

Annual Report Year ending 31 March 2008

Community
Development
Foundation



strengthening
communities
for 40 years

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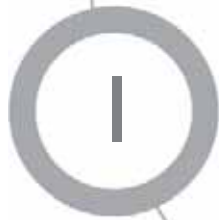
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Chair's report

In its fortieth year, CDF gained in strength, clarity and momentum. The organisation has continued on its path of development to ensure that it can meet new opportunities and challenges for as long again. Operationally, our aim is to create a credible, respected and viable organisation, which is also a great place to work. The activity we have outlined shows the strides CDF has made towards this aspiration, in the 2007–2008 financial year period.

As this report shows, we have developed and delivered new publications, reports, pilot activities, projects, and programmes – all with the aim of supporting and promoting community development. The learning we took from these was disseminated to stakeholders from all sectors interested in community development. The organisation's role of providing a conduit between government and communities has sharpened in focus, not least from the strengthening of our relationship with Communities and Local Government.

As the organisation looks forward to the next financial year, it is in a better place than it was twelve months ago; strategically, structurally and financially. Further internal development and review is planned to ensure that we work more coherently to contribute to the strengthening of communities in all parts of the UK.

As the organisation's fortieth year comes to an end, I want to take this opportunity to wish it well on its journey. I look forward to working in partnership with other Trustees and staff, to achieve our vision of an inclusive and just society.

Tom Levitt MP, Chair

The board of Trustees of the Community Development Foundation presents its annual report for the year ended 31 March 2008 under the Companies Act 1985 and the Charities Act 1993, together with the audited financial statements for the year.

The Community Development Foundation was formerly known as the Community Projects Foundation and the Young Volunteer Force Foundation.

Reference and administrative details

The Community Development Foundation, also known as CDF, is a registered charity, number 306130, as well as an executive non-departmental public body (NDPB). Its registered office is Unit 5, Angel Gate, 320–326 City Road, London EC1V 2PT. CDF operates in Scotland, too, and in 2008 CDF complied with the requirement to register with the Office of the Scottish Charity Regulator, SC038825. The registered office remains the same.

About CDF

CDF's Vision is for: An inclusive and just society.

CDF's Mission is: To lead community development analysis and strategy, in order to empower people to influence decisions that affect their lives.

CDF is the leading source of intelligence, guidance and delivery on community development across the UK which also works on a European and international level. CDF focuses its work on three areas of activity, policy, practice and programme delivery and this year, has celebrated its 40th anniversary.

Community development (cd)

Community development is primarily the professional practice of assisting people to act together on a local, or other common basis to overcome disadvantage and improve the conditions of their lives.

As a non-departmental public body CDF advises, supports and informs government and policy-makers about current activity, issues and outcomes in community development

practice. Community development practice leads to stronger, more empowered and cohesive communities and helps enable individual citizens to influence the decisions which affect their lives.

At a national level we contribute to the development of policies by gathering current cd practice information. Additionally, we draw on evidence from the evaluation of community grants programmes that we administer on behalf of government departments. We also help to translate policy into practice, to ensure its effective delivery and benefits for communities. We act as a bridge between national, regional and local government and communities and the community sector, and between different government departments.

CDF also draws on knowledge and expertise of, and works in partnership with, statutory agencies, organisations in the voluntary and community sector (VCS) and community development practitioner networks. We also enhance this work through the effective dissemination of learning and support to those working in and with communities through publications, training, seminars and conferences.

Related parties

CDF receives sponsorship from the Department for Communities and Local Government (CLG). CLG is a related party and, during the year, CDF has had a number of material transactions with the department. In addition, CDF has had various material transactions with other government departments and other central government bodies. Most of these transactions have been with the Department for Communities and Local Government, Department for Environment, Food and Rural Affairs and the Office of the Third Sector.

During the year no Minister, Member of Parliament, Trustee, Director, key manager or other related parties have undertaken any material transactions with CDF.

CDF values

CDF is a values-based organisation. The values outlined below were developed with staff during 2007–2008 and have been agreed by senior staff and Trustees. They are being integrated into CDF's recruitment processes and training during 2008–2009.

We are:

Commitment to service quality and excellence

We are committed to attaining and maintaining the highest possible standards across all of our services and work, with a continuous focus on our internal and external stakeholder needs. This includes the way in which we work and the quality of the outcomes and outputs we aim to achieve. We are not complacent, but review progress, challenge assumptions and push boundaries so that we continuously improve.

Committed to the principles of community development

We value staff who are committed to the principle that community development is a vital tool for social transformation. This includes valuing the diversity of communities and a commitment to empowering communities to become more involved in the decisions affecting their lives. These principles also underpin all of our internal and external outputs.

Empowered and accountable

We ensure that our managers work in a way which facilitates people taking pride in their work. This includes systems and processes to support and manage performance, so that staff are both empowered to work effectively for CDF and able to take individual responsibility for meeting the needs of stakeholders. Everyone is accountable, which means we recognise success as well as mistakes and take learning from these scenarios to improve our internal and external services. Management also reviews and addresses issues which may disempower staff, or undermine the effectiveness of their work.

Actively sharing knowledge and skills

We value staff who harness knowledge from diverse sources and who seek to share that knowledge across the organisation. We work in an environment and within structures that support and thrive on co-operation, cross-working and mutual support. Our working practices make time and space for staff to share knowledge and skills in a transparent and supportive way.

Ensuring equality and promote diversity

We are committed to promoting equality of opportunity which recognises and respects the rich diversity and differences of staff and stakeholders. Our equality and diversity policies and practices ensure equal treatment and opportunity for all regardless of gender, sexuality, race, colour, disability, religion, age, ethnicity or nationality.

Practicing corporate social responsibility

We ensure that, where practical, our present actions do not have a negative future impact on our society. This includes considering environmental and ethical implications and opportunities in our decisions and actions.

How we work

CDF provides:

- Policy solutions and expertise in areas such as community empowerment, community engagement and involvement, cohesion and diversity, social inclusion and regeneration. It does this across a range of social policy areas (e.g. local governance, the environment, health, education, community safety, the third sector, economic development and housing), working with marginalised communities – such as black and minority ethnic groups, young people, faith organisations, migrant communities;
- Grant programme management and administration and funding for community groups;
- Information forums and exchange opportunities;
- Conferences and events;
- Projects;
- Evidence-based good practice from across the UK and the rest of Europe;
- Consultancy services;
- Publications and information.

Relationship with CPF Trust Ltd

CPF Trust Limited (the Trust) is a company limited by guarantee, number 1791017, and is registered with the Charity Commission, number 290255. The company is governed by its Memorandum and Articles of Association. CPF Trust works closely with its parent undertaking, CDF, as set out in these accounts, to further the principal objectives of CDF, the Charity. In 2007 CDF revised its principal objects, which were agreed by the Charity Commission. Trustees have agreed to retain CPF Trusts Ltd.'s original objects which focus on work with young people, thereby providing a vehicle to undertake work in this area, should the need arise. CPF Trust's principal activity during the year continued to be that of owning the property and letting it to CDF.

Structure, governance and management

In August 2006, CDF's sponsorship moved from the Home Office to the Community Empowerment Division of Communities and Local Government (CLG). Policy-related working relationships with this sponsor division have developed positively over 2007-2008. However, differences and delays in administrative requirements and responses have presented challenges for CDF in its ability to manage its business affairs as efficiently and effectively as is required of its public body and charity status. In the period 2008-2009, the Accounting Officer registered these concerns with the Department. Since then, there have been improvements.

In 2007, the Community Empowerment Division provided £1.46m in grant-in-aid to fund CDF's core operational activities. This presented difficulties for CDF for a number of reasons: the grant-in-aid was substantially lower than in 2006 (£1.52m) and there had been no prior indication of the level of award; the award was notified in August 2007, some 6 months after CDF Trustees plan to sign off budgets for the new financial year. The combination of these two factors meant that CDF was paying for staff and activities associated with its grant-in-aid work through its own resources, contrary to charity requirements. In addition, negotiations on cost of living awards for staff were frozen with the 2007 award finally agreed in CDF in March 2008 and approved by CLG in May 2008. The lateness of the award (in a new financial year) presented further queries over individual tax situations and impacted on staff, union and management relationships.

Part of the reason for the decrease in grant-in-aid is related to the deduction of capital costs and depreciation (which was not the case under Home Office sponsorship). Further negotiations with CLG resulted in a capital award of £93k from central budgets, which will be spent on capital items only in 2008. Whilst this is welcome, there is a decreasing resource to spend on delivering policy and practice work, during a period when there is an increased demand for community development input into the government's social policy agenda.

The grant in aid award for 2008-2009 is £1.5m and a request for a separate capital allocation of £60K was denied.

The rest of CDF's funding comes from other sources including government departments, local government, charitable trusts and the private sector. A substantial amount of this is treated as conduit funding, which means that CDF passes the money onto other

organisations in the form of a grant. There has been an increase in requests for CDF to undertake arm's-length management of programmes on behalf of government, due to our increasing expertise in this area, impartial position and public body compliant governance and systems. CDF is clear, however, that delivery will only be considered where the aims of the programme are consistent with our charitable objects and organisational aims and objectives, where we will be involved in the development of the programmes and can add value to them, and where we will extract learning from them which can be fed back into future policy development and practice improvement.

We additionally generate income from sales of publications, training courses, consultancies, conferences and seminars.

Role of Trustees

CDF's affairs are overseen by a publicly appointed board of 15 Trustees who meet three times a year. One of the Trustee meetings is a two-day residential to set CDF's broad strategy and review its progress. There are four sub-committees: finance, audit, human resources, four nations/Europe. Each meets approximately three times a year and have separate terms of reference which are on the CDF website. Recommendations from all these committees are taken to the full board for ratification. Trustees are involved in other aspects of the organisation; for example, the Scottish Community Development Centre Management Committee and Wales Reference Group. In 2007-08 one trustee retired, three were reappointed and one new appointment was made by the Secretary of State at the Department for Communities and Local Government. A list of current Trustees is included on page 61.

Policies and procedures for training Trustees

Trustees receive induction information upon joining the board, and are briefed by the Chair and Chief Executive. In addition, general Trustee training sessions are held as part of relevant Trustee meetings. In 2007, Trustee appraisals were introduced. The Trustees have overall responsibility for ensuring that CDF has appropriate systems and controls, both financial and otherwise. They are also responsible for keeping proper accounting records which disclose with reasonable accuracy CDF's financial position at any given point in time. They also ensure that the financial statements comply with various legislation including the Charities Act 1993 (The Charities Accounts and Reports), Regulations 2005 (2005 No. 572) and the Treasury's Financial Reporting Manual (FReM). The Trustees are also responsible for safeguarding CDF's assets and for their proper application as required by charity law. They are therefore responsible for taking reasonable steps to prevent and detect fraud and other irregularities and to provide reasonable assurance that:

- CDF is operating efficiently and effectively;
- All assets are safeguarded against unauthorised use or disposition and are properly applied;
- Proper records are maintained and any financial information used within CDF or for publication is reliable;

- CDF complies with relevant laws and regulations;
- Internal controls over all forms of commitment and expenditure continue to be refined to improve efficiency;
- Processes are in place to ensure that performance is monitored and appropriate management information is prepared and reviewed regularly by both the Management and the Board of Trustees.

A programme of internal audits is in place, derived from a comprehensive risk assessment. In 2007–2008 the following were contracted to undertake audit activity: NAO as external auditors; CLG as internal auditors; Jeffreys Henry as projects auditors; and Winston Gross to audit CPF Trust Ltd.

Trustees' responsibilities

Management is responsible for making day-to-day decisions on behalf of the organisation, including those related to finance, staff, policy and practice, projects and programmes and administration. Trustees help to set strategic direction, and review and monitor financial and operational aspects of CDF's work including strategies, work programmes, budgets, accounts, Grant-in-aid bids, half and full-year progress reports and Directors' reports. Trustees, and specifically the Chair of Trustees, also provide support to the Chief Executive.

Trustees are responsible for CDF's annual report, and for the preparation of annual financial statements. These must give an accurate picture of the organisation's incoming resources and their application during the year, and of its financial position at the end of the year. In preparing these financial statements, the Trustees are required to:

- Ensure that the most suitable accounting policies are established and applied consistently;
- Make judgements and estimates which are reasonable and prudent;
- State whether the applicable accounting standards and statement of recommended accounting practice (SORP) have been followed, subject to any material departures disclosed and explained in the financial statements;
- Prepare the financial statements on a going concern basis unless it is inappropriate to presume that CDF will continue in operation.

CDF's governing document is a Declaration of Trust dated 12 December 1967 and has been varied by scheme several times. In 2006 CDF's Trustees considered that the organisation's existing documents, focusing on direct service work with young people and others in the community, were no longer accurate. The charitable objects were changed to reflect CDF's mission and agreed by the Charity Commission during 2006-07. The change of objects was also agreed by the Office of the Scottish Charity Regulator.

Register of members' interest

Trustee	Risk of interests relevant to CDF business
Tom Levitt	MP None
Hilary Willmer	Trustee of Leeds Christian Community Trust, CROP (Coalition for the Removal of Pimping), and Trustee of Buttershaw Christian Family Centre.
Abdulhamid Ismail	None
Ruth Lister	None
Michael Hamilton	Employed by John Laing plc. Trustees of other charities.
Andrew Robinson	A Director of CCLA Investment Management Ltd. CDF holds funds on deposit in a high interest bearing COIF Charities deposit fund account. Also sit on both the Finance and Audit Committees, but the interest is always declared.
Alison Wightman	None
Jagwant Johal	An employee of Birmingham City Council.
Peter Latchford	None
Suhail Ibne Aziz	None
Stewart Murdoch	None
Dan Rogerson MP	None
Jeremy Wright MP	None
Marilyn Taylor	Contracted Consultancy Services with CLG.
Liz Bickerton	None

Chief Executive

The Chief Executive is responsible for the day-to-day management of CDF's affairs and for implementing policies agreed by the Board of Trustees. Following a year of sharing the post as Co-Chief Executive the current Chief Executive became sole postholder in June 2007. She is assisted by CDF's 7 Directors (2 of whom job-share). During this period the Chief Executive has focussed on developing relationships with civil servants and ministers, third sector stakeholders and continuing reviews of CDF's functions. These are described in more detail in the Management Commentary.

Staffing

At the balance sheet date, CDF had 59 staff (50.2 full-time equivalent) working from Head Office in London and six other offices in Cambridge, Hove, Leeds, Coventry, Glasgow and Cardiff.

Staff have union recognition and regular union meetings take place to discuss employment issues. All staff are kept informed of developments within CDF and consulted, via the union, on any matters which may affect their terms and conditions. Staff receive copies of Directorate minutes, budgets, annual reports and other key documents.

CDF carries out exit interviews for all staff and operates a supportive staff development programme. A full staff manual is adhered to, covering areas such as health and safety, recruitment, equal opportunities, parental leave, other leave and working hours.

In accordance with CDF's equal opportunities policy, the organisation has established fair employment practices in the recruitment, selection, retention and development of disabled staff. The profile of staff in terms of disability, ethnicity, age and other factors is regularly analysed and reported to Trustees. Finally, the Equal Opportunities Strategy Group produced an Equalities scheme, which has been implemented across all functions of the organisation. Progress will be reported to Trustees annually.

Risk appetite and management

CDF has demonstrated that it has value, from a government perspective, in being able to undertake "risky" business. It does this, for example, by dispensing small funds to local groups that, due to their size or capability, may have less robust management arrangements than might be desirable, or who operate in a sensitive subject area, such as faith, or by bringing together national partners with different interests and needs, to undertake large programmes that require consensus and partnership. In undertaking this type of risk, we are able to reach communities of interest and place that might otherwise be excluded. Additionally, through our research and evaluation functions, we are able to generate evidence to improve future connections with, and impact in, these communities.

However, in order for CDF to be able to successfully manage these risks we have to ensure that government is aware that this is our unique contribution and we also have to implement controls which put parameters around the risks. It is on this basis that Trustees are able to make the final judgement on whether to proceed with the activity.

CDF Trustees confirm that they have established systems to mitigate significant risks, which are categorised as strategic, regulatory, operational, and financial. Trustees and senior staff review the major risks that CDF faces on a regular basis. CDF Trustees and CEO believe that maintaining reserves at current levels, combined with a regular review of the controls over the key financial systems, will provide sufficient resources in the event of a major risk occurring.

Each department manages a detailed risk register, which feeds into a high level risk register. Risks are scored from 1 – 36. CDF identified its potential top ten risks during this period (2007 – 2008). The register is reviewed monthly at Directorate meetings and

the summary high level register is presented to the Trustee Audit Committee every three months. The Audit committee comprises 4 publicly appointed Trustees, plus CEO, Finance Director, NAO External auditors and CLG internal auditors. The risk register provides the detail from which the annual audit plan is prepared.

In addition, as soon as a potential or actual risk arises the Chief Executive alerts the Chair and Vice-Chair of the Board of Trustees and the Chair of the Audit Committee and informs them of action being undertaken to reduce or remove impact.

Data Protection

CDF ensured that personal data stored on its databases are held subject to the requirements and principles of the Data Protection Act 1998. In addition, CDF is in the process of amalgamating its Data Protection process with the requirements of the Government's new Data Handling procedure to ensure there is synergy between both processes, particularly in areas of overlap.

