



BRIGHTON AND HOVE IMPETUS

(A Company Limited by Guarantee)

TRUSTEES' ANNUAL REPORT AND FINANCIAL STATEMENTS YEAR ENDED 31 MARCH 2013

Company Number: 03895574

Charity Number: 1083390

Trustees' Annual Report and Financial Statements 2012-13

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Reference and Administrative Information

Registered name	Brighton and Hove Impetus
Working name	Impetus
Trustees (who are also Directors)	Antony Kildare (Chair) David Botibol Alison Penn Alison French Steve Hare – appointed July 2012 Clare Hughes – appointed March 2013 Jason Nuttall – appointed March 2013
Chief Executive Officer	Jo Ivens Julia Reddaway – maternity cover from 22 March 2013
Company Secretary	Jo Ivens
Charity number	1083390
Company number	03895574
Registered office and operational address	Intergen House (1 st Floor) 65-67 Western Road Hove BN3 2JQ
Independent examiner	P J Thacker FCA DChA Clark Brownscombe Ltd 8 The Drive Hove BN3 3JT
Bankers	Co-Operative Bank plc 164-165 Western Road Brighton BN1 2BB Bank of Scotland PO Box 17235 Edinburgh EH11 1YR CAF Bank Ltd 25 Kings Hill Avenue Kings Hill West Malling ME19 4JQ

Governance and internal control

Introduction

1.1 This is the annual report, including financial statements, of the Trustees of Brighton and Hove Impetus for the year ended 31 March 2013. It has been prepared in accordance with relevant legislative and regulatory requirements¹ and sets out what we achieved last year and how our work has benefited the people we aim to support.

Governing document

1.2 Impetus is a registered charity and a company limited by guarantee. The company was incorporated in December 1999 and is governed by its Memorandum and Articles of Association.

Our structure and governance

1.3 The body responsible for managing Impetus is the Board of Trustees, which meets six times a year. Under the Memorandum and Articles of Association, a maximum of eight members of the Board are elected at the annual general meeting (AGM) and up to four trustees may be appointed. Each year, half of the Board's longest-standing trustees must retire and may be re-elected at the AGM. Trustees who served during the year were:

Trustee	Role
David Botibol	Chair of Policy Review Working Group; ASpire link Trustee
Alison French	Chair of Personnel Sub-Committee
Steve Hare	Appointed July 2012; Volunteer Centre Advisory Group; Business Development Working Group
Clare Hughes	Appointed March 2013
Antony Kildare	Chair of Board of Trustees; Business Development Working Group
Jason Nuttall	Appointed March 2013
Alison Penn	Performance Development Service link Trustee; lead on monitoring and evaluation

1.4 Trustees gave their time voluntarily and received no benefits from Impetus. Details of expenses claimed are in the notes to the accounts.

¹ a) The Statement of Recommended Practice – "Accounting and Reporting by Charities" (2005); b) the Special Provision of Part 15 of the Companies Act 2006 relating to small companies; and c) the Financial Reporting Standard for Smaller Entities (effective April 2008).

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Recruitment and induction of Trustees

1.5 Trustees are recruited using a competitive process that emphasises equal opportunities. We identify gaps in the Board's expertise, conduct community outreach and/or advertise and candidates are appointed based on a written application and interview.

1.6 New trustees are given an information pack about Impetus that includes the Articles and Memorandum of Association, the business plan, Board minutes and Charity Commission publications on good governance. Their induction includes briefing sessions with service managers / project leaders and the Chief Executive Officer (CEO). Trustees are encouraged to attend relevant courses on topics such as governance, voluntary sector developments and equality and diversity.

Management

1.7 The Board of Trustees meets regularly to provide direction for Impetus' work. Responsibility for day-to-day running of Impetus is vested in the CEO, who reports to the Chair of the Board. Responsibility for the operation of individual services or projects is delegated through the CEO to service managers or project leaders. In post at the end of the financial year were:

Name	Role, service or project
Jo Ivens	Chief Executive
Matt Day	ASpire; Future Lives
Jenny Moore	InterAct
Jo Tulloch	Lay Assessor Scheme
Sean de Podesta	Neighbourhood Care Scheme
Sue Goodwin	Pensioner Action
Andrew Seares	Performance Development Service: Business Development
Alison Marino	Volunteer Centre

1.8 Services and projects have a steering group involving the service manager / project leader, volunteer and user representatives and other stakeholders, such as funders. Steering groups meet quarterly and are responsible for overseeing strategic direction and delivery of objectives and plans.

1.9 The Board updates the Impetus business plan, reviews strategic objectives and sets targets each year with the CEO to ensure that planning and priorities remain focused on the charity's stated aims and objectives. To strengthen oversight of the accounts, risk management, business development, policy review, personnel issues and fundraising, designated working groups and sub-committees meet regularly to address these aspects of management of the organisation.

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Staffing

1.10 Impetus had 21 part-time members of staff (equivalent to 13.24 full-time employees) at 31 March 2013. Four employees left during the year. We recruited five people in all, including two people to provide maternity cover.

1.11 Volunteers again played a vital part in delivering much of our work, with our paid employees recruiting, planning for and supporting our volunteers. Volunteers work to written role descriptions, are included in team meetings and strategy days and are a vital part of the Impetus team.

Risk management and internal controls

1.12 The Board examines the risks to which Impetus is exposed and has established mechanisms – overseen by Board sub-groups (see below) – to manage them. Risk management arrangements include documented internal financial controls (such as procedures for cheque signing and authorisation of transactions) to minimise financial risks; and procedures to ensure the health and safety of staff, volunteers, service users and visitors. Commercial insurance covers all normal business risks, including professional indemnity, employee and volunteer liability.

