



# Annual Review 2010 - 2011

## From the Chair

It is a truism to say that 2010/11 was a difficult year indeed for the community sector in view of the continuing economic climate and, at this stage the outlook for the immediate future does not look much brighter.

However, difficult times present a challenge that must be met and we carried out changes during the year to meet these challenges whilst continuing to provide the best possible service for our members and stakeholders.

This has meant that our management and staff have been stretched to achieve their targets for the past year and this will continue to be the case in the forthcoming one. It is to their great credit that they have achieved so much (as detailed elsewhere in the report) and, on behalf of the Board, I would like to express my praise and gratitude for their efforts.

We continued to restructure during 2010/11 to save costs and this has, unfortunately, meant that we have had to lose some staff and I would like to express my thanks for their work. I would also like to take this opportunity to express my appreciation to my fellow trustees, who have given me great support throughout the past year for which I am truly grateful.

Finally, this year, we say goodbye to our long standing Treasurer, Robert Errington. He has been our Treasurer for over 10 years, giving a huge amount of time and expertise to CommUNITY Barnet with great commitment. He has been a rock for me and I would like to record my gratitude for all that he has done and to wish him well for the future. He will be greatly missed.

**Geoff Salmon**

## From the CEO

The year 2010-11 marked in some ways the end of an era; a number of key regional and national funding streams, from which we benefited for the last seven years, came to an end; it is also the last year in which we received core operational funding from Barnet Council.

As for most of our members the year was dominated by our work to adapt to the new funding environment and to ensure our sustainability. We are pleased that at its end, we were able to put in place resources for most of our services to continue through to 2013/14.

Community engagement and development work increased during this year - we took over the hosting of the Barnet LINK; our Children's Team's Community Action Network initiative resulted in the launch of the mobile skate facility, Switch, run by the newly formed Barnet Community Projects with involvement by young people throughout; we carried out a consultation on the council's library review, which is serving as a best practice example and launched our On Your Doorstep/I love Barnet campaign which is helping to raise awareness about our members and promote their services.

In the new environment, our representational/policy work has taken on greater importance, and we started working more closely with network chairs in e.g. helping the sector and service users to participate in the council's budget consultation.

As for many of our members, the changes this year brought were a big challenge. I cannot praise enough the dedication, faith and stamina our staff team showed during this upheaval. A HUGE thanks goes to them for their contribution to ensuring our continued sustainability and services to Barnet's community groups. My thanks also goes to our Board who steered through this period with great resolve and commitment.

**Ruth Mulandi**

## CommUNITY Barnet Summarised Reports/Accounts Year Ended 31 March 2011

*These summarised accounts have been extracted from CommUNITY Barnet's draft and unaudited Annual Report and Financial Statements for the year ended 31 March 2011. Consequently, they may not contain sufficient or reliable information to allow for a full understanding of the results and financial affairs of CommUNITY Barnet for the year then ended.*

*The final audited version of the Annual Report and Financial Statements for the year ended 31 March 2011 will be available from CommUNITY Barnet's registered office in due course.*

## Objectives and Activities

**Our Vision** - "A vibrant, empowered and sustainable voluntary and community sector".

**Our Mission** - CommUNITY Barnet supports, promotes and coordinates an effective voluntary and community sector in the London Borough of Barnet to enhance the quality of life for all.

**Our Values** - Throughout our structure, work and methods, CommUNITY Barnet will:

- promote diversity, equal opportunities and social justice for all
- promote participation, partnership, accountability, transparency and community involvement
- work throughout the whole of the London Borough of Barnet
- treat people with dignity and respect
- be committed to providing a quality service striving for continuous improvement
- be open to change and committed to making a difference

As part of a nationwide network of Councils of Voluntary Service, CommUNITY Barnet aims to benefit the public by promoting, co-ordinating, and supporting effective voluntary and community activity in the London Borough of Barnet, to develop strong and diverse communities and enhance the quality of life.

In particular, we work with organisations to increase the opportunity and participation of people whose involvement in society is limited by economic, social or environmental factors or who are disadvantaged by inequality or disability.

Our role is to develop effective partnerships between voluntary groups and people who fund their work and to provide the support, resources and expertise that enable a diverse range of voluntary groups to grow and develop.