Programme management and grant administration

CDF manages programmes, administers grants and provides 'added value' to funding programmes using its knowledge and experience of community development approaches and the community sector. We ensure that other units and projects in CDF are involved in our programme management and grant administration in an appropriate way. In addition, CDF learns from its programme management and grant administration work through the monitoring and support it provides to groups and organisations receiving funding. This builds organisational knowledge and experience; for the organisations we fund, for the sector, our sponsors and CDF as a learning organisation. CDF prides itself on its ability to bring added value to the role of programme manager and grant administrator and works collaboratively with the programme's appropriate sponsor to ensure that each programme and grant fund is as relevant as possible to its target audience and meets the funding criteria. Further details of our programme management and grant administration work can be found on our website, www.cdf.org.uk/practice/grants/default.asp

Increasingly staff appointed to manage new programmes are integrating into the wider staff team, contributing their knowledge and skills from the programme work into policy advice and analysis.

Environmental policy

CDF embraces environmental issues and staff are active in achieving CDF's environmental goals. This is underpinned by our comprehensive environmental policy which is aimed at enabling CDF staff to work to their optimum in the most sustainable workplace that is realistically achievable.

The policy also aims to meet the requirements of ISO 14001 (environmental management requirements) and stresses that CDF will strive to comply with all environmental regulations, laws and codes of practice as a minimum standard. CDF will also strive to achieve realistic goals towards environmental sustainability which will be monitored and recorded at regular intervals.

More specific targets are described in the policy in the following areas:

- Energy use
- Resource consumption
- Recycling
- Supply chain
- Training of personnel
- Targets and goals

We follow the Quick Wins Sustainable Procurement Action Plans issued by OGC buying solutions (www.ogcbuyingsolutions.gov.uk) for the purchase of office equipment.

Sustainable Development Action Plan

In pursuance of our environmental policy and in recognition of the impact of our activities on the local, regional and global environment, CDF Trustees and senior staff approved the implementation of a Sustainable Development Action Plan in 2007. Priorities in the Plan included:

- Development and implementation of an Environmental policy showing CDF's commitment towards environmental sustainability
- Adoption of an environmental management system (in line with ISO 14001) including recycling and energy saving measures
- Procuring 'greener' energy sources including energy saving lighting controlled by movement sensors
- New energy-saving boiler system
- Solar panels to ensure clean and green energy usage
- Introduction of video conferencing facilities to reduce long distance travel to meetings by staff members and CDF's carbon footprint

CDF continues to make strides in relation to its sustainable development plan. In 2007–2008, the following achievements were made;

- CDF Sustainable development action plan endorsed by trustees and chief executive.
- Extended our energy supply to 10% sustainable
- Staff awareness of environmental responsibility heightened
- Amended certain CDF documents to take account of CDF's sustainable action plan e.g. premises requirement check list and appraisal system
- Using the Government's ePIMS service to locate premises to potentially share office space with other agencies.

- Video conferencing service being set up for CDF offices and for homeworkers
- Installed new printer with double sided option
- Reduced amount of new paper bought and used
- Reduced amount of disposable materials in office space by replacing with more durable alternatives
- Recycled all old technology using various recycle networks.
- Emails marked with 'save paper logo'
- All publications printed on 'sustainable managed' paper
- Logging cycle use on expenses forms
- New cycle racks installed with better security

Energy efficiency

CDF continues to improve its efficiency with the use of energy, to recycle and to use recycled products. Our policies have been updated to include environmental clauses relevant to the subject. In 2007-08, the following was achieved:

- Budget approval for new boiler and water heating system incorporating solar panels
- Budget approval for phased lighting system to become operated by body movement

Additionally, records are being kept to make year-on-year comparisons of the percentage of energy from renewable resources. This to be effective from April 2008.

In 2008 we plan to:

- Set up energy use reduction targets based on those of our sponsor department DCLG
- Replace old energy resources with newer and greener energy efficient equipment including a new boiler, lighting systems and solar energy panels in order to meet energy use reduction targets

Management commentary

Laying foundations for a new way of working

During 2007 and into 2008 the CEO has led reviews of CDF functions and taken account of a changing political and economic environment, in order to identify a forward looking strategy for CDF. For example, there is an increasing policy focus on improving community and citizen engagement and the ability of individuals to influence decisions that affect their lives, all of which are core to CDF's purpose. However, there is simultaneously a drive for efficiency in the public sector and a enumerative measurement culture in Government, which does not necessarily capture the impact of undertaking community development approaches. These are challenges that CDF faces now and in the foreseeable future.

We agreed our strategic aims in 2006:

- Engaged communities
- Cohesive communities;
- Stronger communities and community sector;

Our vision for ‘an inclusive and just society’ and mission ‘to lead community development analysis and strategy, in order to empower people to influence decisions that affect their lives’, continues to be our driving goal.

The CEO and Trustees wish to build on CDF’s 40 year repository of skills and knowledge and aspire towards a future as a credible, respected and viable organisation which is also a great place to work. In order to do so, CDF needs to ensure that its most important assets, its staff, are appropriately deployed, skilled, managed and supported to undertake the work. Over the year there have been continuous improvements to CDF’s internal administrative systems, particularly finance, and modernisation of the human resource management functions is also underway. Furthermore, the Chief Executive wishes to continue to maximise opportunities for communicating CDF’s messages, not only through the existing mechanisms, but also through an increased public affairs focus.

The Chief Executive is also committed (as are Trustees) to maintaining a UK overview of community development, in the context of new challenges presented by devolution and at the same time consider the most appropriate way to maintain relationships in Northern Ireland and continue activities in Scotland, Wales and Europe. In 2008 Trustees agreed to a range of proposals for doing this, which will be progressed over the next year.

All of this review activity and revitalised sense of direction has become part and parcel of organisational development. This is not a quick process; in the summer of 2008 CDF entered a restructuring phase which concentrates on creating a body of skilled staff – using many of the skills we already have, realigning resources towards outward facing work – and a culture which encourages ways of working together which enables fluid, flexible, dynamic, innovative and responsive approaches to the issues affecting communities.

As a non-departmental public body (NDPB), CDF works to a three-year work plan agreed with its sponsor department. This forms the basis of Grant-in-aid paid to CDF, which in turn forms a proportion of the overall resources that CDF receives during the year. At the end of 2007 Directors and Managers began to develop a new workplan which captured the shift in more targeted work to meet the strategic aims. Early in 2008 several staff held a roundtable with CLG officials to explore priorities and their input has been reflected, where appropriate, in the workplan.

Simultaneously, Directors and Managers have increasingly developed 1:1 relationships with civil servants in a number of Government Departments and have been invited, as key stakeholders, to contribute to Ministerial events and policy development documents.

CDF's role as a non-departmental public body

During this period CDF clarified internally its unique position as an NDPB which has enabled it to be clearer about its role in working with Government and other stakeholders. There is a mutually dependent nature between CDF's work with communities and the community sector and its relationship with government. By providing evidence from activity within communities – generated through relationships with community sector membership organisations, commissioned research and evaluation of the grants programmes it administers – CDF is able to credibly inform government on policy issues, advise where there are policy gaps and provide an overview of interrelated cross-government strategy on community empowerment and cohesion. By maintaining this strategic overview CDF is then able to ensure that practice at a local level continues to improve in quality, scope and impact, and that information on policy development is transmitted through partners, who have the relevant community networks, to a local level. Community work and government work are, therefore, mutually dependent and beneficial.

CDF continues to strengthen this argument and correspondingly that the Grant-in-aid sponsorship should be viewed as an investment in the organisation to undertake this strategic function across government on behalf of the sponsor department, rather than undertaking work solely for the sponsor department. In reality the Grant-in-aid resources allow CDF to make proactive approaches where policy is developing in other departments, or needs to develop. It is usually able to do this until such a point that the activity becomes a defined area of work with additional development or delivery resource attached. The Grant-in-aid, therefore, levers in further resource to CDF, as identified in the financial section of this report.

CDF continues to act as a bridge between government departments and between communities and government, and continues to raise its profile as a trusted and expert source of advice and information on community development theory and practice. Examples of these activities can be found throughout the narrative section of this report.

Objects, objectives and principal activities of the charity

CDF's existing objects were changed early in 2007.

To develop the capacity and skills of members of socially and economically or socially disadvantaged communities in such a way that they are better able to identify, and help meet, their needs and to participate more fully in society – in particular by:

- Local action projects;
- Development of best practice;
- Research evaluation and policy analysis;
- Making grants and loans to such communities;
- Consultancies and training programmes;
- Conferences and seminars;
- Information and publications.

In 2006 a new three-year Corporate Plan was agreed for CDF by Trustees for the period 2006–09. The plan covers the following three aims:

Aim 1 Engaged communities

To increase the ability of individuals and communities to effectively participate in local decision-making, in order to improve public service delivery, strengthen democratic processes and deliver sustainable communities.

Aim 2 Cohesive communities

To develop community cohesion policy and practice by encouraging the use of community development methods and values to improve the capacity of communities to manage diversity and resolve conflicts.

Aim 3 Stronger communities and community sector

To ensure that communities become more capable of controlling their own circumstances and that the community sector is better able to play a constructive role in society.

To achieve these aims and objectives CDF will:

Develop and influence policy

By providing policy-makers with analysis and recommendations for improving the quality and breadth of community participation, empowerment and cohesion.

Improve practice

By developing and strengthening community development practice and raising the profile of community development as a skilled occupation, to enable effective delivery of public policy at a local and regional level.

Transfer knowledge

By providing practical materials and disseminating information that meets the needs of community development workers, community practitioners and community activists to support their work with citizens and communities, within the current policy context.

General governance achievements and performance

Grant-in-aid

CDF receives an annual allocation of Grant-in-aid from its sponsor department. The process by which the level of allocation is made, in both 2006 and 2007, was unclear and post-dated the start of each new financial year. This has hampered effective financial planning by CDF management and Trustees. There is a commitment from CLG to begin earlier discussion on this allocation for 2008-09. In both 2006 and into the new 2007 financial year, the Grant-in-aid allocation has not been sufficient to meet CDF's NDPB activity. This trend may continue, in the light of the current economic climate. Therefore, it is imperative that CDF reviews the use of its Grant-in-aid allocation to ensure that it can prove it is an effective and efficient NDPB, and that financial risks are not disproportionately placed in one particular area of activity. CDF will also ensure it reflects its charitable status when managing its income and expenditure.

Financial management

Following 18 months of changes to finance software, premises and staffing, and the transitional challenges these presented, there have been steady improvements in the financial management processes during this financial year. There is an increasing awareness amongst budget-holders of their role and responsibility in setting and managing budgets, as there is an increasing awareness amongst the finance team of their role in developing and communicating reporting systems and developing their understanding of the work of different teams.

The Finance Director is refining CDF's approach to costing its activities, providing support, guidance and training where it is needed and producing reports for Trustees which provide an improved understanding of the business.

Over the coming year the Chief Executive will lead on reaching agreement on the framework document with the sponsor Department. This will replace the existing Management Statement and Financial Memorandum of Understanding and provides the framework for governance and management of CDF (excepting statutory charitable requirements).

Audit

A good partnership approach to the preparation of the Annual Accounts and Report has developed between finance and communications teams. For the second year a closely monitored timetable of action has been followed, which has resulted in incremental improvements to laying the printed report – which is prepared to both charity SORPs (Statement of Recommended Practice) and FReM (Government Financial Reporting Manual) standards – before parliament.

A good relationship exists between the audit committee members, the internal and external auditors, Trustees, Finance Director and Chief Executive. It is now accepted that CDF's recent risk register is the starting point for annual audits and there is a willingness to work together to support continuing improvements for CDF in a manner which is appropriate to CDF's size.

The presence of the National Audit Office has been useful in helping to provide an overview of, and links to, other NDPBs in order to provide clarity over some sponsor requirements.

NDPB relationship review

During the year CLG initiated a relationship review of its NDPBs, with the aim of developing more strategic and less bureaucratic relationships. CDF volunteered to be one of the first to be reviewed. Initial meetings and then a roundtable took place with the consultants undertaking the review. The roundtable brought together senior counterparts at CDF (both staff and Trustees) and CLG, to identify the strengths and weaknesses of the relationship and opportunities for future working. A report has been produced and CDF is hopeful that, when the exercise has been concluded, there will be improved clarity of responsibilities and access to financial and legal administrative functions within CLG.

SCDC business plan

SCDC is recognised as the leading national agency in Scotland promoting best practice in community development. SCDC was established in 1994 by CDF in partnership with Glasgow University. Representatives from both, including CDF's Scotland Trustee, make up the SCDC management committee, which guides the direction of policy, practice and operational activity. Overall governance and accountability remains with CDF and the main board of Trustees and sub-committees. SCDC delivers and operates within a distinctly Scottish context, sharing good practice and learning in community development across the other nations. SCDC's vision for the future builds on its established reputation and sustaining its role. Over the next three years, SCDC envisages itself:

- Recognised as actively and effectively contributing to the betterment of community development in Scotland through research, consultancy, training, practice development, policy advice and publications;
- Identified as distinctly Scottish, relating to and responding to Scottish priorities and policies, while remaining in the public/not-for-profit sector, informing and being informed by developments in other parts of the UK;

- Offering a set of identified skills, competences and resources (products) that is recognised and valued by potential customers, and used to best effect to deliver its strategic goals;
- Committed to developing the skills and competences of staff to meet the opportunities available to further our mission;
- With an internal leadership and management structure that supports our operations effectively, and financial, IT and communications systems to support the leadership and management.

During the period, recommendations were made to Trustees to approve SCDC pursuing an independent governance model. With the bulk of its work in delivering contracts, SCDC operates increasingly as a social enterprise. With support from a consultant, senior staff have set out to identify their market, appropriate governance and delivery structures, a financial model to support this and to further develop relationships with the Scottish administrations as the main contractor. The aim is for SCDC to begin operating as a charitable company limited by guarantee from April 1st 2009. A transfer of assets from CDF to ensure that the new body is sustainable is being explored with the Charity Commission and the OSCR (Office of Scottish Charity Regulator).

Four nations activity

CDF has acknowledged the challenges presented to continuing operations in Wales, Scotland and Northern Ireland, in light of the changing political administrative circumstances. In addition, CDF's original purpose to operate as a UK wide NDPB has been challenged following its transfer from the UK Home Office in 2006, with the use of the CLG grant-in-aid resources becoming England focussed. However, there is a commitment by Trustees to maintaining a UK approach and the Four Nations Trustee sub-committee is developing recommendations on how to do this appropriately and sensitively.

Work in each nation

CDF continues to strengthen its work across the four nations of the UK and Europe. In addition to our role in England and Scotland, we are working with partners throughout Wales to influence, support and strengthen good community development practice and policies. We are developing partnerships and dialogue with other community development organisations including Community Development Cymru, Wales Council for Voluntary Action, the Federation for Community Development Learning and the Community Development Exchange. We also work with key agencies and organisations including the Welsh Assembly Government, Age Concern, Forest Enterprise, the Welsh Local Government Association and Groundwork Trusts, in addition to developing close links with policy-makers working in health, education, lifelong learning, community safety and sustainable development.

In Northern Ireland our closest links are with the Department for Social Development at the Northern Ireland Office. One of our Trustees brings a valued Northern Irish perspective to discussions. We have good links with the Community Foundation Northern

Ireland and the Rural Communities Network, and we are always keen to develop working relationships with other community development organisations.

The Scottish Community Development Centre (SCDC) is an innovative partnership between the CDF and the University of Glasgow. The organisation's main function is to promote best practice in community development through the development of frameworks, training, development support and networking.

CDF's European and International Unit (EIU) works across a diverse range of themes and partnerships. The unit seeks to exchange experience and foster network development at local, national and international levels.

4

CDF's work programme review

Our work programme review explains the progress CDF has made in achieving our 2007/2008 objectives as set out in the workplan. Our progress is set out under our three corporate aims – Engaged, Cohesive and Stronger Communities. However, some of CDF's activities overlap more than one objective. For example, an activity seeking to strengthen communities may also engage them. Reporting therefore takes place in the area that is most relevant and reflective of the majority of spend on that project during the period.

The final section, entitled CDF's support functions and services, covers any work which does not sit under one of the three aims.

Aim A *Engaged communities*

To ensure that communities become more capable of controlling their own circumstances and that the community sector is better able to play a constructive role in society.

Objective 1: *Champion community engagement and participatory approaches, practices and benefits by galvanising other national organisations and networks to speak with a single voice to influence policy development and practice implementation.*



Every Action Counts aims to provide a catalyst which helps embed sustainable development into the ongoing work of community groups and those that work to support them.

It aims to re-invigorate community action on sustainable development and make a long-lasting difference through improved understanding about sustainable development, new tools, better information and communication.

As such, the programme aims to mainstream the positive changes it brings about and build them into existing community networks, structures and practice.

CDF made grant payments to partners who deliver the main operational work strands of the programme. During 2007-8 the programme partners:

- Delivered accredited training to 637 individuals to become community champions
- Delivered training for 213 community development workers

- Produced 11 new training resources for community development workers
- Produced 119 case studies of good practice and a good practice publication
- Assisted 29 national infrastructure organisations to develop and deliver their own Sustainable Development Action Plans and communications plans
- Produced publications providing guidance for voluntary and community organisations on improving their buildings and office management practices to become more environmentally sustainable
- Redesigned and re-launched the Every Action Counts website which has registered over 1600 community organisations
- Undertook 5 projects under the Local Action Support Fund

In addition the Every Action Counts consortium launched the Third Sector Declaration on Climate Change with the support of the Secretary of State for the Environment and the Minister for the Third Sector. The Declaration has attracted over 180 signatories.