Board sub-group	Role
Business Development Working Group	Plans development of existing and new work, monitors and reviews fund-raising targets and reviews the funding and delivery risks to which Impetus is exposed
Policy Review Working Group	Tracks changes in employment law and manages internal consultation about, and Board approval of, organisational policies
Personnel Sub-Committee	Manages personnel risks and, when required, seeks external advice on employment issues

Networks and partnerships

1.13 Impetus is a member of the National Council for Voluntary Organisation, the Mentoring and Befriending Foundation (MBF) and the Brighton & Hove Community & Voluntary Sector Forum. The CEO was involved in a range of City-wide networks.

1.14 Impetus has continued to invest in the South East Wellbeing Consortium (founded in 2011-12), alongside our partners: Care Co-ops², the Fed Centre for Independent Living and Mind in Brighton and Hove. The Consortium has successfully bid for and is running a three-year project looking at the role of the voluntary sector in delivering personalised health and social care services in Brighton and Hove, East and West Sussex.

² Care Co-Ops ceased to be active participants in the consortium from November 2012

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1.15 The CEO was also active in the Transforming Local Infrastructure (TLI) programme³, which aims to make significant improvements to the support and capacity-building that the sector undertakes locally. The Board remains committed to achieving benefits, for both service users and volunteers, from the creation of a single infrastructure organisation within the City, incorporating the Volunteer Centre and the Performance Development Service. The hard work of the TLI team during 2012-13 has laid the foundations for the redesign of voluntary sector support services, in line with the sector's collective ambition for infrastructure in the City, and action is in hand to transfer the Volunteer Centre and the Performance Development Service to the new infrastructure organisation during 2013-14.

Quality assurance

1.16 As part of on-going efforts to raise standards and achieve good practice, the Neighbourhood Care Scheme gained re-accreditation from the Mentoring and Befriending Network and the Volunteer Centre also achieved Volunteer Centre Quality Accreditation. Impetus is also working towards the Action for Advocacy Quality Performance Mark on behalf of services that deliver advocacy.

1.17 The Trustees also continued work to address areas for improvement identified when Impetus achieved Investors in People accreditation and in their equality action plan.

³ See: <http://www.transformbh.wordpress.com>

Mission and strategic outcomes

Vision and mission

2.1 The Board's vision is to create a society in which the most vulnerable people are valued and have the opportunity to achieve quality of life and well-being. In pursuit of this vision, Impetus' mission has been to empower local people by championing volunteering and strengthening community and voluntary organisations.

2.2 During the year the Board spent time reviewing the charity's mission, strategic aims and objectives in the light of the changes flowing from the TLI Programme. The move of the Volunteer Centre and Performance Development Scheme to the new City-wide infrastructure provider, gives an opportunity to re-define Impetus as a front-line welfare organisation. With this in mind, the Board agreed a revised statement of Impetus' mission that will act as a focus for activity once the TLI changes have been implemented. The revised mission envisages that Impetus will enable vulnerable and disadvantaged people to improve the quality of their lives.

Strategic aims and objectives

2.3 During 2012-13, Impetus continued to deliver its existing mission by:

- Expanding delivery of social care and health services:
 - Adding value to existing services;
 - Developing new services that are a good strategic fit; and
 - Building partnerships.
- Providing management services and infrastructure support to the sector:
 - Managing an effective Volunteer Centre;
 - Offering consultant services in management, governance and organisational development through our Performance Development Service; and
 - Offering a governance and line management home to start-up and vulnerable projects.

Contribution of volunteers

2.4 Volunteers and volunteering are essential to achieving Impetus' aims. Its network of over 250 dedicated volunteers, together with twenty employees, support disadvantaged or vulnerable people across Brighton and Hove, helping them live lives that are more independent and fulfilling than they would otherwise be. During the year, volunteers delivered services across all activities including: seven trustees; one policy reviewer; eighteen mentors volunteers for ASpire; three volunteers with learning difficulties for InterAct; eight lay visitors and one office volunteer for the Lay

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Assessor Scheme; 231 volunteer befrienders for the Neighbourhood Care Scheme; fourteen regular contributors to *The Pensioner* magazine; and three office volunteers for the Volunteer Centre.

Public benefit delivered

2.5 During 2012-13, Impetus delivered public benefit through services focused either on supporting and empowering disadvantaged and vulnerable people or on strengthening the capability of local voluntary organisations. A more detailed account of each service is given in the next section of this report.

2.6 Impetus services have retained a strong focus on the needs of users and the quality of support to beneficiaries and to volunteers. This has become even more important given the current difficult economic and social context. Impetus service users are among the most disadvantaged, isolated and marginalised people in society and cuts to public services and staffing, changes in eligibility for support and reductions in voluntary sector income have meant that they are, in many cases, facing more and greater challenges.

2.7 Services are provided free of charge to the majority of individuals and subsidised to most community and voluntary sector clients. As demand exceeded funding, some services were provided for a fee.

2.8 Access to Impetus services is monitored using the Census equalities categories. Equal access is an important issue and successful outcomes must be shared by all communities.

2.9 Impetus continues to be recognised as a major contributor to the development of community and voluntary sector infrastructure in Brighton and Hove. The Volunteer Centre advises on good practice and on recruiting, managing and retaining volunteers; as well as enabling residents to find meaningful volunteering opportunities. The Performance Development Service helps strengthen business management practices within the voluntary sector.

Plans for the future

2.10 In common with other voluntary sector organisations, Impetus has been affected by pressures on available funding and expects them to continue as further cuts are made and changes to the welfare system are felt. Impetus will continue to work closely with statutory sector colleagues to deal with the situation as effectively as possible. Internally, the CEO continues to review activities to reduce costs and improve efficiency.

2.11 2013-14 is the first year of Impetus' new three-year business plan and comes at a time of great change. The TLI programme means that the Volunteer Centre and Performance Development Service will leave Impetus to become part of the City's new infrastructure arrangements. The Trustees remain convinced that this is the right home for these services in the long run, and that they will continue to provide excellence in supporting the voluntary sector.

