carers courses to help them improve communication with their co-parents and help reduce parental conflict which has an adverse effect on the children in the family. Devon Family Resource was successful in a bid to the Masonic Charitable Foundation to start the True North project with a team of volunteer mentors supporting boys aged 10-14 who have experienced or witnessed domestic abuse. The project has two family connectors, part of the Wellbeing Exeter programme, supporting families referred by the local FIT team and GPs.

# The priorities for 2022/23 are:

- 1. Create clear specialist support pathways for families to be shared with partners and referring agencies.
- 2. Develop the relationship with Victim Care/ Victim Support to become a commissioned service.
- 3. Explore opportunities to offer larger packages of support using a holistic approach and combining therapists, support workers and mentors.

# Exeter Connect

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

# Report of the trustees

# For the year ended 31 March 2022

During the year Exeter Connect provided advice to voluntary organisations and community groups about starting up, funding, governance, financial management, risk management, working with volunteers, development and training, and marketing and promotion. We also offered a programme of regular events and activities including legal structures, writing winning grant applications, crowdfunding, diversifying your board and meeting the funders. We held £6,081 for community groups without a bank account to help local people deliver arts and physical activities, community picnics and improve their environment. We also supported voluntary and community organisations to secure £92,660 in funding. Exeter Connect managed the Covid Outbreak Management Fund locally to provide funding for groups adversely affected by Covid, and to promote volunteering.

We held a successful celebration event in March to celebrate the achievements of the voluntary and community sector at St James Park attended by over 100 people: the film shown at the event showed how Exeter Connect had supported the creation of the Sylvania Community Store, Exeter Scrapstore, St. Thomas Gardening Group and the Co-create furniture upcycling project - a few of the 106 groups we provided direct advice and support to over the year. Exeter Connect facilitated 6 network groups with over 66 voluntary and community organisations involved: the Digital Inclusion Network, Exeter Community Food Network, Exeter Community Growers Network, Community Centres Network, Beacon Heath Working Together and St Thomas Stakeholders Group.

# The priorities for 2022/23 are:

- 1. To understand and respond to the needs of the voluntary and community sector.
- 2. To continue to support the development of voluntary and community networks.
- 3. To provide capacity building support to key organisations in the voluntary and charitable sector including 1-to-1 support and training.

# Jelly

Jelly is ECI's Children's Charity Shop that sells preloved clothing, toys, books and baby accessories at a low cost. The shop has a social space with a baby changing room, a sofa area for parents/carers to feed 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 working within the shop and learning skills in customer service and other areas, such as stock control and visual merchandising.

Like the retail sector in general, Jelly has been affected by the pandemic and the restrictions on opening. After the third national lockdown we were able to open the shop for 3 days per week from April 2021. We had to limit donations to one morning per week as everything had to be quarantined before it could go out on the shop floor. From November we were able to extend opening to 5 days per week including Saturdays.

# Report of the trustees

# For the year ended 31 March 2022

Jelly continues to offer a valuable service for people on low income and experiencing increasing hardship due to the escalating cost-of-living crisis, Customers have given strong feedback about how valued our service is to them.

# The priorities for 2022/2023 are:

- 1. Increase footfall and sales to increase annual income to pre-pandemic levels.
- 2. Refurbish the shop to give it a refresh and become a welcoming space for customers and volunteers.
- 3. Develop volunteering opportunities and support for volunteers, including online learning options and opportunities for personal and professional development.

# Remade

Remade – 'Making Visible the Invisible' – started as a pilot in the summer of 2021 with the aim of improving wellbeing while learning upcycling skills in collaboration with Cocreate, Wood for Good and Flipped and Vintage social enterprises. Participants attended weekly workshop sessions to learn about furniture upcycling, from repair to prepping and painting techniques. The course offered both group and individual projects and some of the completed pieces were later sold.

The pilot was followed up with a funded model (through Petroc College and the European Social Fund) with more of a focus around progression towards work and learning. Participants who attended the regular weekly workshop sessions got involved with a range of woodworking activities and projects from designing individual furniture pieces, making shelf units, spoon carving, learning to use both machinery and hand tools, as well as gaining confidence and demonstrating general work readiness skills. They were all offered access to a free workshop safety course as an addition to their CV and formalised learning. Alongside this there were individual conversations around learning and work opportunities for those who were ready, as well as information and signposting to other community activities and support. The group sessions were informal but instructive and although at different skills levels, participants encouraged and helped each other out. The social aspect was hugely important, a big step for some coming out of the lockdown, with a conversation around the growing, cooking and eating of various types of chillies going on for several weeks.

The project received positive feedback and huge congratulations to the four who moved into work, three who entered learning, others who are now volunteering and actively engaged with other projects in the community.

# The priorities for 2022/2023 are:

- 1. To develop a sustainable business model for the project.
- 2. To collaborate with partners to deliver further upcycling activities.
- 3. To promote the project through website and social media activity.

# Ripple Effect

Ripple Effect is a creative arts and wellbeing project. During the year we had funding to deliver one creative project and this is what happened.