CDF continues to manage the delivery of the programme on behalf of the Every Action Counts consortium, undertaking monitoring and reporting functions as well as day to day operational management. CDF also acts as the accountable body – providing the link between the programme funders Defra, and the other 28 voluntary and community sector partners.

Every Action Counts focuses on five sustainable development ‘themes’:

- Energy and climate change;
- Transport;
- Waste minimisation and recycling;
- ‘Care for where you live’ (focusing on local environmental improvements);
- Fair trade and ‘ethical shopping’.

It is delivered via five ‘strands’:

- A scheme to support 1,300 ‘community champions’ – local community activists who receive training and then lead change in their own groups and neighbourhoods. This strand is run by BTCV;
- A national embedding programme to help 25 national and regional VCS bodies integrate work on these sustainable development issues into their existing programmes and draw up their own action plans for sustainable development. This strand is run by bassac;
- An innovative ‘first point of contact’ website and supporting resources designed to encourage community organisations to sign up and to take action. This strand is run by bassac;
- A training programme for community workers to help them work with communities to engage with these issues and build their skills. This strand is run by the Federation for Community Development Learning;

- A ‘good practice’ programme, providing case studies, podcasts and other media promoting EAC and helping groups learn from each other. This strand is run by Capacity Global.

CDF is the accountable body for the Community Sector Coalition consortium on Every Action Counts, a £4m programme running in England from 2006 to 2009, funded by the Department for Environment, Food and Rural Affairs (DEFRA).

The following organisations are currently involved in the programme: ACRE, bassac, Black Environment Network, Black Neighbourhood Renewal & Regeneration Network, BTCV, Capacity Global, Centre for Sustainable Energy, Civic Trust, Community Development Exchange, CDF, Community Matters, Community Recycling Network, Community Sector Coalition, Development Trusts Association, Educational Centres Association, Federation of City Farms and Community Gardens, Federation for Community Development Learning, Global Action Plan, Greenspace, Groundwork UK, National Association for Voluntary and Community Action, National Council for Voluntary Organisations, National Community Resource Centre, Royal Society of Wildlife Trusts, Sustrans, Tenant Participation Advisory Service and Urban Forum.

National Strategy Group on Watch Issues

CDF was invited to join the Home Office’s National Strategy Group on Watch Issues to provide strategic advice and expertise to Neighbourhood Watch UK on community engagement good practice with particular reference to the inclusion of BME groups. CDF contributed to development of the group’s national communications strategy.

A presentation on CDF’s role and potential to add value to the Home Office’s Safer Communities strategy (2008–2011) was also made.

Equalable

Equalable is a trans-national project involving 4 European countries and CDF to address the issues of gender inequality within the access and provision of local public services for local communities. Our role within Equalable fed into the CDF objective of supporting the community sector by introducing a community development approach which enabled alternative methods of engagement and participation of local communities.

Key outputs of the project included a gender equality award scheme and published research involving a comparative analysis of 8 European countries. The UK based research linked into the experiences of women and women’s groups and organisations within the voluntary and community sector.

My Voice in Europe

The key objectives of My Voice in Europe (MVIE) is set within the European Commission new communications framework of debate, dialogue and democracy, known as Plan D. The project aims to support the process of participation and engagement among young people and women with reference to the impact and influence of the European Union in their lives.

Activities to date include participatory approaches to sustain the successful facilitation of diverse forms of dialogue and drawing together useful and accessible tools which can support the voices and rights of young people and women on local issues at a European level.

Come Outside! Consultancy in Wales

CDF Wales was commissioned by BTCV to progress Stage II & III of the Come Outside! model to engage hard-to-reach groups in outdoor activities. The work included:

- Co-facilitating a development day with the project groups;
- Developing and co-facilitating the feedback seminar February 2008;
- Producing an interim report for submission to CCW executive. Come Outside! model adopted by WAG as part of social inclusion work.

Wales Health Research

CDF Wales managed the “Grounds for Health Research Study – Engaging hospital and surrounding communities in developing sustainable therapeutic hospital grounds”. The purpose was to support the delivery of WAG Corporate Health Standard. The final report was submitted to BTCV commissioning body and WAG.

Partnership working in Wales

- CDF Wales worked in partnership with the Welsh Local Government Association, and developed and facilitated two community engagement training days for community councillors;
- CDF Wales organised community engagement workshop and input for a NPIA Police Networking event in Solihull.
- CDF Wales presented and ran a workshop session on community engagement for One Voice Wales Larger Community Council AGM & meeting. It was invited to develop a One Voice Wales Community Engagement strategy.

Objective 2: *Improve practice, increase understanding and improve quality of community engagement standards in government policy across the sectors by providing a range of flexible, responsive needs-led services*



National
Empowerment
Partnership

NEP exists to improve and increase empowerment activities, co-ordinate dialogue between infrastructure agencies and grass roots organisations, develop robust evidence and engage national, regional and local government in the empowerment agenda as key to underpinning policy for public service delivery.

The overall aim of NEP is to empower citizens and communities in England by:

- Demonstrating the difference community empowerment can make to individuals, community groups, communities and public agencies
- Developing effective methods of quality assurance for community empowerment
- Promoting examples of good practice across the country

The first years programme achievements include the following:

- Over 10,000 people engaged in a variety of consultations and events on empowerment from a wide variety of sectors, including Community Development Practitioners, Local Authority officers and councillors, statutory sector bodies, and voluntary and community sector organisations.
- A snapshot of empowerment activity in each of the nine regions, including identifying gaps in provision
- A wide variety of research and case studies conducted in areas including young people, local authority indicators, women and empowerment, health and BME communities
- 16 How to Guides and toolkits for use by both statutory and community sector professionals
- Access to information on NEP through the CDF website and the Regional Guide (currently being produced) and across websites and press releases in each of the nine regions.

A dissemination strategy is being developed between CDF and CLG and will include the evidence gathered in the first year, plus, a strategy for enabling the public to access specific tools/guides.

NEP enables CDF to champion empowerment and CD in a strategic and co-ordinated manner. Across the country, there is no other programme set up specifically for this remit, either within CDF or any other public agency. Through a lead partner in each region, and with the support of over 15 national voluntary and community sector organisations, we are able to access people at the very grass roots level and provide them with the support to empower themselves and those around them. A snapshot example of activities that have enabled the partnership to do this have included:

- Action learning sets for Local Authority Managers
- Research into the needs of the Somali Community in relation to health services
- Creating a community panel for CD practitioners
- Report on engagement and empowerment in rural areas
- Improving Quality Standards in CD using the ABCD Model
- Train the trainer for gender empowerment facilitators

Civic Pioneers

The Civic Pioneers network was set up in 2003 by the Civil Renewal Unit (then at the Home Office – now at Communities and Local Government (CLG)) and grew to include 24 Local Authorities across England. Civic Pioneer authorities included were committed to working with communities to enable more people to influence the way local services are designed and carried out, helping more people become empowered in local decisions. The Civic Pioneers signed up to take part in a network in which they have worked with one another and with CLG's Community Empowerment Division to share their experiences and to learn from one another.

In 2005, the Civil Renewal Unit made funding available to community organisations in Civic Pioneer local authority areas to carry out projects focusing on solving local problems. A core element of each project was community engagement in the problem-solving process, together with a collaborative approach between partners in the voluntary and community sector and the public sector. Between October 2005 and June 2006 18 projects were funded in 13 local authority areas. The CDF Research Unit, with our associates R4C, conducted a review of these projects.

In the spring of 2007, further funding was made available through the Community Empowerment Division (CLG) to Civic Pioneer authority areas to carry out projects focussing on community empowerment to work with local authorities and to find solutions to local problems. Twelve projects were funded in nine authority areas between March 2007 and April 2008. The progress and achievements of each of these projects has again been reviewed by the CDF Research Unit with one of our associates, Resources for Change.

Some outcomes common to several of the projects reviewed are;

- **Local people have got actively involved in finding solutions to local problems** – The projects are littered with examples of how people have got actively involved in their communities. In some cases, the projects were deliberately reaching out to people who have never before got actively involved in their community. In others, the emphasis was on working with those people who were known to be active and to use them as a starting point and catalyst for increasing community activity.
- **Having a say** – In many different ways, these projects enabled people to have a say. In some cases, it was about having a voice in what happened locally. In others, it was about creating space for someone to have a voice in a situation where previously they would have felt powerless to speak out.
- **New relationships have been built within and between communities** – Individuals and groups have got to know one another and begun to work together, formally and informally.
- **Providing evidence** – The outcomes of the funded projects have provided evidence to use to do more of the same or similar work.

- **Understanding ‘how the system works’** – Intentionally and unintentionally, many of the projects helped individuals in the community learn about who was who in the Local Authority or other service provider organisation, and how it was structured. This knowledge was vital in empowering people to make contact with someone.
- **Personal development** – Often formally referred to as capacity-building, personal development of participants was frequently an outcome from these projects. Skills and experience in a wide range of fields were gained including team working, communication skills, presentation skills and research. Growth in confidence of individuals was often observed and reported. Difficult to quantify, this is something that can have a huge impact on a person’s behaviour and outlook. It was not unusual amongst these projects that the learning came from peers, through formal and informal pathways.

The final report was published in this period and can be downloaded from the Research section of CDF’s website: www.cdf.org.uk/services/rea/currentsearchactivities.asp

Neighbourhood policing NPIA workshop

Through its membership of the Home Office/ACPO’s Neighbourhood Policing Working Group, CDF was asked by the National Policing Improvement Agency (NPIA) to facilitate a workshop on community engagement for neighbourhood policing area managers in England and Wales. The workshop was successfully delivered using CD reflective action techniques to enable managers reflect on and exchange community engagement good practice with each other.

Finding a voice

CDF and the West Indian Standing Conference (WISC) began taking forward recommendations of the Finding a voice conference held in 2006 to explore issues affecting African and African-Caribbean communities in the UK with a view to finding appropriate solutions through community development. CDF is supporting WISC to develop a more policy and advocacy focused organisation that will include a broader stakeholder base encompassing both communities and jointly addressing issues that affect them.

Leadership work in Wales

CDF Wales was commissioned by the Welsh Local Government Association to develop and deliver a development day for elected members in Powys on leadership and community engagement.

National Standards for Community Engagement in Scotland

Following four networking and practice exchange events, SCDC has drafted four new briefing notes on:

- rural practice

- engagement of young people
- equalities
- monitoring performance.

A prototype tool for planning and recording progress in community engagement has been tested that integrates SCDC's evaluation and planning tool, LEAP and the Standards. Plans for providing further support for effective community engagement, with reference to the Standards, are being drawn up. These are expected to include a more fully developed web-based version of the LEAP/Standards tool and a programme of events that will promote its use, enable good practice exchange and reflect on emerging issues in community engagement.

Communities Scotland has commissioned an independent evaluation of the impact of the Standards in six sites.

Objective 3: *Promote and encourage greater civic engagement and community participation by exchanging knowledge on the motivators behind, vehicles for, and outcomes of, voluntary action and citizenship.*

Community Leadership

Practice Links produced a summary briefing from their seminars held in 2006/07 on the issue of community leadership and local democracy. The summary paper was used to feed into CDF's consultation response to *Unlocking the Talents*, Communities and Local Government's discussion paper which will lead to the empowerment white paper.

Guns and Gangs

CDF was asked by Trustees to consider addressing the issue of gun and gang related crime as a result of a sharp rise in gun-related deaths among young people and with a view to determining the issues for community development. A scoping paper was produced which provided a contextual overview of the issue, current interventions by government and opportunities for CDF and CD to contribute to addressing the issue and recommendations for taking this work forward. CDF will be progressing this area of work as part of its wider grant-in-aid work programme for 2008–2011.

China learns from CDF about community development

CDF's European and International Unit hosted a workshop for 20 delegates from China who were keen to learn about, and share, information on the practice and role of community development within local authorities. Staff members from CDF shared their expertise and experience and outlined the history of community development within the UK and the structural relationships of community development within local authorities. The day closed with an exchange of perspectives on the function and position of community development in localities within China.

Crime and communities review

CDF responded to the Office of the Third Sector's (OTS) Crime and Communities Review in March 2008. The aim of the consultation was to look at how local communities, the police, local criminal justice agencies and other local partners can best work together to reduce crime, raise community confidence, improve information to local people and lower the fear of crime.

Pilot community partnership programme with the Specialist Schools and Academies Trust (SSAT)

CDF and SSAT, with the help of our Associates jointly developed a community engagement programme for leadership teams, young people and staff of specialist schools with members of local community groups and organisations. The focus of the pilot programme has been "how to engage and achieve positive outcomes". We are part way through running six pilot programmes around England where schools and their local community are developing real links and activities. The pilots are running in Birmingham, Sheffield, Cambridgeshire, Bradford, London and Dorset.

The pilot programme is running until summer 2008, at which time CDF and SSAT will be reviewing the pilot programme and making decisions about a way forward.

Community Development course for Torbay Council

A CDF Associate ran a one day course on behalf of CDF for 7 senior officers on applying community development in their work. The target group for this course were senior officers within Torbay Council who have volunteered to support one of their local community groups and help them to influence the local authority.

Aim B Cohesive communities

To improve and increase the capacity and capability of communities to manage diversity and resolve conflicts

Objective 1: *Build the capacity of grass roots community groups to undertake activity to improve understanding of, and contribute to, cohesion, by acting as agents to develop and deliver ground-breaking grant programmes using a community development approach.*

Faith Communities Capacity Building Fund: second round

In the second round of its funding, the Faith Communities Capacity Building Fund (FCCBF) has awarded grants totalling more than £4.3 million to 359 organisations. More than 1,200 faith, interfaith and non-faith organisations and communities applied for funding. From March 2007 to April 08 CDF administered, monitored and supported the 359 funded organisations in its role as grant administrator on behalf of Communities and Local Government. Each funded organisation received an initial visit from CDF Associates.

Following the initial visits capacity building support has been provided to funded groups where necessary. More than 26 CDF associates delivered a range of telephone, e-mail and one to one support to the funded organisations. 10 networking events were organised in each region to help put local projects in touch with each other and improve the sharing of local practice. Training sessions on evaluation and monitoring; and sustainability and fundraising were organised for funded groups. In total, 12 full day training sessions and 4 surgery sessions took place in the course of the year.

Connecting Communities Plus, Community Grants programme has four key priorities:

Improving the experience of people from Black and Minority Ethnic (BME) backgrounds in relation to access to outcomes from public services – education, employment, health, housing and the criminal justice system

Increasing the confidence of people from BME backgrounds that public services are delivered in a fair and equitable way

Tackling racism and extremism

Bringing together communities from different races and faiths, and promoting a shared sense of belonging (community cohesion)

Connecting Communities Plus: third round

The third round of Connecting Communities Plus, Community Grants opened for applications on 4th September 2007 and closed on 8th January 2008. Applicants were invited to submit proposals that demonstrate successful delivery of key priorities for the fund. Grants of up to £12,000 were made available, and all funding from the third round must be spent between May 2008 and March 2009. Pre-application support including telephone, e-mail helpline and advice on draft applications were provided. 230 people booked for 10 briefing events organised across England. CDF sent over 5,000 e-alerts to advertise the fund; around 100 community centres received flyers and information on the fund. 943 applications were received in this round.

In round two the Connecting Communities Plus, Community Grants awarded grants for the total of £1m to 108 community and voluntary sector organisations. In this reporting period, CDF continued to monitor, administer and support the organisations funded in round two on behalf of Communities and Local Government. The support included training on sustainability, monitoring and evaluation, fundraising and networking events, and newsletters.

Fundraising resource for funded groups

The Projects and Programmes Directorate produced a fundraising resource consisting of a set of information sheets on fundraising and sustainability issues, templates and a fundraising publication. This resource is available electronically. Each organisation funded in round two of CCPlus and FCCBF received a complementary copy stored on a CDF-branded USB memory stick. The resource is intended to help the funded groups secure follow up funding and continue their work after the end of their grants.

Objective 2: *Increase the level of understanding of policy-makers and frontline community development workers of the issues which arise in communities around faith, black and minority ethnic groups, cultural identity, generational differences, asylum and immigration, to enable them to respond effectively to matters which can have a positive or negative influence on cohesion, such as housing, safety, employment, education, health and environment.*

Our Shared Future

CDF published its response to the Commission on Integration and Cohesion's final report, *Our Shared Future*. Our response focused on six policy areas and recommendations to which we felt we could add valuable insight and expertise:

- Community development
- Community spaces
- Community leadership and engagement
- The role of single identity groups in building integration and cohesion
- Community groups and government
- Indicators and measures of progress

CDF welcomed much of the report, and our response highlights the areas in which community development could support the Commission's objectives. Overall we emphasise the critical importance of community development in enabling communities to work together by helping them to manage differences and resolve conflicts.

We raised concerns regarding the role of single identity funding which was subsequently considered in the Secretary of State for Communities and Local Government's response to the Commission.

Submission to Select Committee Inquiry

Drawing on the work of Practice Links, Connecting Communities Plus and the Faith Communities Capacity Building Fund, CDF submitted written evidence to the CLG Select Committee Inquiry on Cohesion and Migration. We highlighted the importance of community development's reciprocal approach to community cohesion, working to connect migrants to one another and with the local communities in which they find themselves. We also emphasised the improved settlement outcomes which result from community development practitioners' complementary work with both communities and service providers.

The written submission resulted in a call from the committee to submit oral evidence in April 2008.

