

Charity Registration No. 1083390

Company Registration No. 03895574 (England and Wales)

BRIGHTON AND HOVE IMPETUS
(LIMITED BY GUARANTEE)
TRUSTEES' REPORT AND ACCOUNTS
FOR THE YEAR ENDED 31 MARCH 2008

**BRIGHTON AND HOVE IMPETUS
(LIMITED BY GUARANTEE)
LEGAL AND ADMINISTRATIVE INFORMATION**

| | |
|--------------------------|--|
| Trustees | C Brocken (Chair) D Botibol A Hadley J Manning J Wilkins |
| CEO | S Lawless |
| Secretary | S Lawless |
| Charity number | 1083390 |
| Company number | 03895574 |
| Registered office | Intergen House 1st Floor, 65 - 67 Western Road Hove East Sussex BN3 2JQ |
| Auditors | Russell New The Courtyard Shoreham Road Upper Beeding Steyning West Sussex BN44 3TN |
| Bankers | The Co-operative Bank plc 164 - 165 Western Road Brighton East Sussex BN1 2BB Bank of Scotland PO Box 17235 Edinburgh EH11 1YR |

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(LIMITED BY GUARANTEE)
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BRIGHTON AND HOVE IMPETUS

TRUSTEES' REPORT

The trustees present their report and the financial statements for the year ended 31 March 2008.

Constitution

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

STRUCTURE, GOVERNANCE AND MANAGEMENT

Aims

The primary aims of the charity set out in its Mission Statement are to offer a home to projects and support to organisations that share our commitment to enhancing the well-being and quality of life of Brighton and Hove residents. The charity's Mission is to also serve as a beacon of good practice in the management of projects and as an advocate for volunteering.

Values and Vision

The trustees have adopted the following values for the organisation:

- Empowerment of people
- Social justice and equality
- Quality of life and well-being
- Caring for each other
- The ethos of volunteering
- Honesty and integrity

The charity's Vision is to create a society in which all people are valued and have the opportunity to achieve quality of life and well-being.

The Trustees

The following trustees served during the financial year:

| | |
|-----------|---------------------|
| C Brocken | (Chair) |
| D Botibol | (appointed 12.9.07) |
| E Furey | |
| A Hadley | |
| J Manning | |
| R Pymont | (resigned 24.7.07) |
| C Turner | (resigned 12.9.07) |
| J Wilkins | |

Under the requirements of the charity's 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 co-opted. Each year half of the board's longest-standing trustees must be re-elected at the next AGM.

BRIGHTON AND HOVE IMPETUS

TRUSTEES' REPORT

We were sorry to lose Charlie Turner who was Chair of Trustees for six years and contributed entrepreneurial vision and the ethos of placing service user needs at the forefront of all planning and operations. Richard Pymont resigned after obtaining employment. He is credited with devising the charity's new name, Impetus.

During the past year we welcomed David Botibol who brings extensive experience in the finance industry and IT to the board. He was a former member of the ASpire steering group and one of the founder members of the project. He has been appointed link trustee to the ASpire project and chair of the Policy Review Working Group.

Trustees of long-standing, Jim Manning and Anthony Hadley were re-elected to the board for another term of unstinting commitment.

Recruitment and Training of Trustees

Trustee recruitment is modelled on voluntary sector job posting and hiring procedures. Trustees identify gaps in the board's areas of expertise, conduct community outreach and/or advertise the positions. Candidates are appointed based on scoring their application and interview. To ensure that the needs of service users are reflected in policymaking, candidates are also identified through current projects that the organisation manages.

An induction plan is tailored to individual trustees, which includes a portfolio of company documents such as the Business Plan, annual targets and the accounts, and meetings with each of the charity's project leaders. Trustees attend training sessions led by the Chief Executive and a trustee responsible for governance and trustee development. External training courses in governance and personal skills development are also encouraged.

Management

The trustees oversee the work of the charity and meet regularly for this purpose. However, day to day operations are delegated to the CEO and Project Leaders:

| | |
|-----------------|---|
| Steve Lawless | Chief Executive Officer |
| Sean de Podesta | Project Leader, Neighbourhood Care Scheme |
| Jo Tulloch | Project Leader, 60 Plus Action Group |
| Alison Marino | Project Leader, Volunteer Centre |
| Graham Lee | Project Leader, INTERACT |
| Su Orosa | Project Leader, ASpire Mentoring |
| Sarah Hendrickx | Project Leader, ASpire Training, Fundraising |
| Andy Seares | Project Leader, Performance Development Service |

Corporate strategic planning and the setting of annual business targets are carried out by the Board of Trustees. To strengthen oversight of the accounts, risk management, business development, policy review, personnel issues and fundraising, the board has designated working groups that meet at least monthly and a personnel subcommittee that convenes on an as needed basis.

Overall responsibility for operations is invested in the Chief Executive who reports to the Chair.

Each project has a steering group that consists of the project leader, a trustee, volunteers and service user representatives and other stakeholders such as funders. Steering groups meet quarterly and are responsible for overseeing project business plans and strategic direction.

BRIGHTON AND HOVE IMPETUS

TRUSTEES' REPORT

Risk Management

The Board of Trustees has adopted the City Council's risk management policy and procedures. The board's Business Development Working Group conducts risk assessments on a monthly basis and makes recommendations to the board to ensure the organisation maintains a balanced budget. The Personnel Subcommittee manages personnel risks and when required, external advice is sought on provisions of UK employment law and human resources issues.

Commercial insurance is in force in regard to all normal business risks, including professional indemnity. Liability covers employees and volunteer staff.

Networks

Impetus is a member of The Community and Voluntary Sector Forum. The Chief Executive chaired the Brighton and Hove ChangeUp Business Management Group and has contributed to the implementation of the city's Infrastructure Development Plan. We're a member of the National Council for Voluntary Organisations. The charity's project steering groups have representatives from a broad spectrum of local voluntary organisations as well as from the Local Authority and the Primary Care Trust.