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2.12 To compensate for this loss of about 25% of the charity's resources, the business plan envisages that Impetus will become:

- A health and social care charity providing community-based, volunteer-led support for vulnerable or disadvantaged adults;
- A community of projects, sharing more than just back-room services, but also ideas, contacts, connections, resources, opportunities, and meeting challenges together;
- A leader in provision of advocacy, mentoring and befriending services, activities which help people influence with their individual and collective voices, structured volunteering opportunities, services which enable people to improve their health and wellbeing;
- A lead player in local partnerships formed to deliver specific services – proactively seeking out new partners and new opportunities, and delivering well on those that we are currently involved in;
- An influential organisation – able to use the experience and evidence from our frontline to inform policy and understanding locally; and
- A place which acts as an incubator for organisations starting out, and a long term home for complementary organisations or projects who find that operating independently does not make sense economically.

2.13 In the next three years, therefore, Impetus will focus on becoming a front-line health and social care organisation, building on existing services and expertise as well as a desire to grow. Impetus' values and ethos are providing a firm foundation for a Theory of Change model to focus the organisation on achieving the outcomes that service users need and to underpin its future Business Development Strategy.

2.14 Impetus has a strong core, and the Trustees believe it can offer a secure home for complementary organisations or projects that find operating independently does not make economic sense. The idea of strength in numbers was at the origin of Impetus when it was established as Brighton and Hove Community Initiatives, and over the years it has developed robust central systems that allow projects and services to focus on delivering their core services. Current work is developing an offer to those who want to consider becoming part of a larger organisation that has the scale to manage HR, finance, governance more cheaply and that can provide greater support in communications, fundraising and external influencing.

Principal services and activities

Overview

3.1 In 2012-13, all projects experienced a squeeze on income and had to adjust their activities and staffing accordingly. In spite of this, they achieved a great deal through hard work, imagination and willingness to be flexible. As always, volunteers played a key part, both in the administration of services and in front-line delivery and the Trustees very much appreciate the time and energy they contributed.

3.2 During 2012-13, Impetus bid successfully for two significant new services, which will – in part – offset the loss of income flowing from the transfer of the Volunteer Centre and Performance Development Service to the new infrastructure provider created by the TLI programme.

3.3 In January 2013, Impetus was successful in securing three-year funding from Big Lottery's Reaching Communities Programme for a new project, Better Futures, which will provide supported work placements and volunteering opportunities to people with learning disabilities. The project will also deliver training to employers to enable them better to support people with learning disabilities.

3.4 In February 2013, Impetus was commissioned by Brighton & Hove City Council to deliver the NHS Independent Complaints Advocacy Service (ICAS) for three years from 1 April 2013. ICAS offers a free, independent, advocacy service to any resident of the City who wishes to make a complaint about their NHS care or treatment. The service is being delivered with five other local advocacy providers.

ASpire

3.5 ASpire aims to improve the social skills and vocational opportunities of people who have Asperger Syndrome (AS) and to raise awareness of the difficulties faced by those with AS in accessing employment, training and education. The service delivers support through mentoring, provided by volunteer mentors; social groups; one-to-one support; and professional autism training and participates in stakeholder groups and autism networks throughout the City.

3.6 ASpire successfully diversified its funding streams during 2012-13, building on support from the Three Guineas Trust with funding from the Big Lottery Fund (confirmed November 2012, funding began April 2013), the South East Wellbeing Consortium (from December 2012) and Brighton & Hove City Council (from March 2013).

Achievements in 2012-13

3.7 Support hours dipped during the first half of the year due to staff changes, but restructured processes for the recruitment of volunteers have seen levels rise again and social group provision increased, with 24 events organised through the year. At the end of 2012-13 there were 18 matched mentor/mentee relationships, with volunteers giving 144 hours of their time and 72 hours of direct support per month.

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3.8 The waiting time for mentoring services was reduced from 6-12 months to no more than three months. The waiting list for access to social groups remained under a month.

3.9 Working with partner organisations increased, with the Big Lottery funded project beginning a 3 year partnership with Autism Sussex, and ASpire leading the creation of an Autism Champions network in partnership with Brighton & Hove City Council, Assert, and Autism Sussex. ASpire will be providing training and expert support to volunteers in the network to ensure better services are provided in the City for people with Asperger Syndrome and autism.

InterAct

3.10 InterAct is an advocacy, support and information service for adults with learning disabilities and difficulties. It co-ordinates their views, desires, requirements and complaints and provides training programmes for both service users and providers. InterAct is funded by contracts with Brighton & Hove City Council and the Primary Care Trust and by the Ministry of Justice.

Achievements in 2012-13

3.11 2012-13 was a year of change for InterAct. In April 2012, the service moved from Portland Road premises to a more central location at The Junction, near Brighton station. The service has been better able to meet the needs of people with a learning disability from this central location, as well as working in partnership with other third sector providers and charities to enable service users to be involved in City-wide debate, consultation and activities.

3.12 InterAct worked with over seventy people providing independent, time limited advocacy. 80% of cases were concerned with child protection and or support around legal processes, including parental responsibility, capacity for decisions and Employment and Support Allowance appeals. These cases were open for 6-9 months, so advocates got a clear understanding of a person's needs and circumstances. The other cases concerned a range of issues including human rights, care packages, housing, relationship breakdown and money management. There was an increase in "one off" advocacy especially around welfare benefits, housing and service entitlements.

3.13 InterAct ran eleven workshops for people with a learning disability, covering topics including self advocacy, group processes, codes of conduct in groups, getting the most from your GP and healthy relationships. InterAct also delivered a bespoke eight-week certificated health course; and set up a weekly pop-in service at its new location, attended by an average of two to six people, who are able to live independently.