Practice, research and policy workshop in partnership with the Economic Social Research Council (ESRC) Identities Programme

In partnership with the ESRC Identities Programme, CDF hosted an interactive day of workshops entitled “Community cohesion and identity feedback from the frontline”. Over 60 community cohesion and community development practitioners, researchers and policy makers participated. Workshops on cross cultural interactions, White English identities and new arrivals’ identities gave participants the opportunity to reflect on the findings of the Identities research programme, relate them to their own practice experiences, discuss dilemmas in delivering community cohesion and suggest policy actions that would support and enhance cohesion practice. A policy panel, comprising representatives from local government, Government Offices in the Regions, a think tank and the media responded to a selection of policy actions during the event. All participants’ policy actions were recorded to inform CDF’s wider work around cohesion.

Cohesion Guidance for Local Funders

CDF responded to the draft Cohesion Guidance for Local Funders that was prepared by Communities and Local Government. This work resulted in the consultation which was launched by CLG in February 2008. CDF response to the draft was based on the learning and experience from CC Plus, FCCBF and other programmes. CDF also provided case studies and examples of funded work which were included in the consultation document. The results of the consultation will feed into the development of cohesion guidance being produced by Communities and Local Government.

“Face to face and side by side” consultation and the development of the CLG inter faiths framework

In December 2007, Government opened a consultation “*Face to Face and Side by Side*”. *A framework for inter faith dialogue and social action – Consultation* on how it can best work in partnership with faith communities, faith and non faith-based organisations, inter faith organisations and the wider civil society to increase the levels of inter faith dialogue and social action within local communities. The consultation closed at the beginning of March 2007 and the framework will be published in Summer 2008.

CDF responded to the ‘Face to face and side by side’ consultation that was initiated by the Cohesion and Faiths Directorate of Communities and Local Government. The results of the consultation will feed into the development of the Government’s framework/strategy to support inter faiths dialogue and social action. CDF’s response was based on the learning and experience from the FCCBF programme and included some examples of funded work. At the beginning of 2008, CDF has been actively involved in the development of the new inter faiths strategy/framework and has also been invited to sit on the Inter Faiths Working Group run by the CLG (CLG). The Working Group has a consultative role and advisory role in supporting the development of the framework.

Support the development of the Wales-wide strategy for inter faith and cohesion work

Jointly with the CDF Wales, the projects team organised a meeting to support the development of the Wales-wide strategy for the future inter faith and cohesion work.

Partnership working with key national stakeholders – inter faiths

The Projects and Programmes Directorate identified and explored joint working opportunities with key inter faiths organisations, such as Faith based regeneration Network (FbRN) and Inter Faith Network UK (IFN). This involved participating at joint meetings, sharing information and intelligence, planning future work together, and developing joint resources. The focus of this work has been around strengthening and promoting community development approaches in the inter faiths context. In partnership with the IFN UK, CDF organised an event for community development practitioners who are involved in inter faiths work. A joint IFN – CDF web-based resource for community inter faiths work will be available early autumn.

Connecting Communities Plus Evaluation

The CCPlus evaluation has continued, and a key element of the research has been exploring the ways in which small community groups can contribute to the wider agenda of community cohesion and resolve community tensions with small grants.

The final evaluation report will be published Autumn 2008.

CDF Wales and Interfaith work

CDF Wales worked with Swansea Interfaith Forum over the year. We developed and co-facilitated an FCCBF event, presented on both CDF's role and Wales' policy setting in relation to cohesion work. CDF Wales was invited to support Inter Faith Council to develop pan-Wales interfaith cohesion strategy, and prepared a joint response to the Face-to-Face; Side-by-Side consultation.

Faith Communities Capacity Building Fund Evaluation

An interim report was published in December, and it highlighted some of the key ways that faith groups can support work towards bringing those of different faiths and ethnicities together, with support from government funding. The report was well received within government and VCS organisations.

Go to www.cdf.org.uk to download a copy. The full evaluation report will be published in Autumn 2008.

Objective 3: *Raise the profile of community development as a potential solution to address challenges in marginalised communities in new CDF policy areas, for example learning difficulties, mental illness, health, community safety.*

Scottish Community Action Research Fund (SCARF)

SCARF, has the primary principles of supporting community led action research; it supports communities in developing their own capacity and skills to undertake research by and for them on issues or needs which they themselves have identified as being of concern within their community.

SCARF also focuses on the impacts of the research conclusions on the policies and practices of public bodies and lessons for other initiatives.

Since its re-launch in October 2007 SCARF has supported 34 projects across Scotland. 20 represent research into a community of geography covering areas such as: use of/ need for community facilities; community engagement, development and sustainability; and public spaces. Fourteen represent research into a community of interest: such as gypsy travellers, asylum seekers, learning disabilities, mental health and well being, fuel poverty and homelessness. Fifty percent of research is specifically aimed at addressing issues around equality.

Training for the Scottish Care Commission

Following the pilot training programme conducted earlier at the beginning of 2007, SCDC delivered a training programme to all 360 Care Commission Officers in partnership with the Care Commission Participation Team.

The purpose was to prepare Commission Officers for a new approach to evaluating participation in care settings and develop a participatory approach to the conduct of inspection of care facilities. The training used the national standards for community engagement and develop skills in engagement methods appropriate for the care sector.

Mental health and community development study

CDF carried out a scoping study on behalf of the National Institute for Mental Health England (NIMHE), looking at how community development workers are promoting mental health. CDF interviewed a number of community workers, mental health practitioners and commissioners, service users and carers to establish what is happening on the ground. The aim of the study is to identify how community development values and methods are being used to encourage better partnership working, reduce fear and prejudices about mental health problems, help people with mental health difficulties integrate into community life and build links between diverse community groups, local organisations and statutory services. The results of the study will be published in summer 2008.

Aim C Stronger communities and community sector

To ensure that communities become more capable of controlling their own circumstances and that the community sector is better able to play a constructive role in society.

Objective 1: *Contribute to the modernisation of government policy on strengthening, empowering and regenerating communities by increasing the level, consistency and benefits evidence of, and recognition and support for, community development approaches.*

CHEX

The Community Health Exchange (CHEX) supports a network of Community Health Projects and Healthy Living Centres in developing good practice in community development approaches to health improvement.

The staff team is employed by Community Development Foundation and located in the Scottish Community Development Centre. They are funded by NHS Health Scotland through its Community and Voluntary Sector Programme.

In May 2007, CHEX, in collaboration with NHS Health Scotland, organised the annual HIIC conference at Celtic Park in Glasgow. The conference focused on the achievements of students who had undertaken the course and attracted nearly 200 delegates from across Scotland. There was a particular focus on how HIIC participants had turned ideas into action, using their learning from the course to achieve real change in both their personal lives and their communities.

CHEX Health Issues in the Community Conference

The Community Health Exchange (CHEX) continued to manage and support the course Health Issues in the Community (HIIC).

The course was developed as a response to a need within communities for flexible training that would help increase their understanding of, and capacity to take action on, local health issues.

CHEX – Routes to Sustainability

CHEX produced a briefing, Routes to Sustainability, highlighting resources to help organisations plan their long-term sustainability. CHEX works with community health initiatives (CHIs) on issues affecting sustainability and continually seeks information and resources to help address these issues.

This briefing's main themes, including strategic planning, community engagement and monitoring and evaluation, are vitally important for achieving effective sustainability. The briefing provides a number of relevant tools under each theme, such as DVDs, case studies, evidence papers, business plans, approaches to evaluation and funding sources.

CHEX also ran a number of workshops to support this briefing.

LEAP Support Unit

The LEAP Support Unit officially closed on the 31st March 2007, following two years of operation within the community health sector. While the core programme ceased, an SCDC member of staff continued to provide LEAP support through the Healthy Living Centre Support Programme albeit at a reduced level in its third and final year.

There have been many highlights for the Unit over the past two years, particularly in the development of the LEAP Learning Object (a multimedia learning resource), securing accredited LEAP training, delivery of the LEAP Training for Trainers Course, the revision of LEAP Step by Step, the development and launch of the website and the vast range of information sheets and briefing notes now available to those using LEAP.

LEAP

The LEAP Support Unit is a two-year project, funded by Health Scotland and BIG. Its role is to support the informed use of the LEAP framework through dedicated support to healthy living centres and others, the development of learning resources and support structures, the promotion of the principles of participatory planning and the evaluation and understanding of evaluation as a learning and empowering process.

The LEAP framework (developed by SCDC) combines the principles of participatory planning and evaluation with a robust outcome-focused planning and evaluation model. The result is a tool that has attracted much interest outside of mainstream community development and has ever-increasing utility, as community and voluntary sector organisations struggle with demands to evidence outcomes and retain their value base, and public sector services struggle to embrace the participation agenda in a meaningful way.

For more information, go to www.scdc.org.uk/leap_index.htm

Credit-rated LEAP Training

SCDC developed a new 3-day LEAP training package that has been credit-rated by the Scottish Qualifications Authority within the Scottish Credit and Qualifications Framework (SCQF). Participants who complete the training will be awarded 6 credit points at SCQF level 7. The SCQF supports a clearer understanding of the relationship between different qualifications and therefore the articulation of professional development courses.



Managed by the Community Development Foundation
Funded by the Office of the Third Sector

In December 2007, the Office of the Third Sector announced CDF as the lead national partner for Grassroots Grants. Since then, we have developed the programme and advertised for Local Funders.

The specific aims of the Grassroots Grants programme are:

- to increase immediate grant funding and capacity building support to small voluntary and community groups and organisations (grass roots groups) throughout England, enabling them to continue or expand their work including advocacy, community voice and service provision for local people
- to increase the long term funding available to grass roots groups from community owned endowments raised from local non statutory donors

- to improve the sustainability and quality of local grant making by strengthening independent funders throughout England.

In summary, the outcomes expected for the programme are:

- improved access to funding for grass roots organisations
- more funding invested in the organisations
- greater capacity to respond to local issues
- stronger organisational capacities
- stronger communities through increased local impact.

Grassroots Grants has two elements – an £80 million small grants programme (grants of between £250 – £5,000) aimed at small voluntary and community groups with an average income of less than £20,000; and a £50 million endowment match challenge whereby the Local Funder raises funds from private donors which OTS then matches, both amounts being invested with the yield providing a sustainable income for small grants in the future.

Grassroots Grants will be run for one or a number of adjacent top-tier local authority areas in England by a Third Sector Local Funder, whether that is a single organisation or a partnership/consortium. The Local Funders report to CDF on the management of the programme locally.

At CDF we worked with OTS and national partners to create the guidance notes and application form for Local Funders, ran 9 regional briefing events in March 2008 attended by over 350 people, and provided a telephone and email service for those applying to be Local Funders.

Grassroots Grants Evaluation Proposal

Linked to the CDF proposal to run the Grassroots Grants Scheme, an evaluation proposal was put together and submitted in order to measure the impact of Grassroots Grants on local communities and the local VCS.

Action research on local greenspaces

For the past two years, SCDC has been supporting Demonstrating the Links, an action research project on the range of benefits of local greenspace activity. The project was funded and supported by Communities Scotland, Scottish Natural Heritage, Greenspace Scotland and NHS Health Scotland.

Demonstrating the Links was designed to improve Scottish evidence on the impact of greenspace activity on community quality of life. There were two primary outcomes behind the programme:

- to support the capacity of the participating organisations to plan their activities based on a sound understanding of how the greenspace is perceived by users and the

community, and the way in which development can be taken forward to maximise the greenspace as a community asset which will contribute to the quality of community life

- to generate community-led evidence on the value of greenspace to local communities and its impact of, with particular reference to excluded or disadvantaged groups

SCDC worked in partnership with Greenspace Scotland on this programme, and worked closely with the 8 community projects that were involved. These groups came together at an event in Stirling on 10 March 2007. The day involved workshops and presentations run by the local research groups to share the findings of the action research on the impact of their local greenspaces.

The workshops identified the support from national and local partners that will be needed in the future to enable communities to carry out research, deliver community greenspace projects and involve their communities in greenspace work, to improve local quality of life.

Evaluation of London Capacity Building Project

CDF, with an associate, completed the evaluation of BTEG's Big Lottery funded work to support small BME groups in receipt of Big Lottery funding.

The ICT Hub

The ICT Hub is a partnership that provides Information, Communication and Technology (ICT) resources and guidance to support the Voluntary and Community Sector with the potential of, and use of ICT.

CDF produced a research report and launched two learning programmes- 'Wired Up For Success' volumes one and two available online and in hard copy. Both learning programmes are aimed at specifically supporting the community sector through the creative and practical use of ICT.

National Community Forum

CDF seconded a member of staff to work part-time within Communities and Local Government as the advisor to the National Community Forum (NCF). NCF is a group of 24 individuals – both residents and professionals – from some of England's most deprived communities. All NCF members are active within their communities and are able to reflect back their experiences and ideas to both civil servants and Ministers with the aim of influencing the development and implementation of government policies.

The Advisor enabled the NCF to present sound advice and solutions to both Ministers and civil servants in the areas of empowerment, cohesion, gangs and guns, councillors commission and also issues on the third sector and the role of community anchors.

Policy statements published

CDF published policy position papers on Community Leadership, Stronger Communities and the Community Sector and Community Engagement. The position papers outline

CDF's stance in relation to each of these interest areas. Copies of them are available on the policy pages of CDF's website.

Objective 2: *Clarify the existing and potential role for community development networks and practitioners across the UK and assist them to obtain resources and develop medium-term strategies to increase their influence and input into policy.*

The Community Development Challenge

In 2007, the working party which wrote the Community Development Challenge document continued to meet and discuss the key areas outlined in the main report. The group undertook scoping of future CD challenge research and reports into funding of community development workers, providing valuable information, knowledge and strategies that will focus future work. The group aims to focus on influencing Trusts and Foundations, Government departments and local authorities in the benefits of and need to resource Community Development. The work aims to strengthen both the practice and support for community development across England.

CDF were successful in receiving grants from CLG and the NEP national programme to complete and publish four reports on work streams coming from the original Community Development Challenge report on: management of community development; the contribution of community development to democracy; local strategies for community development; and evaluation.

The Community Development Challenge set out recommendations regarding the organisation, promotion, management and evaluation of community development activity, and how it can relate to the execution of government social policy.

The report made five headline recommendations:

- A strategic approach to community development should operate across each local area, with strengthened regional community development networks and appropriate national links
- Community development funding should be adequate to achieve and maintain a major step change in the level of community strengths and empowerment across the nation and especially in disadvantaged areas
- Community development should be managed and delivered to the highest standards
- Community development should be promoted as a nationally recognised occupation with a clear basis in values, methods and outcomes
- High quality community development training should be available in each region at all levels and in different ways to suit the needs of new and experienced practitioners, and talented new entrants should be recruited.
- The report was published in December 2006 in partnership with Community Development Exchange (CDX), Federation for Community Development Learning (FCDL) and Together We Can – the government's campaign to bring government and people closer together.

A copy of the full report and summary can be downloaded from www.cdf.org.uk

Practice Links presented findings in one of the Community Development Challenge series. A pilot study was undertaken to demonstrate how community development amplifies community empowerment and participation in relation to local governance and democracy. The report highlights:

- what community development workers do in relation to local governance and democracy
- what community development adds to local governance and democracy
- recommendations for future policy and practice.

Strengthening community sector partnerships and collaborative working

Throughout the year, we have developed and consolidated our relationship with other community sector organisations by establishing or joining partnerships and working collaboratively with individual organisations and consortia.

We also participate and work closely with the Community Sector Coalition (CSC) to develop partnerships and help ensure a unified voice with others in the community sector. The coalition comprises twenty national community sector membership organisations, many of whom are key partners in programmes such as the Community Development Challenge, Every Action Counts and the National Empowerment Partnership. We increasingly work with public sector membership bodies such as the LGA and IDeA, in order to increase the influence, reach and impact of community focused solutions.

Scoping report on community development practitioners

The Practice team responded to queries from community development workers regarding the impact of National Job Evaluation (NJE) and how certain practitioners were being downgraded in local government. On the basis of practitioner interviews, Practice Links produced a scoping report for CD challenge and together with CDX provided initial evidence to the Minister for Communities and Local Government. This was accompanied by an article for CDX journal.

Making spaces for Community Development

A member of the Practice team finished a book looking at lessons from community development since the 1970s and their relevance to today's climate. This book was published in July 2008 by Policy Press.

Making the case for community development

The Practice Links team developed an action research project to work alongside three community development teams across England to enable them to better advocate and influence through community development. The project will produce valuable insights and messages for CDF in terms of what CD professionals need to do to make the case for CD.

Practice Links

CDF's Practice Links team works to:

- Support community development workers to explore, make sense of and apply their practice experiences;
- Generate knowledge about and evidence of community development practice which meets identified needs of practitioners and policy-makers;
- Influence practice and policy through the sharing of knowledge, practice experience and evidence.

Community Development Cymru

CDF Wales is a board member and vice chair of Community Development Cymru (a CD practitioner network). It attends meetings and helps with decision making, programme management, networking and profile raising activities. It contributed to CDC Council workshops exploring charitable status and the range and status of community development workers across Wales. This helps to build the strength of the community development sector in Wales

Community Development Training in Wales

In 2007, CDF Wales ran courses on Community Development and Health, and ABCD (Achieving Better Community Development). In 2008, CDF prepared the ABCD course.

Wellbeing Network in Wales

CDF Wales is Vice-chair of the WAG NGO Wellbeing network, and designed a member survey, and was a member of the steering group managing commission tasked with developing a wellbeing assessment framework and toolkit. CDF Wales also contributed to the PHA Cymru and Wellbeing network annual wellbeing congress.