OBJECTIVES AND ACTIVITIES

Objectives

The charity's key strategic objectives are set out in the Business Plan:

1. To expand delivery of social care and health services by adding value to existing services, developing new ones that are a good strategic fit and by building partnerships.
2. To provide management services and infrastructure support to the sector by
 - managing a high quality volunteer centre;
 - offering consultant services in management, governance and organisational development through the Performance Development Service;
 - offering a governance and line management home to start-up and vulnerable projects.

Activities and Achievements

For the 2007-2008 financial year, the board and CEO agreed ambitious targets that represented a quantum leap in raising public awareness of the charity, with the strategy that by improving understanding of the charity's activities and in seeing the organisation more clearly, members of the public, charitable trusts and other potential stakeholders will want to support us. The charity underwent a re-branding to replace the cumbersome original name, Brighton and Hove Community Initiatives.

The business rationale for re-branding was that modern charity marketing requires an emotive, memorable name that can serve as a platform from which to build awareness and generate new income from sources such as major donors, legacies, campaigns and social enterprise projects. All stakeholder groups were able to fully participate in sharing their views on the organisation and the values that should be embedded in the new name. The name, *Impetus* and the strapline, *Empowering Local People* were selected by majority vote. Stakeholders believe that the name and strapline more clearly convey the values of the organisation.

BRIGHTON AND HOVE IMPETUS

TRUSTEES' REPORT

The name was approved by the membership at the September 2007 AGM. Brighton and Hove Impetus is the registered name. Impetus is the common usage name. The dynamic new name and logo design, which are reinforced on the website were officially launched in July 2008.

Business Development

The charity commissioned a SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis from a consultant on a pro bono basis that offered us a framework for exploring emerging trends and customer needs in health and social care service delivery and a look at where we could add value to existing services, potentially develop new ones or build partnerships. One result was our pursuit of partnership working, discussed below. The study also guided our foray into social enterprise development, which is a business model for income diversification for voluntary organisations. We developed an in-house feasibility study on providing domiciliary care services. We've set goals for the Performance Development Service to evolve into a fee-generating management consulting service, to explore engaging in other social enterprises such as ASpire Training and to continue to seek out pro bono consultations for the charity in this area.

New Partnerships

We parlayed our strength in delivering services for older people in winning the City Council contract to support the Pensioners' Forum. With our 60 Plus Action Group, this brings together under our leadership the two major advocacy projects for older people in the city, providing an even stronger voice for those over 60 years of age.

Under a three-year Big Lottery Fund grant, we've partnered with the Business Community Partnership and The Working Together Project to deliver services designed to strengthen the sector's business management skills and its ability to manage and retain volunteers -- two areas of chronic voluntary sector weakness. This grant expands the capacity of our Volunteer Centre and our Performance Development Service. The work also represents a tremendous leadership role for Impetus and increases our reputation as a major player in the infrastructure development of the sector in Brighton and Hove, one of our strategic objectives.

We raised start-up funding for the Community Arts Project for learning disabled artists, in cooperation with Care Co-operatives and The Grace Eyre Foundation. Through our Performance Development Service, we secured £15,000 from Lankelly Chase Trust and £7,500 from the European EQUAL Programme for the Community Arts Project, facilitated the steering group and managed the funds that paid for a service user consultation.

Fundraising

The Big Lottery grant brought in £485,000 that is shared over three years with the Business Community Partnership and The Working Together Project. We won a three-year grant from Three Guineas Trust for £105,000 to continue the work of the ASpire project mentoring people with Asperger Syndrome and related social skills issues.

A bid to deliver management support to the Pensioners Forum was successful.

The Neighbourhood Care Scheme was successful in bringing in new funding from the Henry Smith Trust.

BRIGHTON AND HOVE IMPETUS

TRUSTEES' REPORT

In overseeing the setting of balanced budgets, the Board of Trustees' Business Development Working Group incorporated full cost recovery to ensure that new core costs would be covered and that losses sustained over the previous couple of years would be eliminated. Tight financial control exerted within all projects kept them well within budget.

Quality Assurance

Monitoring and evaluation systems have been developed so that project business plans are based on service user feedback. Systems had to be tailored to each project. This is now a regular item for supervision with the aim of making evaluation an integral part of the culture. The focus on monitoring and evaluation is not only consistent with being a customer needs driven organisation, it is strategic in that organisations that have good monitoring and evaluation systems stand better prospects of winning funding for health and social care service delivery.

Staffing

The charity has made a tremendous investment in personnel development and the outcome is a very strong team. There has been a focussed approach to the upward management of performance, evidenced by a readiness for the Investors in People accreditation. The appraisal process has been strengthened. Training is informed by appraisals. Three members of staff have achieved project leader level. During the past year, six new staff members have been recruited and successfully integrated into their posts. The preparation of budgets is of a higher quality than in previous years due to competencies in this area required within the appraisal process.

The charity has a strong volunteering ethos and is a leader in promoting volunteering in the city. During the year we welcomed and worked with 350 volunteers across all of our projects. Volunteers work to written role descriptions, they are included in team meetings and strategy days and are treated with the same level of respect as paid staff.

Investment Performance

The charity holds surplus cash in a community banking deposit account in order to maximise returns on liquid assets. The interest rates obtained are reviewed periodically to ensure the competitiveness of the investment.

Plans for the Future Period

Among the goals for 2008 - 2009 are to raise awareness of the new name and improve public understanding of our charitable activities so that individuals and funders will see the organisation more clearly and want to donate and support us. Forays are planned into corporate fundraising and building a major donor base. In addition to building on our ASpire Training and Performance Development Service as income generating businesses, we will seek partnership working opportunities with other voluntary sector organisations.