3.14 The victims and witness service continued to provide tailored advocacy support to people with learning disabilities involved in the police and criminal justice system, with over 150 individual advocacy sessions and over 100 on-going support sessions. The service ran 34 drop-ins and ten workshops for service users on topics such as hate crime, domestic violence and how and why to engage the police.

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Lay Assessor Scheme

3.15 The Lay Assessor Scheme is commissioned by Brighton & Hove City Council to monitor the quality of home care provision across the City. We recruit and train volunteers who interview home care service users about their satisfaction with the home care they receive. For ten months of the year, 20 service users of one (or sometimes two) home care providers are surveyed and the results compiled into a confidential report for the Council. The reports help to inform the Council's management of the relevant contracts and ensure minimum standards and value for money. The Lay Assessors Scheme is funded through a contract with Brighton & Hove City Council.

Achievements in 2012-13

3.16 The contract objectives for 2012-13 were met, with a total of 180 face-to-face interviews and 51 telephone interviews. The scheme has nine volunteers – eight assessors and an administrator.

3.17 Building on enhancements made in the previous year, the Scheme has continued to offer the volunteer assessors improved training, communication and role satisfaction. For example, all assessors attend a short introductory Safeguarding Vulnerable Adults course and are encouraged to make use of free training opportunities on older people's issues such as bereavement, dementia and disability.

3.18 Assessors attend quarterly meetings at which they sometimes have speakers, are invited to meet individually with the manager, and have been closely involved in the development of the service. They also have opportunities to participate in related activities such as university research seminars and the quarterly Home Care Providers' Forum. One lay assessor attended the Providers' Forum in order to understand better the relationship between the local authority and its approved providers, and get a grasp of the complexity of providers' responsibilities.

Neighbourhood Care Scheme (NCS)

3.19 The NCS is a good neighbour scheme that supports isolated and vulnerable older people, people who have physical and sensory disabilities and carers by recruiting volunteers to help them in a variety of ways that improve their quality of life. Impetus would like to thank Brighton & Hove City Council, the Brighton and Hove Primary Care Trust, the Henry Smith Charity and the Derek and Eileen Dodgson Trust for their support.

Achievements in 2012-13

3.20 Despite reduced staffing for the last six months of the year (as cover for a volunteer co-ordinator's maternity leave was unaffordable), NCS enabled 231 volunteers to support 256 scheme members (both figures higher than in 2011-12), providing 10,117 hours of support. With 95% of scheme members reporting a benefit from their volunteer visits, the scheme met its targets for the of number members benefitting, feeling less depressed and feeling more connected to their communities. By prioritising volunteer recruitment and matching, over taking on new referrals, the scheme recruited 62 new volunteers (10% up on 2011-12).

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3.21 NCS continued its work to promote community health and wellbeing by running 21 training sessions, attended by 93 NCS volunteers and 22 volunteers from other organisations. 79 volunteers recorded 193 wellbeing-enhancing interventions with 93 scheme members.

3.22 In October 2012, the scheme achieved the Approved Provider Standard accreditation for safe and effective practice from the Mentoring and Befriending Foundation, with many procedures identified as examples of good practice. In the same month, the NCS Project Leader received a Lifetime Achievement Award from the Brighton & Hove Community & Voluntary Sector Forum for his work since 1998 in developing NCS.

Pensioner Action

3.23 Pensioner Action is the issue-based group advocacy service for older people in Brighton and Hove. It provided a two-way communication channel between decision-makers and older people in the City. Impetus is grateful to Brighton and Hove Primary Care Trust for funding Pensioner Action as the 'gateway' advocate for older people in the City. This funding ended in June 2013 and the project has now closed.

Achievements in 2012-13

3.24 Pensioner Action again collected feedback on health, transport, and environment issues from regular neighbourhood group meetings held in four areas of the City, aimed mainly at people from sheltered housing schemes. Concerns raised were taken up in writing with the appropriate authorities. The service also undertook outreach visits to other organisations working with older people, such as Patcham Companions and Winter Warmers in Woodingdean. These offered important opportunities for listening to people's concerns and queries.

3.25 The service also ran five public events in central locations, aimed at addressing key themes identified over the year, including the needs of older carers, the challenges of coping during extremely cold weather and NHS changes and the opportunity for participants to become involved in GP Patient Participation Groups (PPGs). At People's Day in June 2012, Pensioner Action gathered information about older people's experience of the GPs and levels of awareness about PPGs.

3.26 The service produced three editions of *The Pensioner* magazine, four thousand copies of which were distributed to sheltered housing schemes, care agencies, community centres, libraries, GP surgeries and hospitals. The magazine carried informative articles on each of the key event themes as well as lots of other useful information and contributions from older people.

3.27 Pensioner Action would like to thank the fourteen volunteers who contributed to preparation of *The Pensioner* magazine; five members of their Steering Committee and the ten volunteers who helped out at events over the year.

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Performance Development Service (PDS)

3.28 The PDS delivers capacity building to the voluntary sector. We provide a variety of services including: fund-raising, tendering, business planning, governance, marketing, HR, quality assurance, monitoring and evaluation, project and interim management. Some of these services are supported through associate consultants. Consultancy services are paid for by clients. The Primary Care Trust renewed the PDS's contract for health development work, with a request that it focus on direct health outcomes.

Achievements in 2012-13

3.29 The PDS has continued to provide expert support to the voluntary sector throughout the year, especially with HR and fundraising advice. Thanks to TLI funding, the service has recruited twenty-two consultants for a new ethical low cost consultancy service to be transferred to the new infrastructure provider in the City later this year.