Objective 3: *Contribute to a continuing commitment by the UK government to an inclusive and just social Europe.*

Training and Learning for Community Development in Europe

TLCD is a consortium project lead by the Combined European Bureau of Social Development of which CDF is a partner. The overall aim is to develop common guidelines for Training and Learning for Community Development across a European network in order to strengthen the voluntary and community sector.

The project has published a report and guide which explores the unique contribution of community development to lifelong learning programmes and training frameworks at European, national and local levels.

The European Social Platform

Social Platform is a European network umbrella of NGO's which seeks to strengthen participatory democracy and the social NGO sector. CDF has contributed to some of the Social Platform key activities of policy and lobbying across a diverse range of issues, in particular the areas of social exclusion, fundamental human rights and poverty. CDF has provided analysis of European Union legislation and frameworks in terms of the impact on the UK voluntary and community sector and the fields CDF operated in.

5

CDF's support functions and services

This section reports back on areas of work which do not fall under the three main sections of work relating to our three strategic aims. They include Communications, Publications, Marketing, ICT, Facilities, Consultancy and Training.

Communications and Services

The Communications and Services Department continued to work closely with other CDF departments and external stakeholders to ensure that information, knowledge and learning from CDF and its contextual environment is disseminated effectively to internal and external audiences. This was achieved through a variety of methods including briefing papers, policy statements, newsletters, staff bulletins, annual report, presswork, events, marketing and publicity, publications and the website. The Facilities team is part of the Communications and Services team and is primarily responsible for maintaining CDF's premises and IT infrastructure, procurement, and health and safety.

I Communications

The Communications team has now been in operation for two years and during 2007-08 significant progress was made in developing and strengthening the communications functions in order to raise the profile of CD and CDF externally and to improve internal knowledge management and communication support across the organisation.

I.1 Stronger communities

- The communications team worked closely with the CD Challenge working group to support the second phase dissemination of the CD Challenge report and summary document.
- The team also helped to produce and disseminate CDF's policy position statements on stronger communities and community sector and community leadership to policy makers, practitioners and non practitioners in the VCS and public sector. The report offers a definition of strong communities and community sector and the role that community development can play in strengthening communities.
- The Communications team played a key role in raising CDF's profile and that of community development in the media. We were successful in getting quotes from the CEO and articles placed in key sector magazines such as New Third Sector and Regeneration and Renewal. In addition, a feature length article on the impact of the built environment and on communities by the Communications Manager was published in New Servant magazine in October 2007.

- Planning for CDF's annual national conference 'Empowerment sharing policy and practice' was initiated and finalised by the Communications team during 2007-08. The conference took place on 21 October 2008 at the International Convention Centre, Birmingham.

1.2 Cohesive communities

- The Communications team provided communications support to the Connecting Communities Plus and Faith Communities Capacity Building Fund. Key outputs include successful publication and dissemination of the CC Plus, Community Grants scheme, regular website updates on project activities and supporting media training arrangements for funded groups.
- The communications team also facilitated a meeting on cohesion policy to develop CDF's response to the Commission on Integration and cohesion's report 'Our shared future'. This led to the publication and dissemination of CDF's response to Government Ministers and key civil servants, MP's and sector partners. We also secured a number of meetings for the CEO to discuss our position with policy makers.

1.3 Engaged communities

- Communications (development of a logo, a networking mechanism for partners) and press releases were developed to support the launch of the National Empowerment Partnership (NEP). The Unit produced a standard press statement to members of the partnership to assist them with their own press work.

Publications

CDF is one of the leading publishers on community development in the UK. We have a diverse catalogue of publications, ranging from research reports aimed at policy-makers to practical guides for community groups and activists.

Our titles are produced in-house, written by staff and a pool of experienced writers from the field, who bring their own considerable experience of policy and practice to our publications.

We published the following titles in 2007-2008:

- **Equalities and Communities: Challenge, Choice and Change**
By Alison Gilchrist

This book is an essential guide for everyone committed to working on equalities issues.

The book sets out a clear framework for tackling inequalities in joined-up and realistic ways. The author recognises that equalities work can be full of dilemmas and complications and provides useful and thought-provoking advice.

The book contains a wealth of information about current policy, legislation and relevant resources. It will equip you with the information you need to engage effectively with equalities issues in the communities you work with.

The book was launched at a reception in the House of Commons in December 2007.

● Faith, Cohesion and Community Development

By Malcolm James

Faith and its role in society have become central to policy debates around cohesion and integration.

This evaluation of the Faith Communities Capacity Building Fund will be of interest to anyone working with faith communities.

If you work in a local authority, or you're a funder looking for ways to involve faith groups in building cohesion, then this book contains valuable information for you on:

- The relationship between government and the faith sector
- Language and being understood
- Providing local community spaces
- Interfaith working
- Capacity Building and funded groups
- Diversity of the sector

● Community Health Development in Action: Learning from the Hull and East Riding Health Zone

Edited by Marion Horton

This book reveals the contribution that community development approaches can make to achieving health improvement.

Hull and East Riding Health Action Zone (HAZ) based its work on a social model of health, stressing the importance of engaging with local communities so that they could participate in the planning and delivery of services aimed at improving individual and community health. This book includes perspectives from a director, a consultant, and four front-line professionals working in communities experiencing high levels of health disadvantage. Whilst the HAZs were a time-limited experiment, much of the work analysed in *Community Health Development in Action* is continuing. Current health structures have a requirement to engage with the communities they are serving and will need techniques, approaches and ideas which have been shown to work, and avoid those that don't.

● Wired up for Success Learning Programme – Published with the Community Sector Coalition

Volume 1: Using Computers and the Internet

by Roger Smith

A newcomer's guide to using information and communication technology.

- Straightforward and jargon free
- Equips groups with the basics to understand ICT
- Covers a range of ICT use from email to the internet, and computer security and training.

Volume 2: Using Technology for Community Groups
by Sue Webb and Helen Animashaun (Community Development Foundation)

A guide and learning programme for professionals and volunteers supporting small groups, and community groups.

- Plenty of practical tips on getting the most from ICT for a community group
- Case studies to demonstrate community groups' experiences and success
- Packed with useful tools, materials and resources.

New titles

Titles commissioned in 2007–08: 20

Number of those titles published in 2007–08: 6

Website sales increased by 20% over the previous year; from a low start-up base in 2006–07, the number of customers ordering through the website increased by 288%.

No of sales dropped by 30% in 2007–08

Value dropped by 15%

The volume of our publication sales dropped more than the value of sales. This was due partly to titles slipping into the current financial year, and partly through the popularity of our trial free website downloadable pdfs of our policy and grant programme titles replacing hard copy sales. We expect the financial position to improve this financial year through increasing our titles by at least 50% and continuing to increase our online marketing.

We will also review the balance between the policy and impact gained through freely available downloadable files and the sales and exposure of hard copy sales. We are investing strongly in online marketing support, and recalibrating our direct mail marketing to complement our increased online activity.

Corporate services

Ruby Year

A House of Commons reception was successfully organised by the Communications and Services Team to mark the start of CDF's 40th Year anniversary on 5th December 2007. Trustees, senior management and stakeholders were invited. A Ruby Year logo was developed and is currently being used to brand all CDF information and products during the anniversary year.

The Communication team also successfully produced and published CDF's financial annual report for 2006–7 and short annual review highlighting CDF's achievements. Work on the 2007–08 annual review was initiated during the period.

Website

CDF's website continued to be effectively managed during the period despite the government's postponement in reaching a decision on its proposed web rationalisation process. CDF may be required to integrate its website with that of our sponsoring department CLG as part of the government's plans to centralise information and reduce

costs. CDF has appealed to keep its website separate and has cited its cross cutting role, charitable status and need to be seen as an independent voice by the sector. However, this has affected plans by CDF to revamp and improve its current website.

Corporate policies

A number of corporate organisational policies were developed following request from CDF's auditors. These included Gifts and hospitality and interests policy; Corporate governance policy and schedule; environmental policy; document retention policy and updates to trustees' terms of references.

Staff Conference planning

A cross-departmental staff conference team led by Communications and Services was set up in August 2007 to plan and organise CDF's staff conference held in April 2008.

Stakeholder review

An online stakeholder survey was developed in February 2008 and carried out in April 2008. The aim is to consult stakeholders in order to find out their views about CDF and how our services can be improved. The survey builds outcomes of previous surveys undertaken in 2006 and 2003.

Marketing

This year, CDF continued to develop its marketing databases and increased its reach to over 13000 names over a variety of lists. This was assisted by the introduction of a new marketing system, Adestra.

Data handling review

CDF began implementing the government's sensitive data handling regulations aimed at ensuring protection of sensitive data and information held by government departments and NDPBs. This involved attending a number of departmental briefing meetings at CLG, appointment of a Senior Risk Information Officer and the development of an information risk policy. CDF's aim is to ensure that its information handling and storage systems are safe and secure and will be implementing various measures to achieve this in 2008/09.

e-PIMS

CDF is part of the Government's Electronic Premises Management System e-PIMS aimed at regulating usage of all government owned premises including those managed by NDPBs. This allows CDF access to information which could result in property asset savings. An Estates Champion was appointed to oversee CDF's implementation of the strategy.

Equalities

CDF began a review of its Equalities Scheme in July 2007 with a view to improving its monitoring and reporting of organisation-wide equality targets. The scheme is currently being updated to bring it in line with the Disability Equality Duty under the Disability Discrimination Act 2005 which aims to eliminate unlawful disability discrimination and disability-related harassment.

ICT strategy

CDF's ICT strategy was reviewed in 2007 with the aim of defining the direction and framework for managing the organisation's information and communications technology

based infrastructure in order to maximise its efficiency in supporting the delivery of CDF's 2008–11 strategic objectives.

Facilities and Information Technology (IT)

CDF's Facilities and Information Technology (IT) continue to be managed by the Communications and Services department. In the period:

- CDF has installed a small number of webcams to pilot audio visual communications between staff within and between its offices. The key aim is to improve visual communication links between CDF HQ and satellite offices, leading to savings on travel and subsistence and environmental benefits
- Health and safety – a programme of risk assessments is being undertaken by the Facilities Manager.
- Continuation of a lease for Mount Stuart Square Cardiff
- SCDC premises have now been equipped with disability access and facilities
- Work on a Data handling policy and procedure commenced in January 2008 to ensure that CDF meets the governments directive to improve security of data handling systems including usage, storage and access to sensitive information/data within CDF's premises and externally. A policy and a range of process requirements will be developed and implemented between April and July 2008
- The Facilities team continued with its management of CDF's premises across the country including arranging new staff accommodation, relocation of premises, maintenance of facilities, leases and insurance, health and safety management and ensuring disabled access.
- CDF's ICT strategy was reviewed with a view to developing a more comprehensive and robust strategy for implementation in April 2008.

Freedom of Information

As a public body, CDF is bound by the provisions of the Freedom of Information (FOI) Act 2005. The Act gives members of the public the right to ask for information relating to any aspect of a public body's work, except personal information protected under the Data Protection Act 1998.

In 2007–08 CDF received 13 requests for information under the FOI. CDF responded to them within the statutory deadline. These systems were adjudged to have met all the requirements of the Act and were classed as 'well controlled' by Communities and Local Government internal auditors. From April 2008 CDF's FOI procedure will be subject to the CLG's annual inspection audit.

Support to associates and development of a learning strategy

Following a range of meetings with staff and associates in autumn 2007 we confirmed that the vision for CDF Learning and Support is: *"To have a UK – wide reach and impact in terms of practice and policy implementation from which CDF becomes an acknowledged leader within the community development sector"*

In order to achieve this vision we agreed that CDF's learning and support functions will need to be promoted and delivered strategically so as to optimise our impact, rather than working on local, small-scale initiatives. We agreed to focus on mainly public sector audiences for maximum reach and relevance and try to meet the needs of everyone. To this end, we recognised we need to understand our target market by asking government and public authorities what they are struggling with and what support they want in order to implement community-related policy requirements. We plan to develop an approach which turns these challenges into active wants. We will work with others – we can't do this alone – understanding what our unique role is and what we expect from partners.

SCDC's training and consultancy programme

SCDC has discontinued its advertised 'Doing it Better' training programme. We have however continued to provide training, consultancy or development support to a wide range of public sector and voluntary agencies, in Wales and England as well as in Scotland.

This work has included:

- Work with the Scottish Community Foundation on their plans to support the establishment of Area Funds
- LEAP training for Highland and Inverclyde Councils
- Training for Police and Fire Officers on the National Standards for Community Engagement in Glasgow West Community Planning Partnership
- Supporting preparation of the community learning and development strategy for Argyll and Bute Council
- Capacity building for "community animateurs" in South Lanarkshire
- Consultancy on community engagement relating to young people and health in South Ayrshire
- Evaluation and planning support to Cowal Community Care Forum
- Facilitation of a development programme for community and agency champions of the National Standards for Community Engagement in East Glasgow
- Investigation of quality of public performance reporting to communities by East Ayrshire Council
- Training for Police and Fire Officers on the National Standards for Community Engagement in Glasgow West Community Planning Partnership
- Consultancy on the review of community engagement in South Ayrshire
- Support for improvement on feedback to communities – Dumfries and Galloway Council
- CD training to the 4 new area based community planning forums in East Ayrshire
- Partner evaluation of adult literacy and numeracy provision in Inverclyde
- Delivery of research and support for the development of a shared local needs assessment framework and report – Highland Council

- Presentation of VOiCE to Powys Social Services
- Briefings on the National Standards for Community Engagement for the South Yorkshire Improvement Partnership

In addition to the above, and as interest in the LEAP Framework continues to grow, SCDC has offered a refreshed and credit-rated LEAP training course. This new 3-day course has been updated to reflect the broader practice context in which it is applied. The first two days of the programme explore the LEAP Framework and its application in more depth than previous LEAP training. There is a significant focus on the principles and values that underpin the framework the application of these principles in the current policy context and what this means in practice. Following the first two days of the programme participants are asked to apply what they have learned in their own practice context. Day 3 is a follow-up session that supports participants to reflect on and learn from this experience.

6

Financial review and results for the year (2007–08)

CDF's work is paid for by Grant-in-aid from the sponsoring government department, and supplemented by income brought in through contracts with other government departments, sales of books, conferences, training courses, research contracts and consultancies. All income-generating work is in accordance with the objects of the charity.

During the year a review was undertaken of the accounting treatment of major pieces of work. As a result of this review it was determined that certain programmes previously disclosed as grants to CDF, should now be treated as contracted pieces of work for the management of grant funds, and those funds being paid across to groups should be treated as conduit funding for the purposes of CDF's accounts. This impacted on 4 pieces of work – the Faiths Communities Capacity Building Fund, Connecting Communities Plus, Community Grants, the Scottish Community Action Research Fund and Demonstrating the Links. This resulted in a restatement of prior year balances. Note 32 provides a more detailed breakdown of the impact of this on comparative balances.

The CDF financial accounts show incoming resources of £7.63m in the year. The Department for Communities and Local Government provided grant-in-aid funding of £1.46m for the year. In addition CDF received restricted funding of £4.52m of grants for specific projects from a number of organisations. These included £1.8m for the National Empowerment Partnership, £1.72m for Every Action Counts, £379k for the Meeting the Challenge Support Programme and £230k for the Community Health Exchange. CDF received £659k in fees for the contract management of grant programmes such as the Faiths Communities Capacity Building Fund and Connecting Communities Plus, Community Grants. In addition CDF received £300k in consultancy fees, £198k for training services provided and £235k return on investments.

During the year CDF has disbursed £6.70m to support its charitable objects. Expenditure on restricted programmes accounted for £4.08m including grants of £2.85m. Grants paid under the Every Action Counts programme amounted to £1.45m, and under the National Empowerment Partnership £1.40m.

CDF also disbursed £2.62m of unrestricted expenditure in the community sector. This included £680k on practice development (this includes the staff costs apportioned to Scotland, Wales and the Leeds and Hove offices), £110k on policy and research, £56k on publications and £737k on the contract management of grant programmes.

Summary financial review for the year (2007–08)

CDF Consolidated	Unrestricted £	Restricted £	Total £
Net Incoming Resources	3,106,443	4,525,562	7,632,005
Net Expenditure	2,621,922	4,077,498	6,699,420
Transfers	(19,850)	19,850	–
Gain on Revaluation of Fixed Assets	249,845	–	249,845
Net Movement of Funds	714,516	467,914	1,182,430

The Consolidated Statement of Financial Activities (SOFA) on page 77 shows a net surplus of £1,182,430 (2006–07: deficit of £424,357). The SOFA shows a net surplus on unrestricted funds of £714,516 (2006–07: surplus of £32,789). The surplus on restricted funds is £467,914 (2006–07: deficit of £457,146). This reflects grants received in advance of spend.

A breakdown of restricted funds is given in Note 19.

Financial position

The consolidated Balance Sheet on page 102 shows Net Assets at 31 March 2008 of £5.03m (2007 restated: £3.85m).

Disclosure of audit information to the auditors

So far as the Accounting Officer is aware, there is no relevant audit information of which the Community Development Foundation auditors are unaware. The Accounting Officer has taken all the steps necessary to make herself aware of any relevant audit information and to establish that the Community Development Foundation's auditors are aware of that information.

Supplier payments

As a non-departmental public body (NDPB), CDF is required to make payments to suppliers within 30 days or in compliance with the terms of the particular contract. In the year CDF paid 67% of invoices on time (2007: 70%). This is primarily due to CDF having satellite offices and a centralised payments point. Delays have occurred in passing invoices for payment. Systems are being reviewed to ensure prompt payment. No interest was paid in respect of Late Payment of Commercial Debts (Interest) Act 1998.