BRIGHTON AND HOVE IMPETUS

TRUSTEES' REPORT

Volunteer Centre Brighton and Hove

The Volunteer Centre Brighton and Hove aims to improve people's quality of life by matching their interests and skills with local charities that are seeking volunteers. The mission is to be a leader in promoting best practice in volunteering in the city and to support not-for-profit organisations, charities and community groups that value the employment of volunteers.

Objectives

Objectives for 2007-2008 were:

- To develop better service delivery in response to customer feedback as well as to streamline existing practices.
- To develop a strong Volunteer Centre team through regular team meetings, supervision and training.
- To promote good practice in recruitment and management of volunteers.
- To develop strategic partnerships with other local volunteering agencies.

Achievements

With a change in Project Leader in June 2007, the past year has been a period of transition, exciting developments and challenges.

In January 2008 a new Development Outreach Worker, Penny Baker was appointed to promote good practice in the recruitment and management of volunteers in the city, working in partnership with the local Business Community Partnership and The Working Together Project. There has been a healthy demand for this support and the project is meeting all of its key milestones.

The Centre has aligned its systems and procedures with its parent database VBase, which has resulted in efficiencies in the handling of incoming enquiries, better quality of information captured and improvements in the monitoring of work. A two-year membership initiative allows the Centre to utilise the database function to enhance communication and services to both customer groups.

The Centre has continued to undertake its core work and at the time of preparing the Trustees' Report is positioned to play a leadership role in devising a volunteering strategy for Brighton and Hove. The Centre's customer network includes 438 organisations that advertise volunteering opportunities. In regard to volunteers, there have been approximately 850 visitors to the Centre during the past year, more than 1000 email enquiries and 1260 new volunteer registrations.

Objectives for 2008 - 2009

Key objectives for the coming year are:

- To raise the profile of the Volunteer Centre.
- To lead the development of a volunteering strategy for the city.
- To support 18 client organisations in their recruitment and management of volunteers.
- To fund a new post to deliver more targeted services to volunteers and organisations.
- To apply monitoring and evaluation to business planning to better serve customers.

BRIGHTON AND HOVE IMPETUS TRUSTEES' REPORT

Performance Development Service

The Performance Development Service (PDS) offers management consulting services to voluntary organisations to improve their management practice, governance, marketing, fundraising, contract readiness and service delivery. In addition to funding from the Primary Care Trust, the project is the recipient of a grant from the Big Lottery Fund that is aimed at improving infrastructure support to voluntary organisations in Brighton and Hove by building their capacity. This is delivered through a co-ordinated approach to managing volunteers, training and consultancy, with the Business Community Partnership and The Working Together Project.

Achievements

One to one client support has been delivered to a number of organisations that have a broad range of management needs. Clients included Brighton and Hove Mediation, Pathways to Health, Extratime, Creative Futures, Care Co-operatives, Moulsecoombe Neighbourhood Trust, Safety Net, Mosaic and SCIP. Funding proposal writing is now offered on a fee basis.

The Bridge Community Education Centre is currently receiving PDS support for business planning, funding, sustainable contracts, human resources, board development and policies and procedures. The Whitehawk Inn has sought consultation around funding sustainability. This process includes partnership networking and working closely with Brighton and Hove City Council and the Learning and Skills Council. PDS is also supporting a mental health consortium that is exploring contracting with the Primary Care Trust.

Objective for 2008 - 2009

The objective for the coming year is to improve the strategic management and governance of 15 or more voluntary sector organisations through one to one consultancy support.

BRIGHTON AND HOVE IMPETUS

TRUSTEES' REPORT

Brighton and Hove Neighbourhood Care Scheme

The Neighbourhood Care Scheme is a good neighbour scheme that supports isolated and vulnerable older people, adults 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.

Objectives

Objectives for April 2004 to March 2008 were:

- To establish the scheme in two new neighbourhoods.
- To maintain the scheme in five other neighbourhoods.
- To support 300 scheme users.
- To provide 300 fall prevention interventions.
- To develop community networks of 140 volunteers.
- To review and improve all procedures.
- To carry out evaluations of the scheme, culminating in a conference in 2007.
- To ensure the scheme has the capacity and structure to be sustainable beyond 2007.

Achievements

The scheme was successfully established in Hangleton and Knoll, thanks to Local Area Agreement (LAA) funding. Satisfactory activity was maintained in four areas, with low activity in Coombe Rd. More than 100 volunteers provided 5116 hours of support to 160 individuals. Falls Prevention booklets were distributed to 121 scheme users; 516 interventions were made. We recruited 40 volunteers and had 140 volunteers on the roster at the end of the year.

Several achievements contributed to a higher profile among public policy makers. The Neighbourhood Care Scheme sponsored a conference on befriending at the University of Brighton that attracted 100 delegates. A paper co-authored by the project leader entitled, "Neighbourhood Care Scheme: The Coronation Street Model of Community Care," was included in a book published by *Policy Press*.

The Neighbourhood Care Scheme achieved an NHS South Coast Better Health Award and applied for Mentoring and Befriending Foundation Approved Provider Status (granted June 2008).

Funding was won from the Henry Smith Charity for £87,000 until 2010. LAA funding for £28,264 covered some of the activities during 2007-2008.

Objectives for 2008 – 2009

Key objectives for the coming year are:

- To set up the scheme in Patcham and Hollingbury.
- To help more people.
- To increase participation of black and minority ethnic communities.
- To create a good neighbour scheme model adaptable for communities of approximately 100,000 in population.

BRIGHTON AND HOVE IMPETUS

TRUSTEES' REPORT

ASpire Mentoring

ASpire was launched three years ago to respond to the lack of specialist services in the city for people with Asperger Syndrome (AS) and related social skills issues. Employing an innovative approach based on a model of social mentoring, bespoke mentoring solutions are devised to improve social, life skills and vocational opportunities. The project also aims to help move individuals from benefits into voluntary or paid work by raising awareness among employers and education providers, through training courses, about the barriers to work that people with AS face.