3.30 In addition, the service has:

- Worked to develop a new model to provide capacity building support for four local community groups, including needs assessment, action plans and 1:1 support, signposting, facilitating a peer support group and training sessions;
- Been approved by the NCVO as a 'Big Assist'⁴ service provider, provoking interest in support from several groups across Sussex and Surrey;
- Worked with Autism Sussex to raise funding totalling over £400,000 from Children in Need, the Big Lottery Reaching Communities and the Innovation Funds;
- Achieved a substantial grant from the Henry Smith Foundation for the Money Advice Plus Service in Eastbourne to fund a service supporting survivors of domestic violence;
- Supported groups, including the LGBT Switchboard, Grow, Forward Facing and Brighton Women's Centre, with health development and PQASSO quality mark advice.

Volunteer Centre Brighton and Hove

3.31 The Volunteer Centre seeks to develop opportunities for people to help others and, in the process, to develop their own skills and potential, through volunteering. The Centre's mission is to build an environment in which volunteering can flourish by promoting good practice in volunteer management, ensuring choice and opportunity for all people wishing to volunteer. Impetus would like to thank Brighton & Hove City Council and Brighton and Hove Primary Care Trust for their support for the Centre.

⁴ See <http://www.bigassist.org.uk/>

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Achievements in 2012-13

3.32 The Volunteer Centre has provided volunteering leadership across this year through its role as a core partner in the TLI programme. The TLI programme has enabled the Centre to meet some strategic needs for volunteering, including the launch of a new website, hosting information for younger volunteers in the City, as well as developing much clearer collaborative working with partners such as the Skills Exchange project, which delivers pro bono support to the sector. The work will culminate in the transfer of the Centre to the new infrastructure provider later in 2013-14.

3.33 The Centre has continued to deliver good practice support in volunteer management and opportunity development through its Volunteer Co-ordinators' Forum, focusing on the theme of Well-being and Health. In 2012-13 the Forum continued to grow in size and participating members have said that this learning and sharing platform has helped to increase the number, quality and diversity of volunteering roles that they offer. The Action Learning Set activity attached to the Forum has also gone from strength to strength with a third active set up and running. Participants reported positive outcomes, such as increased skills and assertiveness, feeling more supported and better volunteer management in their organisation.

3.34 The Centre's volunteering brokerage service also continues to deliver a large amount of volunteering information to an increasingly wide audience. Its online following has risen substantially with around 1200 twitter followers, and over 700 Facebook likes. The Centre has also increased its telephone brokerage support, which is now delivered by 3 volunteers who provide individual support to people wishing to volunteer.

3.35 The Centre also achieved Volunteer Centre Quality Accreditation during the year, which will stand it in good stead as it moves to its new home later this year.

Trustees' Financial Review

Trustees' responsibilities

4.1 The Trustees, who are also Directors of Brighton and Hove Impetus for the purposes of company law, are responsible for preparing the Trustees' annual report and the financial statements in accordance with applicable law and the UK Accounting Standards (UK Generally Accepted Accounting Practices).

4.2 Company law requires us to prepare financial statements for each financial year, which give a true and fair view of the state of affairs of the company as at the end of the year and of the surplus or deficit of the company for that period. In preparing those financial statements, the Trustees are required to:

- Select suitable accounting policies and then apply them consistently;
- Make judgements and estimates that are reasonable and prudent;
- Observe the methods and principles of the Charity Commission Statement of Recommended Practice 2005 (SORP);
- Prepare the financial statements on the 'going concern' basis unless it is inappropriate to presume that the company will continue in business; and
- State whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements.

4.3 We are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the company and to ensure that the financial statements comply with the Companies Act 2006. We have general responsibility for taking such steps as are reasonably open to us to safeguard the assets of the company and to prevent and detect fraud and other irregularities.

Financial review 2012-13

4.4 We reported incoming resources of £444,090 (2011-12: £421,974) for the year, together with expenditure of £446,930 (2011-12: £460,076), giving a deficit of £2,840 (2011-12: deficit of £38,102). All service areas and projects showed deficits or marginal surpluses.

Reserves policy

4.5 The level of unrestricted reserves at the end of the year was £192,906 (2011-12: £181,603); and restricted reserves were £23,396 (2011-12: £14,143). Grants are recognised as restricted funds, whereas funds received through service-level agreements are treated as unrestricted, though they are designated to specific services or projects to deliver a contracted service.

4.6 Included in these reserves is an element of contingency reserve, which we set aside to cover project termination costs. The total in the contingency fund amounted to £33,660 (2011-12: £74,708). The total reserves of £192,906 represented 5.2

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months of annual expenditure. Our policy sets the level of reserves at a minimum of five months of annual expenditure.

Principal funding sources

4.7 Impetus is resourced through a mixture of statutory funding (both grants and commissions) and funding from trusts and foundations. We saw an overall increase of about £30,000 in grant funding in 2012-13, compared to the previous year; whilst funding from statutory bodies remained flat. While we are grateful to our statutory funders for their continued support, we found it increasingly difficult to meet growing demand for our services with static levels of funding.

4.8 Our main funding sources included Brighton & Hove City Council, Brighton and Hove City Primary Care Trust, the Big Lottery Fund, the Department of Health, the Ministry of Justice, the Henry Smith Foundation and the Three Guineas Trust.

Investment policy

4.9 We hold surplus cash with three banks, separately registered by the Financial Service Compensation Scheme, in order to protect funds in the event of their insolvency. The interest rates we obtain are reviewed periodically to ensure the competitiveness of the investment. Current bank rates mean that income from this source is negligible.

Funds held on behalf of others

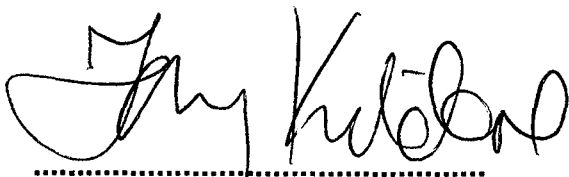
4.10 We held a total of £27,183 (2011-12: £2,479) on behalf of groups who have raised funds but who do not have a bank account. This balance has been removed from the balance sheet, in accordance with the SORP.