# Report of the trustees

# For the year ended 31 March 2022

With the support of the Northcott Theatre we commissioned a creative consultant to deliver a project about people's experiences of lockdown. The idea was to create a Living Newspaper that would aim to draw on the lives of participants in early 2020 (pre-Covid), the present and looking forward to 2023.

This involved creating a short live performance using the narrative device of a newspaper on looking at issues through the lens of personal experience as well as producing a printed newspaper.

From September 2021 to January 2022 a group of local people with lived experience of being marginalised due to mental health problems, homelessness, addiction or other disadvantages came together for the first time after lockdown to discuss current affairs, share their stories and make a performance together. To help with the project the consultant brought in another facilitator who had a particular interest in writing. This gave the opportunity for members of the group with a keen interest in writing to focus on that and also gave a way for people to be included who wanted to be part of the project but did not want to perform.

The project involved a core group of 6 people, who worked tirelessly to share their thoughts and get their voices heard on local, national and global issues that affect us all. This resulted in a performance piece 'We are the Story' at the Barnfield Theatre in January 2022 and a newspaper containing articles and opinion pieces created by the group.

# The priorities for 2022/23 are:

- 1. To explore other creative opportunities that give people a voice to share their lived experience through drama, film making and storytelling.
- 2. To work with partners in developing new opportunities for creative activity.
- 3. To develop a sustainable business model for these initiatives.

# **Transitions**

Transitions works with adults who are experiencing isolation, vulnerability and/or other disadvantage, and who have limited support networks, helping them to make positive changes. We provide 1-to-1 coaching/mentoring support and guided self-help via trained volunteers, for up to six months, along with small group workshops and meetups. We aim to help people improve their life skills 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.

Transitions provided 1-to-1 coaching support to 48 individuals and 35 individuals attended our workshops with the total number of 75 beneficiaries. This year saw an increase in referrals from people who are neuro-diverse (autism spectrum and ADHD) who are often facing a long wait for diagnosis.

This year marked Transitions' 10<sup>th</sup> birthday and we duly celebrated with an event in September at Exeter Central Library. It was well attended by current and former clients, volunteers and partner agencies. In addition to the birthday event we started holding workshops in person this year. Although at first people were nervous about

# Report of the trustees

# For the year ended 31 March 2022

getting together, our overall impression is that people are relieved to be getting back to 'real' social contact. The first 'in person' course we have run for 2 years was Connection Reflection which explores group membership, social connection and identity. In person 'meet-ups' have also restarted. We have a monthly general meet-up at the Phoenix café and having encouraged two women to 'buddy up' at Dart's Farm, this has evolved into a women's meet-up facilitated by a volunteer. Transitions has been working with Dr Stephen Minton and Sarah Maloney from the University of Plymouth on an evaluation of the service.

# The priorities for 2022/2023 are:

- 1. Use the evaluation to inform the future strategic direction and delivery of the service.
- 2. Establish and consolidate links with mental health services and Primary Care Networks.
- 3. Increase our understanding and support for people who are neuro-diverse.

# Financial Review and Reserves Policy

# **Funds position**

Income and expenditure on charitable activities decreased significantly in 2021/22 compared with 2020/21 due to the transfer of the Parent Progression project to Action for Children and the reduction of Covid-19 statutory funding that we received in the previous year. We received additional funding from existing funders such as Devon Community Foundation (DCF – Wellbeing Exeter programme) and TWIN (Department of Work and Pensions for the Happy Families, Happy Futures programme) provided additional support when compared to 2020-21. We were also able to secure new funding from Petroc College for the Remade project and The Masonic Charitable Foundation for the new True North project, with some smaller match funding for this project from Devon Community Foundation (DCF). During the year we had to close the Jelly shop due to the Covid-19 restrictions. We were able to take advantage of the Government's SBRR grant and secured funding of £4,900 (2021 £39,143).

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/Family Connectors (until March 2024), The National Lottery (until March 2024)/Lloyds Bank Foundation (until August 2023) for the Transitions project, Exeter City Council to deliver the Voluntary Sector Support Service (Exeter Connect until March 2023), Masonic Charitable Foundation/Northbrook Community Trust for the True North Project (until August 2023) and Victim Support/Henry Smith Charity for Devon Family Resource (until March 2023). 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 £60,461 was predicted, however, as a result of strict cost controls and grant income received in advance, there was only a decrease of £40,242 to £20,219. Restricted reserves increased by £36,295 from £154,897 to £191,192 and unrestricted reserves decreased by £59,313 from £353,411 to £294,098 (of this sum, £7,954 is represented by fixed assets). Permanent endowment funds increased by £2,799 from £33,089 to £35,888.

# **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, permanent endowment fund and designated funds, were £256,144 at 31st March 2022. The trustees' free reserves target is £140,013, representing approximately six months' core costs, and we are taking

# Report of the trustees

# For the year ended 31 March 2022

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 £36k 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 1,845.83 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 continued to monitor the risks arising from the pandemic and differing lockdown restrictions. We have maintained business continuity throughout the pandemic with only limited restrictions in services and continued to develop new projects. We have adapted to hybrid working with face-to-face and online meetings to ensure robust and timely decision making.