The project is funded for £105,000 until 2010 by Three Guineas Trust, one of the Sainsbury trusts. A grant for £3790 to offer a Money Skills course for ASpire service users was won in January 2008 from Abbey National.

Achievements

ASpire supported 47 service users, some of whom were mentored and others who engaged with social learning groups. There is a waiting list of 26 individuals who are seeking this support for 2008-2009. Volunteers and Social Work student placements during the year are critical to expanding the capacity of the project and the one-to-one mentoring methodology. Social Work students who each mentored six service-users as part of their caseload, helped reduce the waiting list for 2007-2008.

The University of Brighton's Health and Social Policy Research Centre carried out an evaluation of the project, which found that 75 percent of service users reported an increase in confidence and that 67 percent reported an increase in social interaction. Feedback included the comment: "My knowledge of AS has increased considerably. I feel less weird as I have been able to compare myself with others with AS." As a direct result of mentoring and/or participation in social groups, service users reported positive outcomes such as lower anxiety levels, a feeling of belonging, self-acceptance, self-belief, access to social groups and access to employment and education.

The project applied for and achieved Approved Provider standard from the Mentoring and Befriending Foundation (June 2008). The Foundation intends to use ASpire's portfolio of evidence as a model for other applicants as well as cite the project as an example of good practice in its magazine and website.

One objective for the year was to attempt to engage psychotherapists with the project. As a result of partnership working with Brighton University's Community and University Partnership Programme, two psychotherapists who practice cognitive behavioural therapy are interested in conducting research on AS.

Objectives for 2008 - 2009

Key objectives for the coming year are:

- Achieve national recognition as a competent and successful project.
- Create a robust framework for the project beyond 2010.
- Fundraise for an additional Project Worker.
- Form an activities group for "high functioning" service-users.

BRIGHTON AND HOVE IMPETUS TRUSTEES' REPORT

ASpire Training

ASpire aims to help move service users from benefits into voluntary or paid work by raising awareness of AS among employers and education providers. Training objectives included:

- Providing high quality AS and autism awareness training to organisations across Sussex.
- Increasing opportunities for the appropriate use of skills for those with AS.
- Providing consultancy services to professionals about AS.
- Improving the quality of life for those with AS and social skills issues through education and training.
- Generating income to sustain the training services.

Objectives

For 2007 – 2008, ASpire Training was awarded £15,000 from Three Guineas Trust to develop and market a fee-based training service on AS and autism awareness. The Trust funding together with additional income earned from training sessions, paid salary and core costs for 14 hours per week for the year.

Achievements

A total of 11 training sessions were delivered over the period generating an income of £3040. Feedback concerning the training has been universally positive, including comments such as, “it was the best training I have ever been on.” Repeat bookings were made.

When the training was delivered free of charge, there was a high demand from support agencies that do not have budgets to pay for such specialised training, but are unable to adequately support their service users without it.

Partnership and sub-contractor bids were made in conjunction with prime bidders for contracts with the Department of Work and Pensions, the European Social Fund, the Learning Skills Council and Jobcentre Plus to provide specialist services to clients with AS. The outcome of these bids will not be known until late 2008.

Objectives for 2008 – 2009

ASpire Training have successfully won a tender to deliver autism awareness training on behalf of Care Training Consortium and have secured training bookings for the coming year.

Since the Three Guineas Trust funding concludes in June 2008, core training will continue only on demand for the foreseeable future. Plans are to pursue funding for awareness training as well as for courses in sexual awareness, relationships, social skills and money management for service users.

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INTERACT

INTERACT provides advocacy, support and information services for adults who have learning difficulties. The project also runs training programmes for both service users and providers. The focus is both proactive and reactive to national and local policy changes and to service user requirements. Project activities are funded by the Primary Care Trust and the City Council.

Objectives

For 2007 – 2008 we obtained a contract to develop a Direct Payments service to assist people in obtaining individual budgets that would enable them to leading more independent lives. We identified a conflict of interest between the work we were being asked to do under the Direct Payments contract and our advocacy role. The contract was returned in July 2007 and we addressed the shortfall by using project reserves and redeploying a member of staff within Impetus. Objectives were to provide issue-based, time limited advocacy to people with learning difficulties; and to provide training in self advocacy, information and advice to people with learning difficulties.

Achievements

A survey of user needs was documented as a framework for programme planning. Leaflets and information booklets were produced to promote activities to service users. A new course around valuing diversity was developed. We also established a parents support group for parents who have learning difficulties.

INTERACT provides the following additional support:

AdvoAct provides one to one advocacy and support for people who have a particular issue that requires resolving. This service provided support to 185 people for problems such as obtaining accommodation, employment, retaining child custody and resolving debt issues.

The Solve It Drop-in service was established in partnership with the local Community Support Team, which provided a member of staff to work under our direction for five hours per week through December 2007. We continued to operate the service at a reduced level and intend to expand the capacity with volunteer staffing.

The G.T. Club is a social club run by people who have a learning difficulty. The club has a buddy system in which individuals post a notice about an activity and invite others to join them. With the help of a volunteer, the postings will be developed into a web log.

Objectives for 2008 - 2009

INTERACT is seeking targeted funding for a child protection case worker, a trainer in diversity issues and an advocacy case worker in support of the project's development aims.

BRIGHTON AND HOVE IMPETUS

TRUSTEES' REPORT

60 Plus Action Group

The 60 Plus Action Group aims to empower older people to influence the planning, evaluation and delivery of their local services. Groups in 11 neighbourhoods across Brighton and Hove meet every two months to discuss their concerns as well as face to face with service planners.