Independent examiner

4.11 A resolution to reappoint P J Thacker of Clark Brownscombe Ltd, Chartered Accountants and Registered Auditors, will be proposed at the forthcoming AGM.

4.12 This report has been prepared in accordance with the Statement of Recommended Practice – Accounting and Reporting by Charities (2005) and in accordance with the Special Provision of Part 15 of the Companies Act 2006, relating to small companies, and with the Financial Reporting Standard for Smaller Entities (effective April 2008).

Approved by the Trustees on 28 August 2013 and signed on their behalf by:



Antony Kildare
Chair of Trustees

Report of the Independent Examiner

I report on the accounts for the year ended 31 March 2013 as set out on pages 19 to 27.

Respective responsibilities of Trustees and Examiner

The Trustees (who are also the directors of the company for the purposes of company law) are responsible for the preparation of the accounts. The Charity's Trustees consider that an audit is not required for this year under section 144 of the Charities Act 2011 (the 2011 Act) and that an independent examination is needed.

The Charity's gross income exceeded £250,000 and I am qualified to undertake the examination by being a fellow member of the Institute of Chartered Accountants in England and Wales.

Having satisfied myself that the Charity is not subject to audit under company law and is eligible for independent examination, it is my responsibility to:

- examine the accounts under section 145 of the 2011 Act;
- to follow the procedures laid down in the General Directions given by the Charity Commission under section 145 (5)(b) of the 2011 Act; and
- to state whether particular matters have come to my attention.

Basis of Independent Examiner's Report

My examination was carried out in accordance with the General Directions given by the Charity Commission. An examination includes a review of the accounting records kept by the Charity and a comparison of the accounts presented with those records. It also includes consideration of any unusual items or disclosures in the accounts, and the seeking of explanations from you as Trustees concerning any such matters. The procedures undertaken do not provide all the evidence that would be required in an audit and, consequently, no opinion is given as to whether the accounts present a "true and fair view" and the report is limited to those matters set out in the statement below.

Independent Examiner's Statement

In connection with my examination, no matter has come to my attention:

- which gives me reasonable cause to believe that, in any material respect, the requirements
 - a. to keep accounting records in accordance with section 386 of the Companies Act 2006; and

Report of the Independent Examiner – continued

- b. to prepare accounts which accord with the accounting records, comply with the accounting requirements of the Companies Act 2006 and with the methods and principles of the Statement of Recommended Practice: Accounting and Reporting by Charities (revised 2005)

have not been met, or

- to which, in my opinion, attention should be drawn in order to enable a proper understanding of the accounts to be reached.



**P J Thacker FCA DChA
Clark Brownscombe Ltd
Chartered Accountants and Registered Auditors
8, The Drive
Hove BN3 3JT**

Date: 29 August 2013

BRIGHTON AND HOVE IMPETUS

Statement of Financial Activities (including income and expenditure account) for the year ended 31 March 2013

	Notes	Unrestricted Funds £	Restricted Funds £	Total 2012-13 £	Total 2011-12 £
Incoming Resources					
Incoming resources from generated funds					
Donations		3,227	-	3,227	2,914
Grants	4	-	174,463	174,463	145,377
Activities for generating funds		60,448	-	60,448	70,760
Interest received		684	-	684	733
Incoming resources from charitable activities					
Service agreements	4	199,290	-	199,290	196,715
Other incoming resources		5,978	-	5,978	5,475
Total Incoming Resources		269,627	174,463	444,090	421,974
Resources Expended					
Costs of generating funds		162	-	162	4,518
Charitable activities	5	264,377	165,210	429,587	440,928
Governance costs	5	17,181	-	17,181	14,630
Total Resources Expended		281,720	165,210	446,930	460,076
Net incoming / outgoing resources before transfers	2	(12,093)	9,253	(2,840)	(38,102)
Gross transfers between funds	11	-	-	-	-
Net income / (expenditure) for the year/Net movement in funds		(12,093)	9,253	(2,840)	(38,102)
Fund Balances at 1st April 2011		181,603	14,143	195,746	233,848
Fund Balances at 31st March 2012	11	169,510	23,396	192,906	195,746

The statement of financial activities also complies with the requirements for an income and expenditure account under the Companies Act 2006.

All amounts relate to continuing activities.

There have been no recognised gains or losses other than the results for the year and all surpluses or deficits have been accounted for on an historical cost basis.

The notes on pages 21 to 27 form part of these financial statements.

BRIGHTON AND HOVE IMPETUS

Company Number: 03895574

Balance Sheet as at 31 March 2013

	Notes	2013 £	2012 £
Fixed Assets			
Tangible Assets	8	10,951	4,987
Current Assets			
Debtors	9	25,196	83,005
Cash at Bank and in hand		<u>224,354</u>	<u>162,901</u>
		249,550	245,906
Creditors: Amounts falling due within 1 year	10	<u>67,595</u>	<u>55,147</u>
Net Current Assets		181,955	190,759
Total Assets less Current Liabilities		192,906	195,746
Funds			
Restricted Funds		23,396	14,143
Unrestricted Funds		<u>169,510</u>	<u>181,603</u>
	11	192,906	195,746

The financial statements have been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small companies and with the Financial Reporting Standard for Smaller Entities (effective April 2008).

In the directors' opinion the company was entitled under Section 477 of the Companies Act 2006 to exemption from the audit of its accounts for the period ended 31 March 2013. No notice from Members requiring an audit has been deposited under Section 476 of the Companies Act 2006 in relation to its accounts for the year.

The directors acknowledge their responsibilities for:

(a) ensuring that the company keeps accounting records which comply with Sections 386 and 387 of the Companies Act 2006; and

(b) preparing financial statements which give a true and fair view of the state of affairs of the company as at the end of each financial year and of its profit or loss for each financial year in accordance with the requirements of Sections 394 and 395 and which otherwise comply with the requirements of the Companies Act 2006 relating to financial statements, so far as applicable to the company.