Throughout 2021/22 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 2022.

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.

# Report of the trustees

# For the year ended 31 March 2022

# Investment in the future

In 2023 we will celebrate 30 years since the incorporation of the Palace Gate Project as Exeter Community Umbrella (we became Exeter Community Initiatives in 2002). In that time we have launched a number of well-known charities: St Petrocks Homeless Shelter, Turntable Furniture project and St Sidwell's Community Centre. We are planning a marketing campaign to celebrate reaching this milestone with all those associated with the charity over the past 30 years.

We are currently working on a revised Strategic Plan until 2026 to continue to help where it matters most; working with others to fulfil their potential and maintain wellbeing; to develop confident, more connected communities; and help build strong and resilient families. We will continue to innovate and develop new projects. We will look to strengthen our relationships with existing and new partners and explore opportunities for collaboration.

We will look to develop revised business plans for key areas of our work including Bike Bank, Remade, Ripple and Devon Family Resource. We plan to appoint a Business Development Manager to lead on a business planning framework to support managers to develop new and existing projects and develop a fundraising strategy with charitable trusts, and grant making bodies to secure funding for these projects.

We also plan to recruit a new Community Fundraising Co-ordinator to coordinate volunteer fundraisers, and develop relationships with local donors. This will build on the success of the previous Community Fundraising Coordinator in securing financial and in-kind donations to the charity. This year we are one of the charity partners of the Exeter Chiefs Foundation.

We will continue to work with the Exeter City Supporters Trust. This has helped raise the profile of ECI. The Supporters Trust has supported by providing cash donations and other in-kind support including match day tickets which have benefited staff, volunteers and people who use our services.

We will strengthen our organisational resilience by implementing a new intranet system for staff and trustees, replacing SharePoint with MyECI, and introducing Lamplight - a new CRM system which will improve administrative efficiency, GDPR practices and provide robust, reliable reporting for funders and partners. We will continue to work with existing commissioners and funders and identify opportunities for income to support new projects.

# Structure, Governance and Management

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 provides 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.

In addition to the two sub-groups, 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. There are also project review groups of trustees and managers covering the three main areas of our work:

- Children and Families
- People and Communities
- Vulnerable Adults

# Report of the trustees

# For the year ended 31 March 2022

These groups report 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.

# **Senior Management**

Steven Chown Chief Executive

Carole Pilley Development Manager Lee Bingham Finance Manager

Ellie Taylor Operations Manager
Daisy Binnie Devon Family Resource Manager

Laura Robinson Devon Family Resource Manager

Community Builders Project Manager

# Paid staff

In 2021/22 we employed 48 full and part-time staff across the charity at the year end, equivalent to 26 FTE. We had 14 new starters and 13 leavers during the year.

Ellie Taylor joined as Operations Manager in November 2021. Adam Atkins (Marketing and Engagement Manager) and Sanchia Hylton-Smith (Devon Family Resource) have left the organisation to become Chief Executives of Magic Carpet and the Juno Project respectively. Daisy Binnie was appointed as the new Devon Family Resource Manager in June 2022.

The energy, commitment and kindness of our staff team has helped support individuals and communities through an incredibly trying time. We owe them a huge debt of gratitude.

# Report of the trustees

For the year ended 31 March 2022

# Trustees' responsibilities statement

The trustees (who are also directors of the charity for the purposes of company law) are responsible for preparing the trustees' report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102: The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year, which give a true and fair view of the state of affairs of the charity and of the income and expenditure of the charity for that period. In preparing those 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 accounting estimates that are reasonable and prudent;
- state whether applicable UK accounting standards and statements of recommended practice 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 charity will continue in operation.

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

In so far as the trustees are aware:

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

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.

Members of the charity guarantee to contribute an amount not exceeding £10 to the assets of the charity in the event of winding up. The trustees are members of the charity but this entitles them only to voting rights. The trustees have no beneficial interest in the charity.

# Report of the trustees

# For the year ended 31 March 2022

# **Auditors**

Godfrey Wilson Limited were appointed as auditors to the charitable company during the year and have expressed their willingness to continue in that capacity.

Approved by the trustees on 6 October 2022 and signed on their behalf by

Tim Goodwin

Tim Goodwin - Chair

# Reference and administrative details

# For the year ended 31 March 2022

Company number 02844870

Charity number 1026229

Registered office and

148-149 Fore Street

operational address

Devon EX4 3AN

Exeter

Trustees Trustees, who are also directors under company law, who served during

the year and up to the date of this report were as follows:

John Barrett
Alan Broughton
Tim Goodwin (Chair)
Charlotte Hanson
Diane Hayman
Caroline Lake
Christopher Neale

Robert Pepper (Honorary Treasurer)

Bethany Reynolds

Sheila Swarbrick (Vice Chair)