The project's Lay Assessors Scheme recruits older volunteers who interview domiciliary care service users concerning the quality of independent service providers. The information is fed back to the Local Authority Contracts Unit, which funds this peer assessment scheme. Each month, 20 service users are interviewed about the quality of a service provider.

The 60 Plus Action Group also contributes to the strategic objectives of the Local Area Agreement, the National Service Framework, and the LINK, a new initiative that gives communities a stronger voice in how their health and social care services are delivered.

Objectives

Objectives for 2007-2008 included:

- Raising funds to maintain 11 neighbourhood groups.
- Increasing the membership of existing groups.
- Advocacy to problem solve and improve neighbourhoods and services.
- Raising funds to recruit and train older people to become community activists.

Achievements

Despite several setbacks, 2007-2008 was a successful year for 60 Plus. Due to a lack of funding, the number of neighbourhood groups dropped from 11 to four. Mid-year, the project leader left for a new assignment and the post remained vacant until January 2008. In February, the Primary Care Trust's (PCT) initial decision, ultimately reversed, to reallocate the project's funding to a new Lay Assessors project alerted us to the need for a more robust monitoring system.

Yet the success of 60 Plus has been in maintaining four thriving groups that have participated in a significant consultation schedule during the year. The four groups are based in Craven Vale, Moulsecoombe, West Hove and Kempton. The facilitator also attended several lunch clubs across the city to provide information about service policy changes.

Among this year's achievements were the following consultations:

- The Best Place, Best Care, PCT.
- The Single Assessment Process, in collaboration with Impact Initiatives.
- Intermediate Care, a Health and Social Care consultation.
- Planned Changes to Hospital Services in Sussex, NHS.
- Long-term Care, PCT and other providers.
- The Annual Survey of Users of Meals on Wheels, City Council.
- The Survey of Hospital Users' Experience of Patient Privacy and Dignity, PCT.
- Extra Sheltered Housing Care Management Group, City Council.

BRIGHTON AND HOVE IMPETUS TRUSTEES' REPORT

In regard to advocacy and neighbourhood improvements, 60 Plus groups achieved the following:

- Hanover. Increased frequency of a bus service.
- Moulsecoombe. Bus stop handrails erected, steps near a GP surgery improved, abandoned vehicles removed and dog mess cleaned up.
- Brunswick and St James. Pavements repaired and obstacles removed.
- Brunswick and West Hove. Streets and public spaces cleaned.
- Craven Vale. Police Community Service Officer visits, street lighting restored, park benches replaced and a successful campaign for a community room.

Objectives for 2008 - 2009

Objectives for the coming year include:

- Raising the project's profile via publicity and the website.
- Launching up to four new groups and recruiting members to existing groups.
- Analysing member evaluation for project planning and effectiveness.
- Exploring additional opportunities for consultation and training.
- Seeking new sources of income.

BRIGHTON AND HOVE IMPETUS

TRUSTEES' REPORT

FINANCIAL REVIEW

The charity reported incoming resources of £405,283 (2006/07 £442,771) for the year, together with a surplus of £25,113 (2006/07 £48,116). All projects have shown surpluses or marginal deficits except Interact and Advooact, which have ended the year with deficits that are however, covered by reserves.

A review of the nature of the charity's reserves has been carried out in conjunction with the auditors. It has been decided that the necessary conditions to classify the project funds as unrestricted are not met and consequently they have been reclassified as restricted. The only fund that remains unrestricted is the central fund. After two consecutive years of reported surplus the charity enjoys a very solid financial position with positive cash flows and a build up of reserves.

Reserves Policy

After the reclassification of reserves, the level of unrestricted reserves has been reduced to £56,739 (2006/07 £151,160), whereas the restricted reserves have increased to £124,173 (2006/07 £4,639). Included in the restricted reserves is an element of contingency reserve, which the charity sets aside to cover project termination costs. The total in the contingency fund amounts to £57,091.

Therefore the total reserves which form part of the charity's reserves policy is £113,830. This amounts to 3.6 months of annual expenditure. The trustees' policy sets the level of reserves at five months annual expenditure and this target is expected to be reached in the near future after regular annual transfers to the contingency fund.

Principal Funding Sources

The main funding sources include Brighton and Hove City Council, Brighton and Hove City Primary Care Trust, The Big Lottery, the European EQUAL Programme, the Three Guineas Trust and the Henry Smith Trust.

Investment Policy

The charity holds cash surpluses, which are invested in a deposit account in order to maximise the returns on funds.

STATEMENT AS TO DISCLOSURE OF INFORMATION TO AUDITORS

So far as the trustees are aware, there is no relevant audit information (as defined by Section 234ZA) of the Companies Act 1985) of which the charity's auditors are unaware, and we have been taken all steps that ought to have taken as trustees in order to make ourselves aware of any relevant audit information and to establish that the charity's auditors are aware of that information.

On behalf of the board of trustees.

C Brocken (Chair)

Trustee

Dated: 29 August 2008

BRIGHTON AND HOVE IMPETUS

STATEMENT OF TRUSTEES' RESPONSIBILITIES

Law applicable to charitable companies in England and Wales requires the trustees, who are also the directors of the company, to prepare financial statements for each year, which give a true and fair view of the company's income and expenditure during the year and of its financial position at the end of the year.

In preparing 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;
- state whether applicable United Kingdom 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 accounts on a "going concern" basis unless it is inappropriate to presume that the company will continue in business.

The trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and to enable them to ensure that the accounts comply with the Companies Act 1985. They are also responsible for safeguarding the assets of the company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The trustees believe they have taken all necessary steps to make themselves aware of any information relevant to the audit and establish that the auditors are aware of that information.

BRIGHTON AND HOVE IMPETUS (LIMITED BY GUARANTEE) INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF BRIGHTON AND HOVE IMPETUS

We have audited the accounts of Brighton and Hove Impetus for the year ended 31 March 2008 set out on pages 17 to 25. These accounts have been prepared under the historical cost convention and the accounting policies set out on page 19.