Financial management policies

Reserves policy

The Reserves of CDF consist of restricted funds which are available only for the purpose to which they are restricted and the unrestricted funds that are available to meet CDF's objectives.

In relation to unrestricted reserves, the current Trustee policy is to designate reserves where appropriate to meet existing and potential financial commitments of the organisation. This provides a clearer understanding of how the resources of the organisation are being utilised. CDF does not have a 'target' level of reserves as such, but aims to ensure that reserves are sufficient to ensure its continuing operation and to achieve its longer-term strategic aims. In particular it maintains a designated cessation reserve allowing for 6 months operating costs of grant-in-aid funded activity.

A breakdown of the designated reserves is provided in Note 1 and Notes 17 and 18 to the accounts. During the year there were some changes to the designations. The following designated reserves were created:

- Fixed Asset Replacement Reserve – to reflect the need for CDF to maintain its capital base
- SCDC Operating Reserve – for anticipated net operating costs for 2008/09
- Wales Operating Reserve – for anticipated net operating costs for the 3 year period ending 2010/11
- Pension – Debt on Withdrawal Reserve – a reserve has been created to reflect the potential contingent liability relating to withdrawal from the existing pension scheme. Note 30 provides fuller detail on this. Designations to this reserve will be made as the overall reserving of CDF permits, and with respect to the potential value of the contingent liability.
- Designated contracts – this reflected balances held within unrestricted funds relating to specific pieces of work being performed in future years.

The Specific reserve has been reviewed and re-aligned with the Trustees agreed strategic objectives.

The designation of reserves is subject to ongoing review by the Trustees as the strategy of the organisation develops.

Investment policy

The current investment policy is maximising return within a low-risk strategy. In view of the current economic situation our policy during the year was to earn interest by placing cash on short-term deposit rather than in long-term property or share arrangements. The average return on investments for CDF during the year was 4.9%. Investments were consolidated and transferred to CCLA Investment Management Ltd and are held as part of the COIF Charities Deposit Fund. This has historically attracted a higher level than by placing cash on short-term deposit.

Employees

Staff levels

Staff levels in CDF decreased from 68 (43 full-time and 25 part-time) at the end of March 2007 to 59 (45 full-time and 14 part-time) at the end of March 2008.

Key staffing changes during the year were:

- Creation of a Temporary Practice Links Officer post – funding available due to one of the Practice Links Managers being part time for a number of years.
- A decision was made to hold administrative posts vacant within the Projects Department due to fluctuating demands of the programmes.
- Combination of two posts – when the Research Officer, Faith Communities Capacity Building Fund (FCCBF) resigned it was agreed that the work would be combined with that of the Research Officer, Connecting Communities Plus so the FCCBF Research Officer was not replaced.
- Following the resignation of the Administrator in Wales it was decided to engage a temporary person (agency) pending a decision regarding office location.
- Following uncertainties in staffing needs within the Finance Department due to maternity absence a long term agency temporary person continues to be engaged as Purchase Ledger Clerk.
- CDF Training and Consultancy Unit leading to two redundancies (one Training Development Officer and one part-time Training and Consultancy Administrator).

Secondments

Three members of staff were seconded part-time to Communities and Local Government during this period.

- Continued secondment within the Communities and Local Government Department, Community & Empowerment Division (ceased on 31 March 2008).
- VCS and Cohesion Team, National Community Forum for a 12 month period.
- Communication Department for one month.

Staffing profile

During this period we enhanced our ability to deliver our objectives by engaging staff in three categories as detailed below:

- Those designated as being funded by Grant in Aid – these are staff we consider are essential for our basic operation and comprise approximately 50% of the organisation.
- Posts funded directly by external project funding mainly from statutory agencies such as UK government departments, the European Union, NHS. These are time limited and come and go. They are necessary to undertake our project work which in turn enhances our ability to deliver our objectives and comprise approximately 30% of the organisation.
- Posts funded by a variety of sources e.g. management charges for running projects, income generation (publications, consultancy, training). These posts (finance, human resources, research, facilities) are deemed necessary to ensure we are able to continue undertaking our project work and deliver our externally funded work and our objectives and comprise approximately 20% of the organisation.

Regular staff meetings have also been held, giving all staff the opportunity to come together to discuss, learn and share. Departmental Teams also meet regularly, including Directorate, the senior management team, who meet on a monthly basis. In April 2007, Directorate agreed its new remit and introduced short weekly telephone conferences to ensure key information is regularly communicated.

Associates

During 2007–08, CDF continued to develop and expand its network of associates to reflect the wide range of work we were involved in. CDF had over 130 associates to call on, all of whom brought considerable experience of policy and practice work to the organisation. They were involved in conducting pieces of research, writing publications, working on our funding programmes as assessors, trainers, and supporters of groups we fund as well as acting as consultants for external clients and running training programmes for clients.

We implemented the findings from our review of CDF and associate relationships, establishing a handbook for use by all CDF staff, ensuring a quality-assured process for recruitment, monitoring and managing of external contracts and associates. We also reviewed our contracts and type of work required and put in place electronic systems to ensure data is appropriately captured and used throughout CDF. Further developments in this area are also planned, to ensure associates are briefed about CDF and have the opportunity for networking and sharing with CDF staff and other associates.

Equal opportunities policy

CDF's policy is to be an equal opportunities employer. The aim of our policy is to ensure that no job applicant or employee receives less favourable treatment on the grounds of gender, marital status, colour, race, nationality, ethnic or national origin, disability, age, religion, sexual orientation or criminal convictions. Further, no job applicant or employee should be disadvantaged by conditions or requirements which have a disproportionately adverse effect on people in these categories and which cannot be shown to be justifiable on other grounds.

Selection criteria and procedures are reviewed frequently to ensure that individuals are selected, promoted and treated on the basis of their relevant merits and abilities.

Implementation of our CDF-wide Equalities scheme, which covers all areas of activity and functions, is being monitored by the Director, Communications and progress is reported to Trustees annually.

CDF's started the development of a disability equality scheme in order to implement the DDA 1995 statutory duties.

Remuneration report

Remuneration for the Co-Chief Executives and all employees is based on the CDF salary structure and job evaluation scheme. CDF pay bands are reviewed annually by analysing pay and benefit levels of several government departments as well as salary rates in the voluntary and community sector, contained in the annual salary survey published by Celre. The two sources are amalgamated to produce an average which informs CDF pay rates.

The Finance Committee recommends the pay award to the Chief Executive; all pay and cost-of-living recommendations are then submitted to the sponsoring government department for approval.

Chief Executive

The Emoluments and Pensions Entitlements of the Chief Executive Officers for the year were as follows:

	2008		2007	
	Salary	Pensions	Salary	Pensions
	£	£	£	£
S Benioff	15,881	1,585	48,939	5,209
A Seabrooke	74,139	7,210	63,071	6,306

The above figures have been subject to audit.

The Chief Executives were employed on a permanent basis, subject to a three-month notice period. The Chief Executives did not receive any performance-related pay. Health and life insurance benefits are received through a scheme held with Canada Life. The scheme covers all employees of the organisation and total payments made to the scheme in 2007-08 were £54,201.

Sarah Benioff resigned as Co-Chief Executive in June 2007. Alison Seabrooke was appointed full-time Chief Executive in July 2007.

No compensation was paid to former senior managers. There were no awards for early termination except for redundancy. No fees were paid to a third party for the services of a senior manager.

Trustees or connected persons receive no remuneration in respect of their services. Trustees received reimbursement of expenses amounting to £9,033 during the year. This included reimbursement for travel and other reasonable out-of-pocket expenses.

Pensions

Our occupational pension scheme is provided through an outside provider, the Pensions Trust, Growth Plan. This is a money purchase type of pension scheme where the employee and employer's pension contributions are invested to provide a pension on retirement. Current contribution rates are 3.5% of salary from the employee and 10% from CDF. The Pension Trust provides an annual statement to participating individuals providing an estimate of their pension entitlement on retirement.

We are contracted in to the State Second Pension (S2P) so staff pay a higher rate of National Insurance and build up an extra earnings-related state pension, payable at state retirement age.

An on-going review of pension provision is made to ensure it meets the requirements of staff.

Life assurance and permanent health insurance

Staff are covered by two non-contributory insurance schemes:

- Group Life Assurance Scheme which provides four times salary death benefit for death in service;
- Group Income Protection Scheme which provides 75% of salary (less any state benefits) after 26 weeks continuous sickness absence.

Both are subject to the rules of the insurance company providing the schemes.

Post-balance sheet events

Organisational development has been taking place in CDF since 2006. This began with reviewing vision, mission, aims and objectives and clarifying our roles and relationships as an NDPB. In July 2008 this resulted in a realignment of the staffing structure, placing an emphasis on CDF's external facing activity. Some posts were affected by these changes. Those which were resulted in some staff transferring into similar posts that had changed to reflect the new structure. Other posts were placed at risk of compulsory redundancy or were accepted for voluntary redundancy. For those facing redundancy CDF offered an individualised and flexible package of training and support, prior to, and after the end of employment.

This section reviews CDF's future objectives in relation to its strategic aims.

Engaged Communities



National
Empowerment
Partnership

Funding for a future three years has been agreed for the partnership, to now deliver against the findings and evidence of the first year. This will be in partnership with a range of organisations who are also delivering against the empowerment agenda with CLG, such as IDeA, Government Offices, Regional Improvement and Efficiency Partnerships. This will include looking at how we can support local people and communities to feel that they can influence decisions that affect their lives, particularly in local governance and of local public services.

As part of the empowerment work CDF will act as the managing body for work developed and delivered by the Improvement and Development Agency (IDeA). This will entail working with a network of local authorities who have demonstrated that they are at the vanguard of community empowerment activity.

CDF, through its grant-in-aid work, will also explore the potential of an independent, authoritative guide for local authorities on how to meet their Duty to Involve, which comes into force from 2009.

Cohesive Communities



Faiths in Action is a £4 million grants programme open to faith, voluntary and community organisations and groups in England.

This programme will support opportunities within local communities for people of different religions and beliefs to develop strong and positive relationships with one another. Sponsored by Communities and Local Government, this scheme will distribute grants of up to £12,000 to those organisations and groups.

Grants will be distributed in two rounds over two years, and it is hoped that grants will encourage a range of local activities held in a wide variety of community settings.

This fund supports delivery of *“Face-to-Face and Side-by-Side”: A Framework for Partnership in Our Multi Faith Society*. The framework aims to encourage dialogue and collaborative social action involving people with different religions or beliefs as a way of building understanding, celebrating shared values, and empowering people to bring about real and positive change within their local communities.

Stronger Communities and Community Sector

Grassroots Grants

Over the year CDF has been developing a programme with the Office of the Third Sector, which will see a new way of grant-giving to local community groups implemented. Grassroots Grants, an £80m grants and £50m endowment programme, will tender for grant-giving bodies from the non-statutory sector, in the 149 top tier authorities. This will create a mechanism for providing grants which meet a community-focussed need (which could be used as a channel for other Government programmes) and the endowment fund will establish a sustainable resource for the grant-giving body.

Across the 3 strategic aims

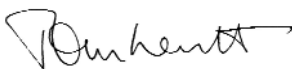
Community Solutions

Through the grant in aid work, Community Solutions is CDF’s vehicle through which it aims to understand and address the implementation problems associated with key national policies through community development practice. Community Solutions is oriented towards the work of public authorities and is initially focused on three specific areas of empowerment (in particular the new statutory Duty to Involve), cohesion and sustainable development.

Community Solutions will develop a good understanding of the context and issues facing public authorities and will work in partnership with authorities to develop and pilot new approaches which seal the gaps in public policy implementation. The detailed work of community solutions will be translated and shared with a wider network of authorities to achieve maximum impact.

CDF’s Ruby Year

In December 2007 CDF launched its Ruby year at a reception at the House of Commons, addressed by Hazel Blears MP, the Secretary of State for the sponsor department CLG. Staff celebrated the occasion, too, at the annual staff conference in April 2008. All publicity and printed work will carry a redesigned ‘40-year’ logo and a series of publications, highlighting the value and benefits of community development, and meetings with policy-makers to highlight community development and promote CDF’s expertise, are planned. This celebration of 40 years will be rounded off with an Empowerment Conference in October 2008 celebrating the contribution community development can make to empowerment and providing space for those interested to debate the issues in a participatory way.



Tom Levitt MP
Chair
13 November 2008



Alison Seabrooke
Chief Executive and Accounting Officer
13 November 2008

Chair: Tom Levitt MP

Suhail I Aziz
Elizabeth Bickerton
Michael Hamilton
Abdul Ismail
Jagwant Johal
Peter Latchford
Professor Ruth Lister CBE
Stewart Murdoch
Andrew Robinson MBE
Dan Rogerson MP
Marilyn Taylor (appointed March 2008)
Alison Wightman
Jeremy Wright MP
Hilary Willmer

Trustee retirements

Mavis Best MBE (resigned November 2007)

Chief Executive

Alison Seabrooke (appointed Chief Executive,
following holding position as Co-Chief Executive July 2007)



9

Professional advisers

Solicitors	Royds Solicitors 65 Carter Lane London EC4V 5HF
Bank	Nat West Commercial Banking City of London Office PO Box 12258 1 Princes Street London EC2R 8PA
Auditors	National Audit Office 151 Buckingham Palace Road London SW1W 9SS

CDF's Offices

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320–326 City Road
London EC1V 2PT

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Fax: 020 7837 6584

Email: admin@cdf.org.uk

Website: www.cdf.org.uk

Human Resources, Communications, Policy and Research, Evaluation, Publications, Dissemination, Finance, European work, Projects, Every Action Counts

CDF North

Community Development Foundation
Suite 4D, Joseph's Well
Hanover Walk
Leeds LS3 1AB

Tel: 0113 246 0909

Fax: 0113 246 7138

Email: north@cdf.org.uk

Practice Development, Practice Links and Learning support work

CDF South

CDF South
Suite 2.05, Dolphin House
2–5 Manchester Street
Brighton BN2 1TF

Tel: 01273 863615

Email: south@cdf.org.uk

Practice Links

CDF in Scotland

Scottish Community Development Centre (SCDC)
Suite 301–309
Baltic Chambers
50 Wellington Street
Glasgow G2 6HJ

Tel: 0141 248 1924

Fax: 0141 248 4938

Email: info@scdc.org.uk

Website: www.scdc.org.uk

Policy, Practice Development, Research, Evaluation, Training and Consultancy, Community Health Exchange (CHEX), LEAP Support Unit

CDF in Wales

Community Development Foundation
University of Wales Registry
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Tel: 02920 376 9900

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Email: wales@cdf.org.uk

Policy, Practice Links Wales, Training and Consultancy

CDF in Europe

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Email: sue.webb@cdf.org.uk
Websites: www.cdf.org.uk

Projects and Grant Administration Programmes

Community Health Exchange (CHEX)

Scottish Community Development Centre
Suite 305, Baltic Chambers
50 Wellington Street
Glasgow G2 6HJ

Tel: 0141 248 1990
Fax: 0141 248 4938
Email: chexadmin@scdc.org.uk
Website: www.scdc.org.uk

Faiths in Action

Community Development Foundation
The Michael Young Centre
Purbeck Road
Cambridge CB2 8HN

Tel: 01223 400 341
Fax: 01223 400 329
Email: fundingadmin@cdf.org.uk

Faith Communities Capacity Building Fund (FCCBF)

Community Development Foundation
The Michael Young Centre
Purbeck Road
Cambridge CB2 8HN

Tel: 01223 400 341
Fax: 01223 400 329
Email: fundingadmin@cdf.org.uk

Grassroots Grants

Community Development Foundation
The Michael Young Centre
Purbeck Road
Cambridge CB2 8HN

Tel: 01223 400 331
Fax: 01223 400 329
Email: grassroots@cdf.org.uk

Connecting Communities Plus, Community Grants (CC Plus)

Community Development Foundation
The Michael Young Centre
Purbeck Road
Cambridge CB2 8HN

Telephone: 01223 400 343
Fax: 01223 400 329
Email: ccplus@cdf.org.uk

Every Action Counts

Community Development Foundation
Unit 5, Angel Gate
320–326 City Road
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Fax: 020 7837 6584
Email: mark.walton@cdf.org.uk

National Empowerment Partnership

Community Development Foundation
Unit 5, Angel Gate
320–326 City Road
London EC1V 2PT

Tel: 020 7833 1772
Fax: 020 7837 6584
Email: jane.dobie@cdf.org.uk

Statement of Accounting Officer's responsibilities

Under the Charities Act 1993, the Home Secretary with the consent of HM Treasury has directed CDF to prepare for each financial year a statement of accounts in the form and on the basis set out in the Accounts Direction. The accounts are prepared on an accruals basis and must give a true and fair view of the state of affairs of CDF and of its net resource outturn, resources applied to objectives, recognised gains and losses and cashflows for the financial year.

In preparing the accounts, the Accounting Officer is required to comply with the requirements of the Government Financial Reporting Manual and in particular to:

- Observe the Accounts Direction issued by the Home Office including the relevant accounting and disclosure requirements, and apply suitable accounting policies on a consistent basis;
- Make judgements and estimates on a reasonable basis;
- State whether applicable accounting standards as set out in the Government Financial Reporting Manual have been followed, and disclose and explain any material departures in the accounts;
- Prepare the accounts on a going concern basis.