Bankers Royal Bank of Scotland Nationwide Building Society

Broadwalk House 2 Bedford Street

Southernhay West Exeter Exeter EX1 1LT

EX1 1TZ

CAF Bank COIF Charity Funds 25 Kings Hill Avenue Senator House

Kings Hill 85 Queen Victoria Street

Kent London ME19 4JQ EC4V 4ET

Auditors Godfrey Wilson Limited

Chartered accountants and statutory auditors

5th Floor Mariner House

62 Prince Street

Bristol BS1 4QD

#### To the members of

# **Exeter Community Initiatives**

#### Opinion

We have audited the financial statements of Exeter Community Initiatives (the 'charity') for the year ended 31 March 2022 which comprise the statement of financial activities, balance sheet, statement of cash flows and the related 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, including Financial Reporting Standard 102: The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charity's affairs as at 31 March 2022 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

#### 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 trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

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

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

# Other information

The 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.

#### To the members of

# **Exeter Community Initiatives**

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.

# Opinion 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 for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- 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;
- the financial statements are not in agreement with the accounting records and returns;
- 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.

# Responsibilities of the trustees

As explained more fully in the trustees' responsibilities statement set out in the trustees' report, the trustees 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.

#### To the members of

# **Exeter Community Initiatives**

#### 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 procedures we carried out and the extent to which they are capable of detecting irregularities, including fraud, are detailed below:

- (1) We obtained an understanding of the legal and regulatory framework that the charity operates in, and assessed the risk of non-compliance with applicable laws and regulations. Throughout the audit, we remained alert to possible indications of non-compliance.
- (2) We reviewed the charity's policies and procedures in relation to:
  - identifying, evaluating and complying with laws and regulations, and whether they were aware of any instances of non-compliance;
  - detecting and responding to the risk of fraud, and whether they were aware of any actual, suspected or alleged fraud; and
  - designing and implementing internal controls to mitigate the risk of non-compliance with laws and regulations, including fraud.
- (3) We inspected the minutes of trustee meetings.
- (4) We enquired about any non-routine communication with regulators and reviewed any reports made to them.
- (5) We reviewed the financial statement disclosures and assessed their compliance with applicable laws and regulations.
- (6) We performed analytical procedures to identify any unusual or unexpected transactions or balances that may indicate a risk of material fraud or error.
- (7) We assessed the risk of fraud through management override of controls and carried out procedures to address this risk. Our procedures included:
  - testing the appropriateness of journal entries;
  - assessing judgements and accounting estimates for potential bias;
  - reviewing related party transactions; and
  - testing transactions that are unusual or outside the normal course of business.

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 or non-compliance with regulation. Irregularities that arise due to fraud can be even harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

# To the members of

# **Exeter Community Initiatives**

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. 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.

Alison Godfrey

Date: 10 October 2022

Alison Godfrey FCA (Senior Statutory Auditor)

For and on behalf of:

GODFREY WILSON LIMITED

Chartered accountants and statutory auditors
5th Floor Mariner House
62 Prince Street

Bristol

BS1 4QD

**Exeter Community Initiatives** 

Statement of financial activities (incorporating an income and expenditure account)

# For the year ended 31 March 2022

	Note	Endowment £	Restricted £	Unrestricted £	2022 Total £	2021 Total £
Income from:  Donations  Charitable activities	3 4	-	6,898 864,318	28,619 67,381	35,517 931,699	106,028 1,019,266
Other trading activities Investments	5			800 1,138	800 1,138	(500) 1,158
Total income			871,216	97,938	969,154	1,125,952
Expenditure on: Raising funds Charitable activities			- 834,921	26,211 131,040	26,211 965,961	1,016,757
Total expenditure	7		834,921	157,251	992,172	1,016,757
Net gains on investments		2,799			2,799	5,741
Net income / (expenditure)		2,799	36,295	(59,313)	(20,219)	114,936
Transfers between funds						
Net movement in funds	8	2,799	36,295	(59,313)	(20,219)	114,936
Reconciliation of funds: Total funds brought forward		33,089	154,897	353,411	541,397	426,461
Total funds carried forward	t	35,888	191,192	294,098	521,178	541,397

All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above. Movements in funds are disclosed in note 16 to the accounts.

#### **Balance sheet**

# As at 31 March 2022

	Note	£	2022 £	2021 £
Fixed assets Tangible assets Investments	11 12		7,954 35,888	8,764 33,089
			43,842	41,853
Current assets Debtors Cash at bank and in hand	13	33,368 492,368		37,489 503,017
		525,736		540,507
<b>Liabilities</b> Creditors: amounts falling due within 1 year	14	(48,400)		(40,963)
Net current assets			477,336	499,544
Net assets	15		521,178	541,397
Funds Endowment funds	16		35,888	33,089
Restricted funds Unrestricted funds			191,192	154,897
Designated funds General funds			30,000 264,098	30,000 323,411
Total charity funds			521,178	541,397

The directors acknowledge their responsibilities for:

- (i) ensuring that the Company keeps proper accounting records which comply with section 386 of the Act; and
- (ii) preparing financial statements which give a true and fair view of the state of affairs of the Company as at the end of the financial year and of its profit or loss for the financial year in accordance with the requirements of section 393, and which otherwise comply with the requirements of the Act relating to financial statements, so far as applicable to the company.