This report is made solely to the company's members, as a body, in accordance with section 235 of the Companies Act 1985. Our audit work has been undertaken so that we might state to the company'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 company and the company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Respective responsibilities of trustees and auditors

As described on page 15, the trustees, who are also the directors of Brighton and Hove Impetus for the purpose of company law, are responsible for preparing the Trustees' Report and the accounts in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Our responsibility is to audit the accounts in accordance with relevant legal and regulatory requirements and International Standards on Auditing (UK and Ireland).

We report to you our opinion as to whether the accounts give a true and fair view and are properly prepared in accordance with the Companies Act 1985. We also report to you whether in our opinion the information given in the Trustees' Report is consistent with the accounts.

In addition we report to you if, in our opinion, the charity has not kept proper accounting records, if we have not received all the information and explanations we require for our audit, or if information specified by law regarding trustees' remuneration and transactions with the charity is not disclosed.

We read the Trustees' Report and consider the implications for our report if we become aware of any apparent misstatements within it.

Basis of opinion

We conducted our audit in accordance with International Standards on Auditing (UK and Ireland) issued by the Auditing Practices Board. An audit includes examination, on a test basis, of evidence relevant to the amounts and disclosures in the accounts. It also includes an assessment of the significant estimates and judgements made by the trustees in the preparation of the accounts, and of whether the accounting policies are appropriate to the charity's circumstances, consistently applied and adequately disclosed.

We planned and performed our audit so as to obtain all the information and explanations which we considered necessary in order to provide us with sufficient evidence to give reasonable assurance that the accounts are free from material misstatement, whether caused by fraud or other irregularity or error. In forming our opinion we also evaluated the overall adequacy of the presentation of information in the accounts.

Opinion

In our opinion:

- the accounts give a true and fair view, in accordance with United Kingdom Generally Accepted Accounting Practice, of the state of the charity's affairs as at 31 March 2008 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- the accounts have been properly prepared in accordance with the Companies Act 1985; and
- the information provided in the Trustees' Report is consistent with the accounts.

Russell New

Registered Auditor
The Courtyard
Shoreham Road
Upper Beeding
Steyping
West Sussex
BN44 3TN

Dated: 29 August 2008

**BRIGHTON AND HOVE IMPETUS
(LIMITED BY GUARANTEE)
STATEMENT OF FINANCIAL ACTIVITIES
INCLUDING INCOME AND EXPENDITURE ACCOUNT
FOR THE YEAR ENDED 31 MARCH 2008**

| | Notes | Unrestricted funds £ | Restricted funds £ | Total 2008 £ | Total 2007 £ |
|---|----------|----------------------------|--------------------------|--------------------|--------------------|
| <u>Incoming resources from generated funds</u> | | | | | |
| Voluntary income - Donations and legacies | | 529 | - | 529 | 17,529 |
| Activities for generating funds | | 8,157 | - | 8,157 | 4,383 |
| Investment income - Interest received | | 6,292 | - | 6,292 | 4,314 |
| | | <u>14,978</u> | <u>-</u> | <u>14,978</u> | <u>26,226</u> |
| Incoming resources from charitable activities | 2 | - | 387,642 | 387,642 | 416,309 |
| Other incoming resources | | 2,663 | - | 2,663 | 236 |
| Total incoming resources | | <u>17,641</u> | <u>387,642</u> | <u>405,283</u> | <u>442,771</u> |
| <u>Resources expended</u> | | | | | |
| Costs of generating funds | | | | | |
| Fundraising and publicity costs | | - | 4,785 | 4,785 | 8,104 |
| Net incoming resources available | | <u>17,641</u> | <u>382,857</u> | <u>400,498</u> | <u>434,667</u> |
| Charitable activities | | | | | |
| Relief of poverty, distress and sickness | | - | 222,409 | 222,409 | 282,990 |
| Advancement of education | | - | 43,966 | 43,966 | 29,205 |
| Legal and administrative support | | - | 96,197 | 96,197 | 63,023 |
| Total charitable expenditure | | <u>-</u> | <u>362,572</u> | <u>362,572</u> | <u>375,218</u> |
| Governance costs | | - | 12,813 | 12,813 | 11,333 |
| Total resources expended | | <u>-</u> | <u>380,170</u> | <u>380,170</u> | <u>394,655</u> |
| Net incoming resources before transfers | | <u>17,641</u> | <u>7,472</u> | <u>25,113</u> | <u>48,116</u> |
| Gross transfers between funds | 12/11 | (112,062) | 112,062 | - | - |
| Net (expenditure)/income for the year/ Net movement in funds | | <u>(94,421)</u> | <u>119,534</u> | <u>25,113</u> | <u>48,116</u> |
| Fund balances at 1 April 2007 | | <u>151,160</u> | <u>4,639</u> | <u>155,799</u> | <u>107,683</u> |
| Fund balances at 31 March 2008 | | <u>56,739</u> | <u>124,173</u> | <u>180,912</u> | <u>155,799</u> |

The statement of financial activities also complies with the requirements for an income and expenditure account under the Companies Act 1985.