The Accounting Officer for the Department for Communities and Local Government designated the Chief Executive, A Seabrooke, as Accounting Officer of CDF. The responsibilities of an Accounting Officer, including responsibility for the propriety and regularity of the public finances for which the Accounting Officer is answerable, for keeping proper records and for safeguarding the CDF's assets, are set out in the Accounting Officers' Memorandum issued by the Treasury and published in Managing Public Money.



Alison Seabrooke
Chief Executive and Accounting Officer
13 November 2008

1. Scope of responsibility

As Accounting Officer and Trustees, we have joint responsibility for maintaining a sound system of internal control that supports the achievement of CDF's policies, aims and objectives, while safeguarding the public funds and assets for which the Accounting Officer is personally responsible, in accordance with the responsibilities assigned to us in Managing Public Money and the requirements laid down by the Department for Communities and Local Government in our annual Grant letter.

2. The purpose of the system of internal control

The system of internal control is designed to manage risk to a reasonable level rather than to eliminate all risk of failure to achieve policies, aims and objectives; it can therefore only provide reasonable and not absolute assurance of effectiveness. The system of internal control is based on an ongoing process designed to identify and prioritise the risks to the achievement of departmental policies, aims and objectives, to evaluate the likelihood of those risks being realised and the impact should they be realised, and to manage them efficiently, effectively and economically. The system of internal control has been in place in CDF for the year ended 31 March 2008 and up to the date of approval of the annual report and accounts, and accords with Treasury guidance.

3. Capacity to handle risk

Risk management is implicit in CDF's systems and procedures. Risks are regularly considered and discussed at the Trustee level and appropriate actions taken when necessary. During this financial year a high level risk register was developed which identifies strategic, regulatory, operational and financial risks across CDF and countermeasures to mitigate these risks. Each department within CDF produces its own quarterly risk register which feeds into the high level register. The latter is considered at monthly Directorate meetings and by the Audit committee every four months.

4. The risk and control framework

The key elements of the risk management strategy include the following:

- The implementation of a corporate plan; vision, mission, strategic aims and objectives have been reviewed enabling a new three-year work plan (2006–09) to be produced, against which resources have been identified. This corporate work also included a

review of CDF's charitable objects. The sum of this activity means that there is a clear line of sight for CDF's activity and a message which can be clearly translated to internal and external stakeholders;

- A senior management team (Directorate), which meets every four weeks to consider the plans and strategic direction of the organisation, including the high level risk register. This team includes the Chief Executive, Directors of Finance, Policy and Research, Practice Development, Projects, Communications and Services, and the HR and Facilities Managers. Other staff attend on an occasional basis to observe and contribute;
- Reports to the Finance and Audit Committees and to the full Trustee board on financial and performance systems of internal control. A Trustee Human Resources Committee also assists with the risk management process. Systems have previously been subject to external assessment every five years, through a Quinquennial Review under the Home Office. The next review will take place in 2010, based on an assessment of current risks.
- The Department for Communities and Local Government's audit and assurance unit conducted an internal audit programme throughout the year. Specific work was undertaken on the financial control framework, corporate governance and risk management, payroll and financial management. Reports were discussed and reported to Management and plans drawn up to ensure points arising were implemented. The reports have also been presented to the Audit Committee;
- The standard Financial Memorandum of Understanding and Management Statement;
- For groups and umbrella groups that receive funding administered by CDF on behalf of the Department for Communities and Local Government such as the Faith Communities Capacity Building Fund, Connecting Communities Plus, Community Grant and the National Empowerment Partnership a member of the finance team or external auditors were engaged to conduct audits on a sample of those recipients to monitor use of funding;
- All managers report regularly to the Chief Executive or senior staff on the steps they are taking to manage risks in their areas of responsibility including progress reports on key projects. Trustees receive regular reports on work performance in relation to objectives;
- Senior staff undertake a regular programme of structured workshops, some of which have external facilitation, to identify and keep up to date the record of risks facing the organisation. This is linked in to the annual work programme process;
- Senior staff operate on an ongoing basis a prioritisation methodology to rank risk and assess cost benefit. This is done both in relation to the annual (and three-yearly) work programme but also for in-year unexpected items or changes;
- Key performance and risk indicators are in place and are the subject of reports to the sponsor department and to Trustees;
- Reports are produced by the Chief Executive on internal control activities for other staff, for Trustees and for the sponsor department;

- Where appropriate, reports are produced on compliance with key government recommendations. Work is under way in relation to implementing CLG's information risk and data handling/security guidance. This involves developing and implementing a data handling policy procedure and the nomination of a Senior Information Risk Owner and Information Asset Owners from amongst CDF's senior management team to oversee the process.
- The Audit Committee meets three times a year. It is responsible for dealing with governance, risk and controls, and finalising the annual accounts.

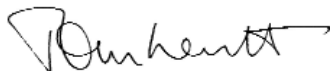
5. Review of effectiveness

As Accounting Officer, I have responsibility for reviewing the effectiveness of the system of internal control. My review of the effectiveness of the system of internal control is informed by the work of the internal auditors and the executive managers within CDF who have responsibility for the development and maintenance of the internal control framework, and comments made by the external auditors and other reports.

Procedures are being implemented to address all issues identified by the internal audits during the year.



Alison Seabrooke
Chief Executive and Accounting Officer
13 November 2008



Tom Levitt MP
Chair
13 November 2008

Community Development Foundation

The certificate and report of the Comptroller and Auditor General to the Houses of Parliament

I certify that I have audited the financial statements of the Community Development Foundation for the year ended 31 March 2008 under the Government Resources and Accounts Act 2000 as amended by Statutory Instrument 2003 No. 1326. These comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement and the related notes. These financial statements have been prepared under the accounting policies set out within them. I have also audited the information in the Remuneration Report that is described in that report as having been audited.

Respective responsibilities of the Accounting Officer, Board of Trustees and auditor

The Board of Trustees and Chief Executive as Accounting Officer are responsible for preparing the Annual Report, which includes the Remuneration Report and the financial statements in accordance with the Charities Act 1993 and the Secretary of State for the Home Office's directions made thereunder and for ensuring the regularity of financial transactions funded by Parliamentary grant (grant-in-aid). These responsibilities are set out in the Statement of Accounting Officer's Responsibilities.

My responsibility is to audit the financial statements and the part of the remuneration report to be audited in accordance with relevant legal and regulatory requirements, and with International Standards on Auditing (UK and Ireland).

I report to you my opinion as to whether the financial statements give a true and fair view and whether the financial statements and the part of the Remuneration Report to be audited have been properly prepared in accordance with the Charities Act 1993 and the Secretary of State for the Home Office's directions made thereunder. I report to you whether, in my opinion, the information, which comprises the Chair's Report and Trustees' Report included in the Annual Report, is consistent with the financial statements. I also report whether in all material respects the expenditure, income and resources funded by grant-in-aid have been applied to the purposes intended by Parliament and the financial transactions conform to the authorities which govern them.

In addition, I report to you if the Community Development Foundation has not kept proper accounting records, if I have not received all the information and explanations I require for my audit, or if information specified by relevant authorities regarding remuneration and other transactions is not disclosed.

I review whether the Statement on Internal Control reflects the Community Development Foundation's compliance with HM Treasury's guidance, and I report if it does not. I am not required to consider whether this statement covers all risks and controls, or form an opinion on the effectiveness of the Community Development Foundation's corporate governance procedures or its risk and control procedures.

I read the other information contained in the Annual Report and consider whether it is consistent with the audited financial statements. This information comprises the Chair's Report and Trustees' Report. I consider the implications for my report if I become aware of any apparent misstatements or material inconsistencies with the financial statements. My responsibilities do not extend to any other information.

Basis of audit opinion

I conducted my audit in accordance with International Standards on Auditing (UK and Ireland) issued by the Auditing Practices Board. My audit includes examination, on a test basis, of evidence relevant to the amounts, disclosures and regularity of financial transactions included in the financial statements and the part of the Remuneration Report to be audited. It also includes an assessment of the significant estimates and judgments made by the Board of Trustees and Accounting Officer in the preparation of the financial statements, and of whether the accounting policies are most appropriate to the Community Development Foundation's circumstances, consistently applied and adequately disclosed.

I planned and performed my audit so as to obtain all the information and explanations which I considered necessary in order to provide me with sufficient evidence to give reasonable assurance that the financial statements and the part of the Remuneration Report to be audited are free from material misstatement, whether caused by fraud or error, and that in all material respects the expenditure, income and resources funded by grant in aid have been applied to the purposes intended by Parliament and the financial transactions conform to the authorities which govern them. In forming my opinion I also evaluated the overall adequacy of the presentation of information in the financial statements and the part of the Remuneration Report to be audited.

Opinions

In my opinion:

- the financial statements give a true and fair view, in accordance with the Charities Act 1993 and directions made thereunder by the Secretary of State for the Home Office, of the state of the Community Development Foundation's and the group's affairs as at 31 March 2008 and of its incoming resources and application of resources of the group for the year then ended;

- the financial statements and the part of the Remuneration Report to be audited have been properly prepared in accordance with the Charities Act 1993 and Secretary of State for the Home Office's directions made thereunder; and
- information, which comprises the Chair's Report and Trustees' Report, included within the Annual Report, is consistent with the financial statements.

Opinion on Regularity

In my opinion, in all material respects, the expenditure and income funded by grant-in-aid have been applied to the purposes intended by Parliament and the financial transactions conform to the authorities which govern them.

Report

I have no observations to make on these financial statements.

T J Burr
Comptroller and Auditor General
National Audit Office
151 Buckingham Palace Road
Victoria
London
SW1W 9SS

14 November 2008

Statement of financial activities

Consolidated statement of financial activities for the year ended 31 March 2008

	Notes	Unrestricted Funds £	Restricted Funds £	Total Funds 2008 £	Total Funds 2007 £
Incoming resources for the year					
Incoming resources from generated funds					
Voluntary income		1,462,022	10,000	1,472,022	1,548,500
Investment income		235,329	0	235,329	226,571
Incoming resources from charitable activities		1,344,515	4,515,562	5,860,077	3,710,247
Other incoming resources		64,577	0	64,577	35,133
Total incoming resources	2	3,106,443	4,525,562	7,632,005	5,520,451
Resources expended for the year					
Charitable activities					
Governance costs		98,768	0	98,768	87,630
Total expenditure	3/4	2,621,922	4,077,498	6,699,420	5,944,808
Notional costs					
Cost of capital	6	155,392	0	155,392	142,126
Net incoming/(outgoing) resources		329,129	448,064	777,193	(566,483)
Reversal of notional costs		155,392	0	155,392	142,126
Net incoming/(outgoing) resources		484,521	448,064	932,585	(424,357)
Transfers between funds	20	(19,850)	19,850	0	0
Gains on revaluation of fixed assets	9	249,845	0	249,845	0
Net movement in funds		714,516	467,914	1,182,430	(424,357)
Restated fund balances brought forward at 1 April 2007					
		3,374,334	474,234	3,848,568	4,272,925
Fund balances carried forward at 31 March 2008					
	21	4,088,850	942,148	5,030,998	3,848,568

The notes on pages 85 to 117 form part of these financial statements. The Charity has no recognised gains or losses other than the net movement in funds for the year. The incoming resources and resulting net movement in funds in each of the financial years arises from continuing operations. There were no discontinued operations or acquisitions in the year.

Consolidated balance sheet as at 31 March 2008

	Notes	2008 £	2007 restated £
Fixed assets			
Tangible assets		1,184,494	988,554
Intangible assets		47,997	56,069
Total fixed assets	9	1,232,491	1,044,623
Current assets			
Stock	11	19,830	0
Debtors	12	819,303	375,346
Investments	27	4,074,514	2,157,986
Cash at bank	27	482,701	820,315
Total current assets		5,396,348	3,353,647
Liabilities			
Creditors	14	1,594,061	549,702
Net current assets		3,802,287	2,803,945
Total assets less current liabilities		5,034,778	3,848,568
Creditors due after more than 1 year	14	3,780	0
Net assets		5,030,998	3,848,568
The funds of the charity			
Restricted funds	19	942,148	474,234
Unrestricted funds	17	4,088,850	3,374,334
Total charity funds	21	5,030,998	3,848,568

The notes on pages 85 to 117 form part of these financial statements. The accounts were approved by the Trustees and Chief Executive on 13 November 2008 and were signed on their behalf by:



Chair

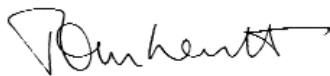


Chief Executive

Community Development Foundation's balance sheet as at 31 March 2008

	Notes	2008	2007
	£	£	restated £
Fixed assets			
Tangible assets		209,493	248,051
Intangible assets		47,997	56,069
Total fixed assets	10	257,490	304,120
Current assets			
Stock	11	19,830	0
Debtors	13	819,303	375,346
Investments	27	4,074,514	2,157,986
Cash at bank	27	482,701	820,315
Total current assets		5,396,348	3,353,647
Liabilities			
Creditors	15	1,591,973	548,492
Net current assets		3,804,375	2,805,155
Debtors due after 1 year	13	259,595	275,820
Total assets less current liabilities		4,321,460	3,385,095
Creditors due after more than 1 year	15	3,780	0
Net assets		4,317,680	3,385,095
The funds of the charity			
Restricted funds	19	942,148	474,234
Unrestricted funds	18	3,375,532	2,910,861
Total charity funds	22	4,317,680	3,385,095

The notes on pages 85 to 117 form part of these financial statements. The accounts were approved by the Trustees and Chief Executive on 13 November 2008 and were signed on their behalf by



Chair



Chief Executive

Consolidated cashflow statement for the year ended 31 March 2008

	Notes	2008 £	2007 restated £
Net cashflow inflow/(outflow) from operating activities	25	1,614,455	(1,637,510)
Capital expenditure and financial investment			
Purchase of fixed assets	9	(35,541)	(61,714)
Net cash inflow (outflow) on capital expenditure and financial investment		1,578,914	(1,699,224)
Financing			
Cash inflow (outflow) from short-term deposits	26	(1,916,528)	2,524,128
Net cash inflow/(outflow) from financing		(1,916,528)	2,524,128
Increase (decrease) of cash in year		(337,614)	824,904

I. Basis of accounting and accounting policies

Basis of accounting

The Financial statements set out on pages 77 to 83 together with the Notes on pages 85 to 117 have been prepared on a going concern and accruals basis in accordance with the Accounts Direction given by the Secretary of State with the consent of Treasury in accordance with Sections 41 and 42 of the Charities Act 1993 (The Charities Accounts and Reports) Regulations 2005 (2005 No. 572). The Regulations are supported by a Statement of Recommended Practice “Accounting and Reporting by Charities” (revised 2005) and applicable accounting standards. The financial statements also comply with the Treasury’s Financial Reporting Manual (FReM). The FReM additionally requires Charitable NDPBs to follow the principles set out in the FReM, including providing additional disclosures where the FReM requirements go beyond those required by the SORP or other charitable legislation.

Consolidated financial statements have been prepared for CDF and its subsidiary company CPF Trust Ltd. In addition a separate balance sheet has been prepared for CDF. The income and expenditure of the subsidiary trading company are taken to the consolidated Statement of Financial Activities (SOFA). The SOFA, adjusted for intra group transactions, and the Balance Sheets of CDF and CPF Trust Ltd are consolidated on a line by line basis.

Fund accounting

The reserves have been allocated to designated funds and future applications.

Designated funds (see notes 17 and 18)

a) Fixed assets

This represents the value of Fixed Assets held. It has been renamed from the ‘Loans and Fixed Asset Reserve’.

b) CPF Trust

This represents the net value of assets held in the CDF balance sheet relating to CPF Trust.

c) Specific reserve

This represents a number of initiatives as follows:

	£
Strategic Investment and Development	186,386
SCDC Strategic Investment and Development	415,000
Pay and Grading Review	154,790
Operating Commitments	332,839
Maternity Coverage	30,000
Investors in People	5,000
Total	1,124,015

d) General redundancy

This reserve is set to cover expected redundancy costs arising from Organisational Development taking place in 2008/09.

e) Cessation reserve

The sum of £750,000 has been set aside to meet 6 months financial operating obligations of the group should it face cessation.

f) Designated contracts

This is a new reserve that represents funds received for the performance of specific contracts.

g) Fixed asset replacement reserve

This is a new reserve is to ensure funds are available to meet the capital requirements of CDF. Reserves are set at the net difference between additions and depreciation in the year.

h) SCDC operating reserve

This covers anticipated net operating costs for SCDC in 2008/09.

i) Wales operating reserve

This covers anticipated net operating costs for CDF's operations in Wales for the 3 year period from 2008/09 to 2010/11.

j) Pension – debt on withdrawal reserve

A reserve is being built up to ensure funds are available should the pension debt on withdrawal liability crystallise. Note 30 provides additional detail and background on this.

General reserve

This reserve represents the funds, which are not currently designated for any specific purpose.

Restricted funds (See note 19)

These funds are subject to specific conditions imposed by the donors.

Incoming resources

Grants receivable

A prudent estimate of grants receivable for the period is credited to income on receipt of notification from the grantor of a grant being made available for the period.

Where grants are received prior to the end of the financial year in respect of specific expenditure that is to be carried out during the following financial year, these grants are credited to Deferred Income in the year of receipt. If the grant is of a capital nature or has not yet been earned it should be recognised when it is receivable.

The Grant in Aid from the Department for Communities and Local Government is recorded in the Statement of Financial Activities in the year for which it relates, after a grant letter has been received stating the group is entitled to the Grant In Aid and the amount is clearly stated. In the SOFA the grant has been allocated to the group's activities in the same proportion as in the latest Trustee approved budget.