These accounts have been prepared in accordance with the special provisions applicable to companies subject to the small companies' regime.

Approved by the trustees on 6 October 2022 and signed on their behalf by

Tim Goodwin

Tim Goodwin - Chair

# Statement of cash flows

# For the year ended 31 March 2022

	2022 £	2021 £
Cash used in operating activities:		
Net movement in funds	(20,219)	114,936
Adjustments for:		
Depreciation charges	6,533	8,661
Dividends, interest and rents from investments	(1,138)	(1,158)
Gains on investments	(2,799)	(5,741)
Decrease in debtors	4,122	57,869
Increase in creditors	7,437	12,555
Net cash provided by / (used in) operating activities	(6,064)	187,122
Cash flows from investing activities:		
Dividends, interest and rents from investments	1,138	1,158
Purchase of tangible fixed assets	(5,723)	(4,638)
r dichase of tallyble liked assets	(3,723)	(4,030)
Net cash provided used in investing activities	(4,585)	(3,480)
Increase / (decrease) in cash and cash equivalents in the year	(10,649)	183,642
Cash and cash equivalents at the beginning of the year	503,017	319,375
Cash and cash equivalents at the end of the year	492,368	503,017

The charity has not provided an analysis of changes in net debt as it does not have any long term financing arrangements.

#### Notes to the financial statements

# For the year ended 31 March 2022

# 1. Accounting policies

#### a) Basis of preparation

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities in preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Exeter Community Initiatives meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note.

#### b) Going concern basis of accounting

With free reserves, defined as total general funds excluding fixed assets, of £256,144, compared to our target level of £140,000 and significant grant and contract income agreed for the next 12 months and beyond, the trustees consider that the charity has adequate resources to continue in operational existence for the foreseeable future. As such the accounts have been prepared on the assumption that the charity is able to continue as a going concern.

#### c) Income

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the item of income have been met, it is probable that the income will be received and the amount can be measured reliably.

Income from the government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

Income received in advance of provision of services is deferred until criteria for income recognition are met.

#### d) Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity: this is normally upon notification of the interest paid or payable by the bank.

#### Notes to the financial statements

#### For the year ended 31 March 2022

# 1. Accounting policies (continued)

#### e) Donated goods and services

Donated professional services and donated facilities are recognised as income when the charity has control over the item, any conditions associated with the donated item have been met, the receipt of economic benefit from the use by the charity of the item, is probable and the economic benefit can be measured reliably. In accordance with the Charities SORP (FRS 102), general volunteer time is not recognised.

On receipt, donated professional services and donated facilities are recognised on the basis of the value of the gift to the charity which is the amount the charity would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

Goods donated for sale by the charity, including clothing items donated to the Jelly shop, are recognised as incoming resources when stock is sold. The trustees consider it impractical to be able to assess the value of donated stock as there are no systems in place which record these items until they are sold and undertaking a stock take would incur undue cost for the charity which far outweighs the benefits.

# f) Funds accounting

Unrestricted funds are available to spend on activities that further any of the purposes of the charity. Designated funds are unrestricted funds of the charity which the trustees have decided at their discretion to set aside to use for a specific purpose. Restricted funds are donations which the donor has specified are to be solely used for particular areas of the charity's work or for specific projects being undertaken by the charity.

#### g) Expenditure and irrecoverable VAT

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably.

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred

#### h) Allocation of support and governance costs

Support costs are those functions that assist the work of the charity but do not directly undertake charitable activities. Governance costs are the costs associated with the governance arrangements of the charity, including the costs of complying with constitutional and statutory requirements and any costs associated with the strategic management of the charity's activities. These costs have been allocated between cost of raising funds and expenditure on charitable activities based on the proportion of staff time as follows:

	2022	2021
Raising funds	3.1%	0.0%
Charitable activities	96.9%	100.0%

#### Notes to the financial statements

# For the year ended 31 March 2022

# 1. Accounting policies (continued)

#### i) Tangible fixed assets

Depreciation is provided at rates calculated to write down the cost of each asset to its estimated residual value over its expected useful life. The depreciation rates in use are as follows:

Leasehold improvements 4 years Fixtures, fittings and equipment 4 years

Items of expenditure are capitalised where the purchase price exceeds £250.

### j) Investments

Listed investments held at the year end are valued at the current market value at that date. Investment income from dividends is included in incoming resources while realised and unrealised losses and gains on investments are shown separately on the statement of financial activities (SOFA). Realised gains and losses are calculated on investment disposals during the year as the difference between the opening market value and the proceeds received on sale. Unrealised gains and losses are calculated on investment holdings at the period end as the difference between the closing market value and the opening market value or purchase value during the period.

# k) Debtors

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

#### I) Cash at bank and in hand

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

#### m) Creditors

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

# n) Financial instruments

The charitable company only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently recognised at amortised cost using the effective interest method.