**BRIGHTON AND HOVE IMPETUS
(LIMITED BY GUARANTEE)
BALANCE SHEET
AS AT 31 MARCH 2008**

| | Notes | 2008 | | 2007 | |
|---|-------|-----------------|----------------|-----------------|----------------|
| | | £ | £ | £ | £ |
| Fixed assets | | | | | |
| Tangible assets | 8 | | 1,219 | | - |
| Current assets | | | | | |
| Debtors | 9 | 38,093 | | 50,740 | |
| Cash at bank and in hand | | 191,657 | | 122,642 | |
| | | <u>229,750</u> | | <u>173,382</u> | |
| Creditors: amounts falling due within one year | 10 | <u>(50,057)</u> | | <u>(17,583)</u> | |
| Net current assets | | | <u>179,693</u> | | <u>155,799</u> |
| Total assets less current liabilities | | | <u>180,912</u> | | <u>155,799</u> |
| Income funds | | | | | |
| Restricted funds | 11 | | 124,173 | | 4,639 |
| Unrestricted funds | | | <u>56,739</u> | | <u>151,160</u> |
| | | | <u>180,912</u> | | <u>155,799</u> |

These financial statements have been prepared in accordance with the special provisions of Part VII of the Companies Act 1985 relating to small companies.

The accounts were approved by the Board on 29 August 2008

C Brocken (Chair)
Trustee

J Manning
Trustee

BRIGHTON AND HOVE IMPETUS (LIMITED BY GUARANTEE) NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2008

1 Accounting policies

1.1 Basis of preparation

The accounts 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 accounts have been prepared in accordance with applicable accounting standards, the Statement of Recommended Practice, "Accounting and Reporting by Charities", issued in March 2005 and the Companies Act 1985.

1.2 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 accounted for as they are received by the charity unless they relate to a future period, in which case they are treated as deferred income.

Investment income is accounted for on a receivable basis.

All other income is accounted for on a receivable basis.

1.3 Resources expended

Resources expended are accounted for on an accruals basis 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.

1.4 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 |
|--------------------|---------------------------------------|

1.5 Pensions

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

**BRIGHTON AND HOVE IMPETUS
(LIMITED BY GUARANTEE)
NOTES TO THE ACCOUNTS
FOR THE YEAR ENDED 31 MARCH 2008**

1 Accounting Policies

(continued)

1.6 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 Incoming resources from charitable activities

| | 2008 | 2007 |
|--|----------------------------|---------------------|
| | £ | £ |
| Relief of poverty, distress and sickness | 219,247 | 303,272 |
| Advancement of education | 54,238 | 35,908 |
| Legal and administrative support | 114,157 | 77,129 |
| | <hr/> 387,642 <hr/> | <hr/> 416,309 <hr/> |

**BRIGHTON AND HOVE IMPETUS
(LIMITED BY GUARANTEE)
NOTES TO THE ACCOUNTS
FOR THE YEAR ENDED 31 MARCH 2008**

3 Total resources expended

| | Staff costs £ | Depreciation £ | Other costs £ | Total 2008 £ | Total 2007 £ |
|---|---------------------|-------------------|---------------------|--------------------|--------------------|
| Costs of generating funds | | | | | |
| Fundraising and publicity costs | - | - | 4,785 | 4,785 | 8,104 |
| Charitable activities | | | | | |
| <u>Relief of poverty, distress and sickness</u> | | | | | |
| Activities undertaken directly | 154,898 | - | 38,818 | 193,716 | 269,345 |
| Support costs | 16,829 | - | 11,864 | 28,693 | 13,645 |
| Total | 171,727 | - | 50,682 | 222,409 | 282,990 |
| <u>Advancement of education</u> | | | | | |
| Activities undertaken directly | 26,820 | - | 10,357 | 37,177 | 27,812 |
| Support costs | 3,982 | - | 2,807 | 6,789 | 1,393 |
| Total | 30,802 | - | 13,164 | 43,966 | 29,205 |
| <u>Legal and administrative support</u> | | | | | |
| Activities undertaken directly | 52,570 | 609 | 30,192 | 83,371 | 60,261 |
| Support costs | 7,523 | - | 5,303 | 12,826 | 2,762 |
| Total | 60,093 | 609 | 35,495 | 96,197 | 63,023 |
| | 262,622 | 609 | 99,341 | 362,572 | 375,218 |
| Governance costs | | | | | |
| | - | - | 12,813 | 12,813 | 11,333 |
| | 262,622 | 609 | 116,939 | 380,170 | 394,655 |

Governance costs includes payments to the auditors of £4,000 (2007: £4,054) for audit fees.

4 Support costs

| | Relief of poverty, distress and sickness £ | Advance - ment of Education £ | Legal & Admin Support £ | Total 2008 £ | Total 2007 £ |
|-------------|---|--|----------------------------------|--------------------|--------------------|
| Overheads | 11,864 | 2,807 | 5,303 | 19,974 | 6,923 |
| Staff costs | 16,829 | 3,982 | 7,523 | 28,334 | 10,877 |
| | 28,693 | 6,789 | 12,826 | 48,308 | 17,800 |

BRIGHTON AND HOVE IMPETUS
(LIMITED BY GUARANTEE)
NOTES TO THE ACCOUNTS
FOR THE YEAR ENDED 31 MARCH 2008

5 Trustees

None of the trustees (or any persons connected with them) received any remuneration during the year, but four of them were reimbursed a total of £545 for travelling and stationery expenses.

6 Employees

Number of employees

The average monthly number of employees during the year was:

| | 2008 | 2007 |
|------------------------------------|---------------|--------|
| | Number | Number |
| Project leaders and administration | 12 | 15 |

Employment costs

| | 2008 | 2007 |
|---------------------|----------------|---------|
| | £ | £ |
| Wages and salaries | 260,740 | 279,205 |
| Other pension costs | 1,882 | 1,501 |
| | 262,622 | 280,706 |

There were no employees whose annual emoluments were £60,000 or more.

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.