## Achievements and Performance

As for the rest of the voluntary and community sector, indeed for government itself and the whole of the country, 2010/11 was a year of managing change for CommUNITY Barnet. It was dominated by our efforts to secure sufficient resources to maintain our services whilst at the same time continuing our service delivery to a high standard during turbulent times.

In view of this, it is a pleasure for us to be able to report that we were successful in raising sufficient funds for 2011/12 and beyond to continue our work without major changes or cut-backs.

In a number of cases, SLAs and contracts were renewed directly and on the basis of our track record, demonstrating the strength of our organisation and team.

Notable achievements, successes and activities were:

### **Capacity Building and Training**

Our open-access training programme was delivered in different ways during this year; following a mixed programme of 12 half and whole day courses in the Spring that included HR, diversity awareness and safeguarding (of those 8 events fell into the year 2010/11, with an attendance of 66%), we offered two sets of modular programmes; a 6-part one aimed at emerging and small groups, covering basic governance, planning, finance and fundraising, in autumn 2010, with an attendance of 55% and an 8-part one aimed at established and larger groups, covering areas such as writing tenders, social impact assessments, marketing and outcomes, in spring 2011, with an attendance of 84%.

In addition, we held a Funding SOS month during July with three separate briefing/workshops events, including a market briefing by Barnet Council and a Sustainability Day, focusing on social return on investment, attended by 33 delegates.

These were followed in August by a series of workshops on local government structures and representation, co-delivered with BNRRN, as well as surgeries on quality assurance and social enterprise, in conjunction with BTEG.

Feedback on training remained overwhelmingly positive.

Our Funding Advice Service helped secure over £1.9 million in funding to Barnet groups.

Of note are:

- following a workshop with BBC Children in Need, eight Barnet groups were awarded a total of £474,000 between them
- at our mini funder fair, as part of our AGM, 72 groups saw at least one of the funders present for mini surgeries/info sessions
- CommUNITY Barnet was one of the six organisations chosen by NCVO to become a Sustainable Funding Beacon (the only one in London), working in close partnership with NCVO for 2011-13 on providing sustainable income generation advice, training and support for the sector

Our community accountancy team provided sustained and hands-on support to a number of organisations in overhauling their financial administration systems, including IPOP, the Old Barn and BCIL.

Our Outcomes Champion achieved successful reaccreditation with CES, enabling our continued advice and training provision until 2014.

Targeted and in-depth capacity building and development support for the Barnet Centre for Independent Living (BCIL) continued through the year, with BCIL successfully registering as a CIC in August 2010, with a Board of Directors composed of service users; serving a delivery partner for the Barnet Right To Control project (enabling personalised budgets for people on disability benefits) and employing a Service Manager in December 2010.

We provided premises management at the One Stop Shop on Grahame Park, supporting the Grahame Park Community Development Group in making improvements, strengthening its Board and fundraising.

### **Communications and Engagement**

Work in this area, including resident involvement/engagement work, grew substantially during this year. A sustained focus was the implementation of an awareness-raising campaign for the sector, its services/work and impact, developed on behalf of the local Change- Up group.

The On Your Doorstep campaign was launched with a video at a week-long public/third sector roadshow at Brent Cross shopping centre; it was subsequently shown as part of the Grahame Park TV pilot, uploaded on our website and a YouTube channel.

As part of this, we developed an "I love Barnet" campaign; working with the volunteer centre, we recruited

volunteer ambassadors to promote the sector, and asked residents to become fans at community festivals and other local events. By the end of the summer 2010, 100 fans had signed up, including the Leader of the council and the Mayor.

Members were supported with a campaigning toolkit and awareness-raising meetings were held with councillors, particularly Cabinet members. As a result, our AGM in November 2010 was attended by 4 Cabinet members, including the Deputy Leader who spoke in support of the sector and CommUNITY Barnet. In addition, we built our social networking presence, launched in the summer of 2010.

This campaign was linked to government's Big Society drive; at our AGM, we published a report on the local sector and its impact, and shot a further video; both were used to promote the sector with local councillors, including at a councillor induction event where it had significant impact. The report has led to an invitation to speak at the Future Cities conference in December 2011.

In developing our membership and services, we launched a completely revised membership package in the summer of 2010 with a very different approach. A targeted membership drive raised member numbers to just over 350, representing almost 50% of all active local groups.