#### o) Pension costs

The charitable company operates a defined contribution pension scheme for its employees. There are no further liabilities other than that already recognised in the SOFA.

#### Notes to the financial statements

#### For the year ended 31 March 2022

#### 1. Accounting policies (continued)

#### p) Accounting estimates and key judgements

In the application of the charity's accounting policies, the trustees are required to make judgements, estimates and assumptions about the carrying values of assets and liabilities that are not readily apparent from other sources. The estimates and underlying assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods.

The key sources of estimation uncertainty that have a significant effect on the amounts recognised in the financial statements are depreciation, accrued expenses and valuation of investments.

#### q) Operating leases

Rentals paid under operating leases are charged to the statement of financial activities as they fall due.

#### 2. Prior period comparatives: statement of financial activities

				2021
I	Endowment	Restricted	Unrestricted	Total
	£	£	£	£
Income from:				
Donations and legacies	-	-	106,028	106,028
Charitable activities	-	964,732	54,534	1,019,266
Other trading activities	-	-	(500)	(500)
Investments			1,158	1,158
Total income	<u>-</u>	964,732	161,220	1,125,952
Expenditure on:				
Charitable activities		933,016	83,741	1,016,757
Total expenditure		933,016	83,741	1,016,757
Net gains on investments	5,741			5,741
Net income	5,741	31,716	77,479	114,936
Transfers between funds		(57,419)	57,419	
Net movement in funds	5,741	(25,703)	134,898	114,936

Prior period restricted expenditure has been increased by £52,297. This was previously recognised as a transfer out of restricted funds.

# Notes to the financial statements

# For the year ended 31 March 2022

3.	Income from donations				
				2022	2021
		Restricted	Unrestricted	Total	Total
		£	£	£	£
	Donations	6,898	11,724	18,622	88,895
	Share scheme	-	13,997	13,997	14,108
	Gift aid		2,898	2,898	3,025
	Total income from donations	6,898	28,619	35,517	106,028

In the prior year, all income from donations was unrestricted.

# 4. Income from charitable activities

			2022
	Restricted	Unrestricted	Total
	£	£	£
Community, projects and social enterprise	479,869	33,563	513,432
Vulnerable adults	87,166	_	87,166
Children and families	297,283	33,818	331,101
Total income from charitable activities	864,318	67,381	931,699
Prior period comparative:			2021
Prior period comparative:	Restricted	Unrestricted	2021 Total
Prior period comparative:	Restricted £	Unrestricted £	
Prior period comparative:  Community, projects and social enterprise		••	Total
	£	£	Total £
Community, projects and social enterprise	£ 523,704	£	Total £ 528,538

#### Notes to the financial statements

# For the year ended 31 March 2022

5.	Income from other trading activities	2022 Total £	2021 Total £
	Service provisions and other sales Other income	800 	(700) 200
	Total income from other trading activities	800	(500)

In the current year and prior year, all income from other trading activities was unrestricted.

# 6. Government grants

In the prior year, the charitable company received government grants, defined as funding from the Coronavirus Job Retention Scheme and Coronavirus Government Support Grant to fund charitable activities. The total value of such grants in the period ending 31 March 2021 was £69,779. No such grants were received in the current year.

# Notes to the financial statements

# For the year ended 31 March 2022

# 7. Total expenditure

i otai expenditure				
			Support and	
	Raising	Charitable	governance	
	funds	activities	costs	2022 Total
	£	£	£	£
Ot-#t- (t- 0)	04.004	000.075	404 500	005.400
Staff costs (note 9)	21,801	682,075	101,590	805,466
Recruitment costs	-	3,905	2,539	6,444
Travelling and other costs	-	10,374	460	10,834
Staff training and conferences	-	-	(1,731)	(1,731)
User activities and training courses	-	23,282		23,282
Telephone and internet	-	5,047	5,755	10,802
Computer software and				
maintenance costs	-	12,527	2,742	15,269
Printing postage and stationery	-	2,365	2,251	4,616
Rent, rates and room hire	-	27,482	216	27,698
Light, heat and power	-	8,596	-	8,596
Insurance	-	537	3,055	3,592
Subscriptions	-	979	982	1,961
Publicity and marketing	-	462	2,155	2,617
Repairs and maintenance	-	1,707	505	2,212
Depreciation	-	-	6,533	6,533
Equipment	-	4,614	120	4,734
Freelance therapists	-	39,021	-	39,021
Professional fees	-	3,406	7,248	10,654
Sundries and consumables	-	1,533	524	2,057
Bank charges	-	-	935	935
Client support fund	-	70	-	70
Cost of trustee meetings	-	-	10	10
Audit and accountancy fees	<u> </u>		6,500	6,500
Sub-total	21,801	827,982	142,389	992,172
Allocation of support and	21,001	021,302	142,009	332,172
governance costs	4,410	137,979	(142,389)	
governance costs	4,410	101,818	(142,309)	
Total expenditure	26,211	965,961		992,172

Total governance costs were £5,830 (2021: £5,445).