The financial statements were approved by the Board of Directors on 28 August 2013 and were signed on its behalf by:


Antony Kildare, Chair of Trustees

The notes on pages 21 to 27 form part of these financial statements.

Notes to the Financial Statements for the year ended 31 March 2013

1. Accounting policies

The following accounting policies have been applied consistently in dealing with items which are considered material in relation to the financial statements.

a) Basis of preparation

The financial statements have been prepared under the historical cost convention.

The charity has taken advantage of the exemption in Financial Reporting Standard No 1 from the requirement to produce a cash flow statement on the grounds that it is a small company.

The financial statements have been prepared in accordance with applicable accounting standards, the Statement of Recommended Practice, "Accounting and Reporting by Charities", issued in March 2005, the Companies Act 2006 and the Financial Reporting Standard for Smaller Entities (effective April 2008).

b) Incoming resources

Donations are accounted for as they are received by the charity. Donations received in the year that relate to specific purposes have been included in restricted funds.

Grants are recognised on an accruals basis, accounted for in relation to the period to which they relate. Where grants are received during the year under review but relate to a later period, the amount is deferred under Grants in Advance in the Balance Sheet (see notes 4 and 10).

Investment income is accounted for on a receivable basis.

All other income is accounted for on a receivable basis.

c) Resources expended

Resources expended are accounted for on an accruals basis, include attributable VAT which cannot be recovered and have been classified under headings that aggregate all costs related to the category.

Certain expenditure is directly attributable to specific activities and has been included in the related cost categories. Certain other costs, which are attributable to more than one activity, are apportioned across cost categories on the basis of an estimate of the proportion of time spent by staff on those activities (for salary costs) and based on a proportion of the total activities by the charity for other costs.

Governance costs include all expenditure not directly related to the charitable activity or fundraising ventures. This includes audit fees and other professional costs.

Resources expended are allocated to the particular activity where the cost relates directly to that activity. However, the cost of overall direction and administration on each activity, comprising the salary and overhead costs of the central function, is apportioned on a basis which is an estimate, based on the proportion of cost of each activity to the total cost of all activities.

d) Tangible fixed assets and depreciation

Furniture and equipment is written off in the year of acquisition.

Other tangible fixed assets are stated at cost less depreciation. Depreciation is provided at rates calculated to write off the cost less estimated residual value of each asset over its expected useful life, as follows:-

Computer Equipment – Over 3 years on a straight line basis.

The charity has a policy to capitalise assets over £240.

BRIGHTON AND HOVE IMPETUS

e) Pensions

The charity operates a defined contribution pension scheme. Contributions payable for the year are charged in the Statement of Financial Activities.

f) Accumulated funds

Restricted funds are subject to specific conditions by donors as to how they may be used. The purposes and uses of the restricted funds are set out in the notes to the accounts.

Unrestricted funds are not subject to any conditions on how they may be used, other than the objects of the charity.

2. Net incoming (outgoing) resources for the year

	2012-13 £	2011-12 £
Net incoming (outgoing) resources for the year		
This is stated after charging:		
Depreciation	4,617	2,138
Independent Examiner's Fee	<u>2,000</u>	<u>2,000</u>

3. Employees

	2012-13 Number	2011-12 Number
Number of employees		
The average monthly number of employees during the year, calculated on a full time equivalent basis, was		
Project leaders and administration	<u>12</u>	<u>12</u>
Employment costs		
	2012-13 £	2011-12 £
Wages and salaries	310,714	334,240
Social Security costs	23,446	27,457
Pension	<u>3,232</u>	<u>2,970</u>
	<u>337,392</u>	<u>364,667</u>
There were no employees whose annual emoluments were £60,000 or more.		

BRIGHTON AND HOVE IMPETUS

4. Incoming resources

Service / project	Donor / Commissioner	2012-13 £	2011-12 £
GRANTS			
Interact	Ministry of Justice (Victims and Witness Fund)	30,793	26,074
Volunteer Centre	Brighton & Hove City Council	23,000	23,750
Neighbourhood Care Scheme	Henry Smith Charity	32,050	15,850
Neighbourhood Care Scheme	Derek & Eileen Dodgson Foundation	3,245	3,000
Neighbourhood Care Scheme	Brighton & Hove City Council	25,000	25,000
ASpire Mentoring	Three Guineas Trust	36,750	35,000
Better Futures	Big Lottery	23,625	-
Volunteering Fund	Health and Social Care	-	16,703
		174,463	145,377
Included in the above but deferred from last year			
Neighbourhood Care Scheme	Henry Smith Charity	15,850	
Neighbourhood Care Scheme	Derek & Eileen Dodgson Foundation	245	
ASpire Mentoring	Three Guineas Trust	8,750	
		24,845	
Received in the current year but deferred until next year			
Neighbourhood Care Scheme	Henry Smith Charity	16,200	
SERVICE AGREEMENTS			
Lay Assessors	Brighton & Hove City Council	9,420	9,420
Neighbourhood Care Scheme	Brighton & Hove City Council	29,274	28,700
InterAct	Brighton & Hove City Council	16,340	14,340
		55,034	52,460
Neighbourhood Care Scheme	Brighton/Hove City Teaching PCT	32,181	32,181
Pensioner Action	Brighton/Hove City Teaching PCT	42,930	42,930
Performance Development Service	Brighton/Hove City Teaching PCT	29,305	29,304
Volunteer Centre	Brighton/Hove City Teaching PCT	18,558	18,558
InterAct	Brighton/Hove City Teaching PCT	21,282	21,282
		144,256	144,255