Our AGM had the Big Society at its theme, including an interactive discussion with Toby Blume of Urban Forum, Darwin Bernado of Nutmeg and the Mayor. We also offered a market place section, which was oversubscribed and with approximately 60 groups having stalls, enabling excellent networking and information sharing; there was also a funder fair, with 4 major funders represented. The AGM as a whole was attended by 200 people.

We continued building our database and knowledge about the local sector, improving the information service we are able to provide, and developed a searchable online directory (fully launched in 2010/11). This strengthened insight function led to:

- the provision of approximately 100 reports on the sector to the council and other partners
- us joining the intelligence and insight and the engagement and consultation networks led by the council
- providing support for the 2011 Census
- providing support for the adult health and social care department's social capital project
- securing a contract to carry out a consultation on the future of libraries; using participatory engagement techniques, it delivered 40 focus group/consultation sessions, providing the council with one of its most useful consultations, which it took as a good practice example to a number of London-wide meetings

The team worked closely with the Community Safety Engagement Group (CSEG), facilitated by ourselves, which became fully active during this year. It:

- launched its website
- held its first public event at Hendon Fire Station; its second meeting was attended by 95 people
- together with our core team, facilitated a highly successful Elder Abuse Awareness Day event
- participated in training and events with/by Catch-22, Prevent, Barnet Muslim Engagement Forum, and Domestic Violence Awareness Week
- carried out outreach work with Eastern European communities

In autumn 2010, we successfully tendered to take over the hosting of the Barnet Local Involvement Network (LINK). We supported its revitalisation, raised its profile and drove up and diversified its membership through a series of public events and meetings, reviewed its governance and facilitated training so that it was able to become fully functional. As a result, the hosting contract was renewed for 2011/12, enabling us to broaden our work in the area of health and social care as well as community engagement.

### **Representation and Involvement in Local Strategic Partnership**

Our representational work, giving a voice to the sector and the communities it serves, took on new importance during this year:

- We carried out a survey on the experience of commissioning and procurement on behalf of the Change-

Up group, which served as an important feedback and learning tool for commissioners within the council and the PCT

- the Change-Up Group developed into a core Chairs Forum, which met regularly to review relevant policy developments and to carry out joint representation/campaigning within the local partnership
- it participated in the Third Sector Commissioning Group, jointly facilitated by the council and ourselves
- we supported Adult Social Services' VCS provider review
- during September 2010–February 2011, we supported the council's consultation on its budget, distributing materials, facilitating meetings, and helping our members consult their users/clients; we submitted a joined response and gave evidence at the relevant overview and scrutiny committee. This contributed to a reduction of cuts to the sector in some areas and the council investing additional resources through the Big Society Innovation Bank (launched in 2011/12)

### **Children's and Young People's Service**

The Children's and young people's service grew services and with BCVYS, carried out innovative outreach/ community engagement work, Community Action Networks (CANs), which formed the inspiration for work within the council.

CANs are based on a collaborative community development approach. They bring together intelligence on ASB and crime "hotspots" through multi-agency working groups, including from YOT, housing services, youth services, the police, community and faith groups and other agencies delivering services in local areas. Once a hotspot has been identified, workers from these agencies and groups come together and form a crew.

Using a mobile facility like the Rolling Base™ or Pitstop (Street Pastors' hot chocolate van), weekly sessions are held in the area such as a football game or an X-box session to provide a catalyst for young people and adults to foster a relationship.

At the same time, a door-to-door survey of the area using local volunteers is carried out, asking what local people want, where they want it and if they are willing to help.

Then at a further community event – e.g. a BBQ, a football match – local young people and adults are recruited to form a CAN. With support from the crew, the CAN agrees what changes it wants to make and how, based on the survey, sets about finding resources for them, and delivers them.

At the end of 2010/11, two CANs were active in Hale on the Meads and Chesterfield, with police reporting a drop in callouts and ASB. A third led to the formation of Barnet Community Projects which set up a mobile skate park, run by young people and supported by the police.

In addition, the CYP Service:

- provided regular information and representation to over 300 community groups and 200 partners
- provided access to leadership, management and common skills training for over 100 staff and volunteers
- provided support for 6 Supplementary Schools to achieve a Quality framework Award and 3 are now working towards special distinction
- secured funds to develop a faith and cultural safeguarding project
- secured funding for 3 years to extend the service of Barnet's supplementary schools to support English, Maths and Science
- provided start up support to new supplementary schools for Turkish and African Caribbean heritage children
- organised an early intervention and prevention services commissioning workshop for 65 people
- recruited 26 people to attend Strengthening Families Strengthening Communities training to become community parenting facilitators
- launched the Barnet Independent Visitor scheme for children in care
- helped 28 children to be elected by 12 schools as Bobby Panellist and to attend Bobby Panel events and training and use their skills to help their school mates

- initiated Youth Shield – the young people's voice of safeguarding
- provided advice and support for safeguarding and child protection to 40 organisations
- provided outreach youth work to East Finchley and East Barnet and supported the start up of SWITCH, the mobile skate park.