# Notes to the financial statements

7. Total expenditure Prior period comparative		Support and	
	Charitable	governance	
	activities	costs	2021 Total
	£	£	£
Staff costs (note 9)	827,994	73,747	901,741
Recruitment costs	1,863	150	2,013
Travelling and other costs	5,478	328	5,806
User activities and training courses	8,733	-	8,733
Telephone and internet	6,715	6,234	12,949
Computer software and maintenance costs	18,379	-	18,379
Printing postage and stationery	2,072	1,673	3,745
Rent, rates and room hire	23,923	1,501	25,424
Light, heat and power	1,214	-	1,214
Insurance	518	2,812	3,330
Subscriptions	1,160	885	2,045
Publicity and marketing	2,612	65	2,677
Repairs and maintenance	1,186	-	1,186
Depreciation	-	8,661	8,661
Equipment	2,886	74	2,960
Professional fees	-	8,414	8,414
Sundries and consumables	332	1,653	1,985
Client support fund	50	-	50
Cost of trustee meetings	-	165	165
Audit and accountancy fees		5,280	5,280
Sub-total	905,115	111,642	1,016,757
Allocation of support and governance costs	111,642	(111,642)	
Total expenditure	1,016,757	<u> </u>	1,016,757

# Notes to the financial statements

# For the year ended 31 March 2022

8.	Net movement in funds This is stated after charging:		
		2022 £	2021 £
	Depreciation Operating lease payments Trustees' remuneration Trustees' reimbursed expenses Auditors' remuneration:	6,533 1,243 Nil Nil	8,661 8,485 Nil Nil
	<ul><li>Statutory audit (including VAT)</li></ul>	5,820	5,280
9.	Staff costs and numbers Staff costs were as follows:	2022 £	Restated 2021 £
	Salaries and wages Social security costs Pension costs	733,249 39,095 33,122 805,466	816,669 49,569 35,503 901,741

The 2021 comparative staff costs have been restated to correct a prior period disclosure error.

No employee earned more than £60,000 during the year.

The key management personnel of the charitable company comprise the Trustees, Chief Executive Officer, and Senior Leadership Team. The total employee benefits of the key management personnel were £238,072 (2021: £295,912).

Average headcount analysed by category was as follows:

	2022 No.	2021 No.
Core, governance and generating voluntary income	12	12
Vulnerable adults	2	2
Project development	1	1
Children and families	8	11
Community and projects	22	22
Social enterprise	2	2
Average head count	<u>47</u>	50

# Notes to the financial statements

# For the year ended 31 March 2022

# 10. Taxation

The charity is exempt from corporation tax as all of its income is charitable and is applied for charitable purposes.

# 11. Tangible fixed assets

	Tallyble likeu assets			
	i	Leasehold mprovements £	Fixtures, fittings and equipment £	Total £
	Cost At 1 April 2021 Additions in year Disposals	32,089	98,398 5,723 (65,034)	130,487 5,723 (65,034)
	At 31 March 2022	32,089	39,087	71,176
	Depreciation At 1 April 2021 Charge for the year On disposals	31,221 868 	90,502 5,665 (65,034)	121,723 6,533 (65,034)
	At 31 March 2022	32,089	31,133	63,222
	Net book value At 31 March 2022		7,954	7,954
	At 31 March 2021	868	7,896	8,764
12.	Investments		2022 £	2021 £
	Market value at 1 April 2021 Unrealised gain		33,089 2,799	27,348 5,741
	Market value at 31 March 2022		35,888	33,089
	Investments held are COIF Charities Funds managed b	y CCLA.		
13.	Debtors		2022	2021
			£	£ 2021
	Trade debtors Prepayments Other debtors		4,400 9,314 19,654	15,259 5,773 16,457
			33,368	37,489

# Notes to the financial statements

14.	14. Creditors : amounts due within 1 year						
		-			2022 £	2021 £	
					£	£	
	Trade creditors				8,594	9,944	
	Accruals				7,263	5,718	
	Other taxation and social secur Other creditors	rity			14,629 17,914	12,949 12,352	
	Other creditors				17,314	12,332	
					48,400	40,963	
15.	Analysis of net assets betwe	en funds					
	•	Endowment	Restricted	Designated	General	Total	
		funds	funds	funds	funds	funds	
		£	£	£	£	£	
	Tangible fixed assets	_	_	_	7,954	7,954	
	Investments	35,888	-	-	-	35,888	
	Current assets	-	191,192	30,000	304,544	525,736	
	Current liabilities				(48,400)	(48,400)	
	Net assets at 31 March 2022	35,888	191,192	30,000	264,098	521,178	
	Prior period comparative	Endowment	Restricted	Designated	General	Total	
	The period comparative	funds	funds	funds	funds	funds	
		£	£	£	£	£	
	Tangible fixed assets	_	_	_	8,764	8,764	
	Investments	33,089	_	_	-	33,089	
	Current assets	-	154,897	30,000	355,610	540,507	
	Current liabilities				(40,963)	(40,963)	
	Net assets at 31 March 2021	33,089	154,897	30,000	323,411	541,397	
	The second at a man an area	30,000	. 5 1,007	50,000		5 1 1,001	