**BRIGHTON AND HOVE IMPETUS
(LIMITED BY GUARANTEE)
NOTES TO THE ACCOUNTS
FOR THE YEAR ENDED 31 MARCH 2008**

8 Tangible fixed assets

| | Computer equipment £ | Fixtures, fittings and equipment £ | Total £ |
|-------------------------|----------------------------|---|---------------|
| Cost | | | |
| At 1 April 2007 | 6,253 | 5,960 | 12,213 |
| Additions | 1,828 | - | 1,828 |
| At 31 March 2008 | 8,081 | 5,960 | 14,041 |
| Depreciation | | | |
| At 1 April 2007 | 6,253 | 5,960 | 12,213 |
| Charge for the year | 609 | - | 609 |
| At 31 March 2008 | 6,862 | 5,960 | 12,822 |
| Net book value | | | |
| At 31 March 2008 | 1,219 | - | 1,219 |

9 Debtors

| | 2008 £ | 2007 £ |
|--------------------------------|---------------|---------------|
| Trade debtors | 1,524 | 4,622 |
| Other debtors | 5,531 | 5,531 |
| Prepayments and accrued income | 31,038 | 40,587 |
| | 38,093 | 50,740 |

10 Creditors: amounts falling due within one year

| | 2008 £ | 2007 £ |
|---------------------------------|---------------|---------------|
| Trade creditors | 8,616 | 1,967 |
| Taxes and social security costs | 90 | 6,172 |
| Other creditors | 1,921 | 2,127 |
| Accruals | 4,348 | 4,989 |
| Deferred income | 35,082 | 2,328 |
| | 50,057 | 17,583 |

**BRIGHTON AND HOVE IMPETUS
(LIMITED BY GUARANTEE)
NOTES TO THE ACCOUNTS
FOR THE YEAR ENDED 31 MARCH 2008**

11 Restricted funds

The income funds of the charity include restricted funds comprising the following unexpended balances of donations and grants held on trust for specific purposes:

| | Movement in funds | | | | Balance at 31 March 2008 |
|--|----------------------------|-----------------------|-----------------------|----------------|--------------------------------|
| | Balance at 1 April 2007 | Incoming resources | Resources expended | Transfers | |
| | £ | £ | £ | £ | £ |
| 60 Plus Action Group and Lay Assessors | - | 37,205 | (33,198) | 8,352 | 12,359 |
| Pensioners Forum | - | 17,034 | (13,106) | 1,373 | 5,301 |
| INTERACT and Direct Payments | - | 37,667 | (53,603) | 53,292 | 37,356 |
| AdvoAct | - | 15,553 | (19,746) | 2 | (4,191) |
| Performance Development Services | - | 48,407 | (48,638) | 7,765 | 7,534 |
| Volunteer Centre | - | 39,771 | (38,295) | 9,582 | 11,058 |
| Neighbourhood Care Scheme | - | 95,501 | (89,678) | 32,512 | 38,335 |
| Neighbourhood Care Community Fund | 4,639 | - | (4,527) | (112) | - |
| ASpire | - | 70,525 | (65,951) | (579) | 3,995 |
| Capacity Building | - | 25,979 | (13,428) | (125) | 12,426 |
| | <u>4,639</u> | <u>387,642</u> | <u>(380,170)</u> | <u>112,062</u> | <u>124,173</u> |

The 60 Plus Action Group has been developed as a response to government and local commitments to a strategy for the empowerment of older people. The project enables older people to be involved to identify issues, discuss concerns and propose solutions to issues that affect their everyday lives.

The Neighbourhood Care Scheme supports older people and people with physical/sensory disabilities in their homes, by recruiting local volunteers to assist them in a variety of ways, from social visits and help with mobility, to gardening and DIY.

The INTERACT project was set up to provide a user forum for people with learning difficulties providing a range of services and activities aiming to promote inclusion.

AdvoAct is an issue based advocacy service for people with learning difficulties providing one-to-one help on a range of problems, particularly child protection cases.

The Project Development Services provide professional help and advice to individuals and organisations in the community and voluntary sector on a range of management issues.

The Volunteer Centre promotes volunteering opportunities for individuals locally, works with community groups and voluntary organisations to meet their volunteer needs as well as promoting good practice in working with volunteers. It is also developing a volunteer co-ordinators network and piloting a programme of accreditation for volunteer co-ordinators.

**BRIGHTON AND HOVE IMPETUS
(LIMITED BY GUARANTEE)
NOTES TO THE ACCOUNTS
FOR THE YEAR ENDED 31 MARCH 2008**

11 Restricted funds

(continued)

The Neighbourhood Care Community Fund complements the Neighbourhood Care Scheme by providing additional staff resources to support and develop volunteer visitors to house-bound people within their own neighbourhoods.

Direct Payments supports people with learning difficulties accessing the Direct Payments Scheme to pay for their care.

The ASpire Project is an innovative partnership project designed to help people who have Asperger Syndrome improve their social skills via one-to-one mentoring.

The trustees of Brighton and Hove Community Initiatives include greater detail of their activities and projects in the Trustees' Report on pages 1 to 18.

The trustees are of the opinion that funds previously unrestricted are in fact restricted and have been reclassified accordingly, via a transfer of the closing balances from the 2007 financial statements.

12 Analysis of net assets between funds

| | Unrestricted funds | Restricted funds | Total |
|--|-------------------------------|-----------------------------|-----------------------|
| | £ | £ | £ |
| Fund balances at 31 March 2008 are represented by: | | | |
| Tangible fixed assets | 1,219 | - | 1,219 |
| Current assets | 105,577 | 124,173 | 229,750 |
| Creditors: amounts falling due within one year | (50,057) | - | (50,057) |
| | <u>56,739</u> | <u>124,173</u> | <u>180,912</u> |

13 Commitments under operating leases

At 31 March 2008 the company had annual commitments under non-cancellable operating leases as follows:

| | Land and buildings | | Other | |
|----------------------------|---------------------------|---------------|---------------------|--------------|
| | 2008 | 2007 | 2008 | 2007 |
| | £ | £ | £ | £ |
| Expiry date: | | | | |
| Between two and five years | <u>22,325</u> | <u>22,125</u> | <u>3,900</u> | <u>3,217</u> |