### **Volunteer Centre Barnet**

The Volunteer Centre saw a number of staffing changes during the year; thanks to a two-year grant by the Milly Aphorpe Charitable Trust, it was able to add a youth volunteering co-ordinator to its team; and notably, Sarah Rogers, the VCB Manager who developed the centre, retired at the end of the financial year.

On the brokerage side, VCB:

- registered a total of 956 new volunteers and 46 new organisations; 130 opportunities were created (95% of which are open to more than one volunteer)
- started delivering workshops for volunteers with special needs, thanks to an Access to Volunteering grant
- continued holding regular volunteer manager forum meetings and training events, many of which achieved 100% attendance

There was an increase in the strategic and on-the-ground promotion of volunteering, including:

- VCB joining the Youth Volunteering Policy Board and the Barnet Olympic Steering Group
- the creation of a Facebook page
- closer collaboration with the council's sports development team, leading to the placement of volunteers within the council for the first time

Through this work, VCB provided advice on:

- the development of volunteering opportunities in libraries (implemented in 2011/12)
- the development of a new housing allocation policy by Barnet Council, with volunteering forming part of a community contribution element (implemented in 2011/12)
- volunteering as part of worklessness initiatives and the setting up of job clubs by Jobcentre Plus

In addition:

- VCB successfully promoted the London Ambassador programme, leading to Barnet registrations being the 2nd highest in London despite Barnet not being an Olympic host borough
- delivered 5 sessions on volunteering during Youth Volunteering Week in February 2011, engaging with 160 Barnet College students
- engaged with 95 Middlesex University students during their Careers Fair in November 2010

### **North London CVS Partnership**

As part of the overall review of its grant programme, London Councils announced in December 2010 it would cease funding subregional partnerships, which was implemented in August 2011. The NLCVSP decided to dissolve itself at that date; at the same time, Central Government's Capacitybuilders programme ended in March 2011 so that the North London Change-Up group also wound down. The subregional team therefore focused on implementing the partnership's exit strategy.

This included:

- the continued web presence of the NLCVSP, enabling information sharing and communication across the subregion
- a continuation of the North London Community Learning Network with its 137 members, thanks to the support of Southgate College and the Tottenham Hotspur Foundation; a key focus of this network continues to be voluntary sector involvement in the work programme
- a continuation of the North London CYP and Volunteer Services networks with members sharing costs

- and responsibilities of their co-ordination
- the setting up of a new North London GRT Network to address the loss of local funding and support to Gypsy, Roma and Traveller communities
- developing wider subregional relationships with neighbours in the West, especially those who lost CVS provision (Harrow, Brent)

In addition, NLCVSP provided training in:

- Public Law, working with NAVCA to train approx. 20 CVS staff to support front line organisations in challenging decisions and processes
- how to find and manage Premises with the Development Trust Association
- and established a new system for purchasing training more economically through shared purchasing power

The year and partnership ended on a high note, with a very successful conference on Sustainability through Social Enterprise; speakers included Debra Allcock Tyler, CEO of Directory of Social Change; Mathew Thomson, CEO of London Community Resource Network; and Jo Tylor, Director of the Ethical Property Foundation as well as the Big Lottery Fund, City Bridge Trust and The Social Investment Business. It was attended by 144 delegates.

The year 2010/11 therefore saw the end of the North London CVS Partnership and a very successful six years in which it brought in over £1.5m in infrastructure funding and services into the boroughs of Barnet, Enfield, Haringey and Waltham Forest.

CommUNITY Barnet is pleased to have led on this project and benefited from a committed team of people working on it as part of our organisation.

### ***Governance and Organisational Development***

We continued to strengthen our organisation and our team through:

- developing a new salary and promotions policy and new salary scales, based on our competency framework (implemented in 2011/12)
- revising/updating our contract of employment and our handbook
- securing a free governance health check and training for our Board from NCVO's good governance unit

We successfully achieved reaccreditation of the NAVCA kitemark for local infrastructure organisations, with improved scores.