# Notes to the financial statements

6. Movements in funds						
	At 1 April 2021 £	Income	Expenditure	Transfers between funds	Gains / losses	At 31 March 2022
	£	£	£	£	£	£
Expendable endowments						
Endowment fund	33,089			<u> </u>	2,799	35,888
Total expendable endowments	33,089			<u> </u>	2,799	35,888
Restricted funds						
TWIN	3,278	144,986	(146,726)	-	-	1,538
Transitions	21,883	69,066	(70,734)	-	-	20,215
Food Fund	3,536	-	-	-	-	3,536
Bike Bank	8,998	6,796	(9,335)	-	-	6,459
Ripple Effect	15,678	1,000	(13,047)	(3,631)	-	-
Small Grants	2,019	-	-	-	-	2,019
Homeless Collaboration	1,735		-	-	-	1,735
Wellbeing Exeter	1,621	292,069	(288,490)	-	-	5,200
Exeter Connect	82,675	187,800	(143,301)	-	-	127,174
Colab	6,500	-	(4,000)		-	2,500
Devon Family Resource	-	152,333	(134,160)	-	-	18,173
Remade	6,974	17,166	(25,128)	3,631		2,643
Total restricted funds	154,897	871,216	(834,921)	<u>-</u> _		191,192

#### Notes to the financial statements

#### For the year ended 31 March 2022

#### 16. Movements in funds (continued)

	At 1 April 2021 £	Income £	Expenditure £	Transfers between funds £	Gains / losses £	At 31 March 2022 £
Unrestricted funds  Designated funds:  New development fund	30,000	<u>-</u>			<u>-</u>	30,000
Total designated funds	30,000	<u>-</u>		<u> </u>		30,000
General funds	323,411	97,938	(157,251)	<u> </u>		264,098
Total unrestricted funds	353,411	97,938	(157,251)	<u> </u>		294,098
Total funds	541,397	969,154	(992,172)	<u>-</u>	2,799	521,178

# Purposes of expendable endowments

Endowment fund

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

#### Notes to the financial statements

#### For the year ended 31 March 2022

#### 16. Movements in funds (continued)

#### **Purposes of restricted funds**

**TWIN** 

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

#### **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.

#### Food Fund

Funding to increase skills and confidence through providing food growing activities.

#### Bike Bank

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

# 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.

#### Homeless Collaboration

Funds to be used to support soup kitchens in Exeter.

#### Wellbeing Exeter

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

#### **Exeter Connect**

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

#### Notes to the financial statements

#### For the year ended 31 March 2022

#### 16. Movements in funds (continued)

#### **Purposes of restricted funds (continued)**

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.

#### Remade

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

#### Purposes of designated funds

New development fund

This fund contains income from Garfield Weston and The Community Fund which were given towards core costs and have been designated as funds to be utilised for particular development projects as they arise.

#### Transfers between funds

The Ripple Effect project came to an end in the year with some of the funding not yet utilised. It was agreed with the funder that this remaining balance could be transferred to Remade and utilised within that project work.

#### Notes to the financial statements

16. Movements in funds (continued) Prior period comparative - restated	At 1 April 2020 £	Income £	Expenditure £	Transfers between funds £	Gains / losses £	At 31 March 2021 £
Expendable endowments						
Endowment fund	27,348			<u> </u>	5,741	33,089
Total expendable endowments	27,348			<u>-</u> .	5,741	33,089
Restricted funds						
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> </u>		
Total restricted funds	180,600	964,732	(933,016)	(57,419)	_	154,897

#### Notes to the financial statements

# For the year ended 31 March 2022

16. Movements in funds (continued) Prior period comparative - restated (continued)	At 1 April 2020 £	Income £	Expenditure £	Transfers between funds £	Gains / losses £	At 31 March 2021 £
Unrestricted funds  Designated funds:  New development fund	15,000	-	-	15,000	-	30,000
Total designated funds	15,000			15,000		30,000
General funds	203,513	161,220	(83,741)	42,419		323,411
Total unrestricted funds	218,513	161,220	(83,741)	57,419		353,411
Total funds	426,461	1,125,952	(1,016,757)		5,741	541,397

Prior period restricted expenditure has been increased by £52,297. This was previously recognised as a transfer out of restricted funds.

#### Notes to the financial statements

# For the year ended 31 March 2022

# 17. Financial instruments at fair value 2022 2021 £ £ £ £ Financial assets measured at fair value \_\_\_ 35,888 33,089

Financial assets measured at fair value comprise listed investments.

# 18. Operating lease commitments

The charity had operating leases at the year end with total future minimum lease payments as follows:

	Land and	•	Oth	ner
		Restated		
	2022	2021	2022	2021
	£	£	£	£
Amount falling due:				
Within 1 year	15,250	15,250	717	860
Within 1 - 5 years	38,125	53,375	1,015	2,150
	53,375	68,625	1,732	3,010
		50,020		0,010

# 19. Related party transactions

There were no related party transactions in the current or prior period.