BRIGHTON AND HOVE IMPETUS

5. Resources expended

Resources expended	Central	Aspire Mentoring	Lay Assessors	InterAct – Victims and Witnesses	Pensioner Action	Neighbourhood Care Scheme	Better Futures	Performance Development Services	Volunteer Centre	InterAct	2013 Total
	£	£	£	£	£	£	£	£	£	£	£
CHARITABLE ACTIVITIES											
Direct Costs	549	446	330	51	815	6,926	-	2,460	1,628	2,961	16,166
Staff Costs	70,354	27,354	6,402	20,275	25,848	83,576	-	38,904	33,162	23,009	328,884
Establishment Costs	16,637	2,113	188	2,913	2,004	6,682	-	3,494	5,105	7,436	46,572
Office Costs	13,545	1,881	315	1,076	4,644	7,429	15	1,815	3,357	3,888	37,965
Management Charge	(80,602)	8,580	1,761	5,842	8,030	23,665	4,418	10,844	10,427	7,035	-
TOTAL	20,483	40,374	8,996	30,157	41,341	128,278	4,433	57,517	53,679	44,329	429,587
GOVERNANCE COSTS											
Independent Examination and Accounting Professional Governance Expenses	2,895	1,435	295	977	1,404	3,958	739	1,814	1,744	1,177	16,438
	(647)	-	-	-	-	-	-	-	-	-	(647)
	1,390	-	-	-	-	-	-	-	-	-	1,390
TOTAL	3,638	1,435	295	977	1,404	3,958	739	1,814	1,744	1,177	17,181

BRIGHTON AND HOVE IMPETUS

6. Trustees

Two Trustees (2012: two) were reimbursed a total of £166 (2012: £151), for travelling and stationery expenses.

7. Taxation

As a charity, Brighton and Hove Impetus is exempt from tax on income and gains falling within Section 505 of the Taxes Act 1988 or Section 256 of the Taxation of Chargeable Gains Act 1992 to the extent that these are applied to its charitable objects. No tax charges have arisen in the charity.

8. Tangible fixed assets

Tangible fixed assets	Leasehold Improvements £	Computer Equipment £	Fixtures, Fittings & Equipment	Total £
Cost				
As at 1 April 2012	-	20,244	5,960	26,204
Additions	<u>7,821</u>	<u>2,760</u>	-	<u>10,581</u>
As at 31 March 2013	<u>7,821</u>	<u>23,004</u>	<u>5,960</u>	<u>36,785</u>
Depreciation				
As at 1 April 2012	-	15,257	5,960	21,217
Charge for the year	<u>1,484</u>	<u>3,133</u>	-	<u>4,617</u>
As at 31 March 2013	<u>1,484</u>	<u>18,390</u>	<u>5,960</u>	<u>25,834</u>
Netbook Value				
As at 31 March 2013	<u>6,337</u>	<u>4,614</u>	-	<u>10,951</u>
As at 31 March 2012	-	4,987	-	4,987

9. Debtors

	2012-13 £	2011-12 £
Debtors		
Trade Debtors	1,768	64,957
Other Debtors	12,488	14,173
Pre-payments and accrued income	<u>10,940</u>	<u>3,875</u>
	<u>25,196</u>	<u>83,005</u>

10. Creditors (amounts falling due within one year)

	2012-13 £	2011-12 £
Trade creditors	5,613	17,519
Taxes and social security costs	11,972	6,830
Other creditors	10,403	3,953
Accruals	2,000	2,000
Deferred Income	16,200	24,845
Fee income invoiced in advance	<u>21,407</u>	-
	<u>67,595</u>	<u>55,147</u>

BRIGHTON AND HOVE IMPETUS

11. Funds

Funds	1 April 2012		Movement in Funds				31 March 2013	
	Unrestricted	Restricted	Incoming Resources		Resources Expended	Transfer	Unrestricted	Restricted
	£	£	Unrestricted £	Restricted £	£	£	£	£
Lay Assessors	12,557	-	9,420	-	(9,291)	-	12,686	-
Pensioner Action	12,880	-	44,896	-	(42,745)	-	15,031	-
InterAct	15,582	-	37,622	-	(45,506)	-	7,698	-
Victims and Witness Fund	-	4,833	451	30,793	(31,134)	-	-	4,943
Performance Development Service	12,390	7,225	57,990	-	(59,331)	2,085	20,359	-
Volunteer Centre	15,887	-	32,761	23,000	(55,423)	-	16,225	-
Neighbourhood Care Scheme	42,139	-	66,260	60,295	(132,236)	(704)	35,754	-
ASpire	6,086	-	9,132	36,750	(41,809)	-	10,159	-
Capacity Building	-	2,085	-	-	-	(2,085)	-	-
Health and Social Care Volunteering Fund	(704)	-	-	-	-	704	-	-
Better Futures	-	-	-	23,625	(5,172)	-	-	18,453
Central	<u>64,786</u>	<u>-</u>	<u>11,095</u>	<u>-</u>	<u>(24,283)</u>	<u>-</u>	<u>51,598</u>	<u>-</u>
	181,603	14,143	269,627	174,463	(446,930)	-	169,510	23,396

BRIGHTON AND HOVE IMPETUS

11. Funds (continued)

Information about each of Impetus' activities is on pages 9 to 14.

12. Analysis of net assets between funds

	Unrestricted funds £	Restricted Funds £	Total £
Fund balances at 31 March 2013 are represented by:			
Tangible fixed assets	10,951	-	10,951
Current assets	226,154	23,396	249,550
Creditors: amounts falling due within one year	(67,595)	-	(67,595)
	<u>169,510</u>	<u>23,396</u>	<u>192,906</u>

13. Commitments under operating leases

At 31 March 2012 the company had annual commitments under non-cancellable operating leases as follows:

	Land and Buildings		Other	
	2012-13 £	2011-12 £	2012-13 £	2011-12 £
Expiry date: Between two and five years	<u>24,200</u>	<u>22,325</u>	<u>10,668</u>	<u>10,927</u>