### **Financial Review**

In summary, total incoming resources for the year amounted to £952,536 (2010: £958,808) and total resources expended amounted to £933,645 (2010: £1,005,258) resulting in a net movement in funds for the year of £18,891.

The draft unaudited Statement of Financial Activities shows a small net deficit on unrestricted activities for the year of £5,303 and a net movement if funds on restricted activities of £24,194.

At 31 March 2011, the general unrestricted fund stood at £64,084 (2010: £71,887), designated funds stood at £45,000 (2010: £42,500) and restricted funds stood at £29,896 (2010: £5,702).

### **Reserves Policy**

The Board of Trustees has formulated a policy in respect of unrestricted CommUNITY Barnet reserves, which designates funds where specific needs have been identified as follows:

- Contingency fund – A fund to: (1) provide funds to ensure that liabilities incurred under the terms of current lease and other associated premises costs can be met and to provide funds to meet the costs

of relocation on the expiry of the current lease and (2) an employee contingency to meet any additional costs incurred in respect of CommUNITY Barnet's responsibilities as an employer.

CommUNITY Barnet also maintains a General Fund where unrestricted funds not designated for a specific use are held. It is the Trustees' aim that the level of this fund will reach a value equivalent to between three and six months expenditure.

The Trustees consider that a reserve at this level would ensure that, in the event of a significant fall in the level of funding, the charity will be able to continue current activities while consideration is given to ways in which additional funds may be raised.

**CommUNITY Barnet**  
**Draft Unaudited Summarised Statement of Financial Activities**  
**For the Year Ended 31 March 2011**

	Unrestricted funds £	Restricted funds £	Total 2011 £	Restated Total 2010 £
<b>Incoming resources</b>				
<b>Incoming resources from generated funds</b>	131	-	131	243
Bank interest receivable				
<b>Incoming resources from charitable activities</b>				
Grants, contracts and service level agreements	112,628	812,564	925,192	943,099
Fees for services and member training	27,213	-	27,213	15,466
<b>Total incoming resources</b>	<b>139,972</b>	<b>812,564</b>	<b>952,536</b>	<b>958,808</b>
<b>Resources expended</b>				
<b>Charitable activities</b>				
Community support services	56,830	329,227	386,057	330,658
Childrens services	31,041	200,470	231,511	227,735
North London partnership support	20,804	134,352	155,156	200,265
Advice, information and other projects	19,250	124,321	143,571	212,193
Governance costs	17,350	-	17,350	34,407
<b>Total resources expended</b>	<b>145,275</b>	<b>788,370</b>	<b>933,645</b>	<b>1,005,258</b>
Net incoming / (outgoing) resources before transfers	(5,303)	24,194	18,891	(46,450)
Gross transfers between funds	-	-	-	-
<b>Net movement in funds for the year / Net income / (expenditure) for the year</b>	<b>(5,303)</b>	<b>24,194</b>	<b>18,891</b>	<b>(46,450)</b>
<b>Reconciliation of funds</b>				
Total funds brought forward as previously stated	82,169	-	82,169	
Prior period adjustment	32,218	5,702	37,920	
Total funds brought forward as adjusted	114,387	5,702	120,089	166,539
<b>Total funds carried forward</b>	<b>109,084</b>	<b>29,896</b>	<b>138,980</b>	<b>120,089</b>

**CommUNITY Barnet**  
**Draft Unaudited Summarised Balance Sheet**  
**As at 31 March 2011**

	31 March 2011 £		Restated 31 March 2010 £	
<b>Fixed assets</b>				
Tangible fixed assets		12,147		17,998
<b>Current assets</b>				
Debtors	129,167		116,102	
Cash at bank and in hand	34,513		11,483	
	163,680		127,585	
<b>Creditors: amounts falling due within one year</b>	(36,847)		(25,494)	
<b>Net current assets</b>		126,833		102,091
<b>Net assets</b>		<b>138,980</b>		<b>120,089</b>
<b>Funds and reserves</b>				
<b>Unrestricted funds</b>				
General fund		64,084		71,887
Designated funds		45,000		42,500
<b>Restricted funds</b>		29,896		5,702
<b>Total funds</b>		<b>138,980</b>		<b>120,089</b>



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