Treatment of income as grant, conduit and contract income

CDF both receives grants to perform pieces of work, and undertakes contract work for the grant management and administration of programmes.

Where contract work is undertaken for the grant management of programmes, any funding received for subsequent payment as grants is treated as conduit funding and excluded from the accounts of CDF. CDF only recognises income received as its management fee in the accounts for this work. This treatment is in accordance with the requirements of the Charities SORP.

Where CDF receives grant funding for pieces of work then this will be fully recognised in the accounts of CDF.

The treatment of 4 programmes of work was revised during the year. The Faiths and Connecting Communities Plus programmes had previously been treated as grant programmes but are now treated as contracts for grant management with conduit funding. The Demonstrating the Links and Scottish Community Action Research Fund had previously been treated as restricted fund grants but are now treated as contracts.

These revisions were undertaken after internal and external review of the agreements.

Investment income

Investment income is earned on cash surpluses held by CDF. Investment income is earned from two main sources:

- A Natwest business reserve account is held where cash earns interest on all balances held overnight;
- Longer-term investments are held in risk-free, short-term money market deposits with CCLA Investment Management Ltd in the COIF Charities Deposit Fund. During the year investments had also been held with Natwest Treasury and Barclays Bank.

Investment income earned with respect to restricted funds is allocated to those restricted fund balances.

Donations

Donations are mainly from the corporate sector. These are recognised on an accruals basis where there is reasonable assurance of receipt.

Deferred Income

Income arising on work to be undertaken in subsequent financial periods will be deferred to that period on the balance sheet.

Capital for restricted funds is fully charged to the SOFA in the year of purchase. A provision is set up for subsequent depreciation of assets and released to the SOFA over the life of the asset.

Resources expended

Expenditure is classified between “costs in the furtherance of Charitable Activities” and Governance Costs.

Costs in furtherance of charitable activities

These include direct expenditures such as staff costs, premises and other operational costs for the core objectives of the group – achieving stronger communities and a community sector, improving community cohesion, and improving community engagement.

For grant making programmes, grants are recorded in the Statement of Financial Activities when they are paid out to the groups.

Governance

These include direct expenditures such as audit fees, cost of Trustees meetings, the preparation of the annual report and strategic planning within CDF.

There were no fundraising activities or related costs in the year.

Analysis of Income and Expenditure across Objectives

In Notes 2 and 3 income and expenditure is analysed by charitable objective.

All income and expenditure is allocated across objectives on an activity level by the relevant budget manager. This is then reviewed by the Finance Director and Chief Executive to ensure correctness and consistency.

Liquid Resources

This includes cash held on short-term deposit for at least a day in order to earn interest. All other cash held is cash at bank or in hand and is therefore disclosed as “Bank and Cash” on the balance sheet.

Liabilities

A liability is recognised when a constructive obligation has arisen. This is either when there is a contract in place or when the goods or services have been satisfactorily received and a payment is due.

Bad debt provision

Bad Debt provisions are made for debtors when there is a probable likelihood that they will not be recovered. All debts greater than 3 months old are now fully provided for.

Fixed assets

Fixed assets comprise items with expenditure greater than £100, which are held for continuing use by the group. Assets are held at valuation. They are depreciated on a straight-line basis over their estimated useful economic lives as follows:

Furniture and Equipment	3–20 years
IT Equipment	3–5 years
Intangible Assets	4 years
Freehold Land and Buildings	50 years
Leasehold Land and Buildings	50 years

Depreciation is calculated both in year of purchase and year of disposal.

Valuation of assets is undertaken on the following basis:

Freehold and Leasehold Land and Buildings: an external valuation is undertaken every 5 years. Indexation of assets from valuation is made for other years.

Furniture and Equipment, IT Equipment and Intangible Assets: a depreciated historic cost basis is used as a proxy for current valuations. Freehold land and buildings were revalued in 2007/08.

Restricted fund assets are fully charged to the SOFA in the year of acquisition. A deferred capital charges provision is then released against depreciation of the asset in subsequent years.

A fixed asset impairment review is only undertaken if there are any indicators that one may be necessary. Consideration is made of potential or planned changes to CDF’s business and of the condition of assets.

The useful economic lives of all assets was reviewed during the year and adjustment made where the existing life was considered inappropriate. Depreciation was recalculated to reflect the revised useful economic life. This review was undertaken by the Facilities Manager and reviewed by the Finance Director.

Investments

Investments comprise short term deposits held with CCLA Investment Management Ltd. Investments have been held in the year with Natwest Treasury and Barclays Bank. These were transferred across to CCLA Investment Management during the year.

The investment policy is to maximise return on surplus cash funds while ensuring these are held in risk-free investments.

Stock

Stock is held at the lower of cost and net realisable value.

Stock consists of books and pamphlets held for resale. In previous years all costs have been charged as incurred. However the value of publications held is now considered material and a year-end stock value has been included on the balance sheet.

Finance and Operating Leases

Costs in relation to operating leases are charged to the Statement of Financial Activity over the life of the lease.

Assets held under finance leases, which are those where substantially all the risks and rewards of ownership of the asset have passed to CDF, are capitalised on the Balance Sheet and depreciated over their useful lives. The interest element of the rental obligations is charged to the Statement of Financial Activities over the period of the lease and represents a constant proportion of the balance of capital repayments outstanding.

Cashflow Statement

Under Financial Reporting Standard 1 (revised), the group is required to prepare a cashflow statement on the grounds of its size.

Taxation

As a charity CDF is exempt from corporation tax under Section 505 ICTA 1988. CDF is however registered for VAT and is not exempt from those requirements. CDF accounts for VAT due or reclaimable through quarterly VAT returns. Irrecoverable VAT is fully charged to the Statement of Financial Activity as it arises.

2. Net incoming resources

	Grant-in-aid	Other grants	Other	Total 2008	Total 2007 restated
	£	£	£	£	£
Unrestricted incoming resources					
Donations and sponsorship	0	0	0	0	28,500
Stronger communities and community sector	413,818	105,233	191,348	710,399	1,003,094
Cohesive communities	551,857	53,152	725,943	1,330,952	1,280,782
Engaged communities	496,355	66,413	202,418	765,186	706,587
Unrestricted incoming resources	1,462,030	224,798	1,119,709	2,806,537	3,018,963
Restricted incoming resources					
Community Health Exchange	0	229,650	0	229,650	231,168
Leap for Health Unit	0	34,313	0	34,313	125,065
Standards for Community Engagement	0	80,000	0	80,000	164,400
Healthy Living Centre	0	173,860	0	173,860	75,657
Carnegie UK Trust	0	20,107	0	20,107	17,035
Every Action Counts	0	1,715,000	0	1,715,000	1,622,459
Plan D	0	39,483	0	39,483	0
National Empowerment Partnership	0	1,789,999	0	1,789,999	0
Capacity Building Development Programme	0	54,400	0	54,400	0
Meeting the Challenge Support Programme	0	378,750	0	378,750	0
John Laing	0	0	10,000	10,000	0
Age Concern	0	0	0	0	4,000
Restricted incoming resources	0	4,515,562	10,000	4,525,562	2,239,784
Activities in furtherance of the charity's objects	1,462,030	4,740,360	1,129,709	7,332,099	5,258,747
Investment income					
Unrestricted resources					
Interest receivable	0	0	235,329	235,329	226,571
Restricted resources					
Interest receivable	0	0	0	0	0
Investment income	0	0	235,329	235,329	226,571
Other incoming resources					
Unrestricted resources					
Recovery on staff seconded	0	0	62,154	62,154	35,133
Other	0	0	2,423	2,423	0
Unrestricted resources	0	0	64,577	64,577	35,133
Net incoming resources	1,462,030	4,740,360	1,429,615	7,632,005	5,520,451

The Grant In Aid received from CLG for 2008 was £1,462,000 (2007: £1,520,000). All Grant In Aid received was revenue grant.

3. Net expenditure for the year

Analysis of resources expended

	Activities undertaken directly £	Grant funding of activities £	Support costs £	Total 07/08 £	Total 2006/07 restated £
Stronger communities and community sector	670,689	728,695	241,512	1,640,896	2,214,421
Cohesive communities	1,295,381	0	299,268	1,594,649	1,570,553
Engaged communities	954,648	2,125,042	285,416	3,365,106	2,072,204
	2,920,718	2,853,737	826,196	6,600,651	5,857,178
Governance	98,769	0	0	98,769	87,630
	3,019,487	2,853,737	826,196	6,699,420	5,944,808

Analysis of grant funding of activities

	Grants to institutions £	Grants to individuals £	Total 07/08 £	Total 2006/07 restated £
Every Action Counts	1,452,391	0	1,452,391	1,473,293
National Empowerment Partnership	1,398,846	0	1,398,846	0
ESCR Case Studentship	2,500	0	2,500	5,000
NSF	0	0	0	100,285
	2,853,737	0	2,853,737	1,578,578

A list of recipients of grants is available on the CDF website.

Analysis of Support costs

	Management £	Facilities and IT £	Finance £	Human resources £	Grant- making Support costs £	Total 07/08 £	Total 06/07 restated £
Stronger communities and community sector	82,299	64,479	57,559	36,620	555	241,512	423,359
Cohesive communities	102,041	79,947	71,367	45,405	508	299,268	340,951
Engaged communities	97,278	76,214	68,036	43,285	603	285,416	397,239
Total	281,618	220,640	196,962	125,310	1,666	826,196	1,161,549

Direct costs are allocated by activity between the objectives. Where an activity relates to more than one of CDF's objectives then an apportionment has been made based on the budget manager's understanding of the work undertaken.

Support costs are apportioned on the basis of headcount attributable to activities across the organisation.

4. Net expenditure for the year

	Total 2008	Total 2007
	£	restated
		£
Depreciation	96,907	99,920
Rent and rates	114,570	116,750
Communications and information	150,129	175,456
Telephone and postage	57,098	86,900
Insurance	730	4,002
Audit	40,202	34,325
Trustees costs	13,910	11,136
Consultancy costs	556,367	596,524
Travel and subsistence	112,975	134,671

The external audit fee for 2008 is £23,000 (2007: £22,000).

Trustees or connected persons receive no remuneration in respect of their services. Trustees received reimbursement of expenses amounting to £9,033 (2007: £5,496). This included reimbursement for travel and other reasonable out of pocket expenses. The number of Trustees who claimed expenses in 2008 was 11 (2007: 11).

5. Staff emoluments

	2008	2007
	£	restated
		£
Wages and salaries	1,754,751	1,734,241
Social security costs	184,362	181,280
Pension costs	142,249	157,585
Agency staff	41,603	90,960
	2,122,965	2,164,066
Recoveries from staff secondment	(62,154)	(35,133)
Inward staff secondment	97,533	89,761
Total staff emoluments	2,158,344	2,218,694

The number of employees whose emoluments as defined for taxation purposes (basic pay and taxable benefits) amounted to over £70,000 in the year was as follows:

	2008	2007
		restated
£60,001- £70,000	0	1
£70,001- £80,001	1	0

All employees whose emoluments were greater than £70,000 are part of a defined contribution pension scheme and CDF paid contributions of £7,210 for these employees

The average number of people, including part-time staff employed during the year was 54 (2007: 58).

Full time equivalent staff employed by objective are :

	2008	2007
	£	£
<i>Permanent Staff (excluding outward secondment)</i>		
Stronger communities and community sector	15	19
Cohesive communities	19	22
Engaged communities	20	17
	54	58
<i>Agency Staff</i>		
Stronger communities and community sector	0.6	1
Cohesive communities	0.7	2
Engaged communities	0.7	1
	2	4
Total	56	62

Pensions

CDF offers an occupational pension plan to all employees through the Pension Trust. This is a Money Purchase Plan, which equates to a defined contribution scheme. CDF contribute 10% of the gross salary to relevant staff. Staff make a contribution of 3.5% to match and any voluntary contributions that they wish to make. The Pensions Trust provides an annual statement to participating individuals providing a broad estimate of their protected pension.

Pensions costs charged in the year amounted to £142,249 (2007: £157,585). At the balance sheet date there were no prepaid pensions costs. The assets of the scheme are held separately from those of the group in an independently administered fund.

6. Notional cost of capital

Notional cost of capital is calculated as 3.5% of the average capital employed by the Group in the year. This disclosure is required as the group is a Non-Departmental Public Body. The cost of capital calculated for 2008 is £155,392 (2007: £142,126).

7. Trading subsidiary

CPF Trust is a subsidiary undertaking of CDF. The company's principal activity during the year continued to be that of owning the CDF headquarters building and letting it to the Community Development Foundation.

The headquarters building is at Unit 5, Angel Gate, 320-326 City Road, London EC1V 2PT. The premises is a leasehold property with 981 years remaining on the lease. It is the registered address for the parent company the Community Development Foundation.

A summary of the results and net assets of CPF Trust is shown below.

	Unrestricted funds £	Restricted funds £	Total funds 2008 £	Total funds 2007 £
Income and expenditure				
Incoming resources	37,470	0	37,470	37,365
Resources expended	37,470	0	37,470	37,365
Movements in funds from operations	0	0	0	0
Surplus on revaluation of buildings	249,845	0	249,845	0
Net movement in funds	249,845	0	249,845	0
Balances brought forward at 1 April 2007	463,473	0	463,473	463,473
Balances carried forward at 31 March 2008	713,318	0	713,318	463,473

8. Reconciliation of individual charities' results to consolidated statement of financial activities

	CDF funds (parent) £	CPF Trust funds (subsidiary) £	Intra group £	Total funds 2008 (group) £
Net incoming resources for the year	7,651,929	287,315	(57,394)	7,881,850
Net expenditure for the year	6,719,344	37,470	(57,394)	6,699,420
Net movement in funds	932,585	249,845	0	1,182,430
Fund balances brought forward at 1 April 2007	3,385,095	463,473	0	3,848,568
Fund balances carried forward at 31 March 2008	4,317,680	713,318	0	5,030,998

9. Fixed assets (consolidated)

	Furniture & equipment	IT equipment	Intangible assets	Leasehold land & buildings	Finance Leases	Total
	£	£	£	£	£	£
Cost						
At 1 April 2007	315,256	243,574	108,336	767,360	0	1,434,526
Additions	501	10,819	15,721	0	8,500	35,541
Disposals	(10,083)	(16,861)	(1,491)	0	0	(28,435)
Transfers	1,386	(1,386)	0	0	0	0
Revaluation	0	0	0	249,845	0	249,845
At 31 March 2008	307,060	236,146	122,566	1,017,205	8,500	1,691,477
Depreciation						
At 1 April 2007	142,447	168,332	52,267	26,857	0	389,903
Charge for the year	5,797	48,570	23,793	15,347	3,400	96,907
Disposals	(9,931)	(16,402)	(1,491)	0	0	(27,824)
At 31 March 2008	138,313	200,500	74,569	42,204	3,400	458,986
Net Book Value at 31 March 2008	168,747	35,646	47,997	975,001	5,100	1,232,491
Net Book Value at 1 April 2007	172,809	75,242	56,069	740,503	0	1,044,623

All of the fixed assets shown above are used for direct charitable purposes. During the year a number of assets were reclassified between categories. These are shown as transfers in the above table.

The property at Unit 5 Angel Gate, EC1V 2PT is the subject of a 999 year lease, this had 982 years remaining when acquired. A valuation of the property at Unit 5 Angel Gate was made as at 31 March 2008. The property was valued at £975k. The valuation was undertaken by Goodsir Graham – an independent firm of surveyors. The valuation has been made on an 'Existing Use Value' basis in accordance with the RICS Appraisal and Valuation Manual.

10. Fixed assets (parent charity)

	Furniture & equipment	IT equipment	Intangible assets	Finance Leases	Total
	£	£	£	£	£
Cost					
At 1 April 2007	315,256	243,574	108,336	0	667,166
Additions	501	10,819	15,721	8,500	35,541
Disposals	(10,083)	(16,861)	(1,491)	0	(28,435)
Transfers	1,386	(1,386)	0	0	0
At 31 March 2008	307,060	236,146	122,566	8,500	674,272
Depreciation					
At 1 April 2007	142,447	168,332	52,267	0	363,046
Charge for the year	5,797	48,570	23,793	3,400	81,560
Disposals	(9,931)	(16,402)	(1,491)	0	(27,824)
At 31 March 2008	138,313	200,500	74,569	3,400	416,782
Net Book Value at 31 March 2008	168,747	35,646	47,997	5,100	257,490
Net Book Value at 1 April 2007	172,809	75,242	56,069	0	304,120

All of the fixed assets shown above are used for direct charitable purposes. During the year a number of assets were reclassified between categories. These are shown as transfers in the above table.

11. Stock

	2008	2007
	£	£
Stock held for resale	19,830	0

12. Debtors (consolidated)

	2008	2007
	£	restated £
Due within one year		
Sundry debtors	542,699	355,494
Accrued Income	77,404	0
Prepayments	94,774	19,852
Other Debtors	104,426	0
	819,303	375,346

13. Debtors (parent charity)

	2008	2007
	£	restated £
Due within one year		
Sundry debtors	542,699	355,494
Accrued Income	77,404	0
Prepayments	94,774	19,852
Other Debtors	104,426	0
	819,303	375,346
Due after more than one year		
CPF Trust debtor	59,595	75,820
Loan to CPF Trust	200,000	200,000
	259,595	275,820
Total	1,078,898	651,166

The Community Development Foundation has loaned a sum of £200,000 to CPF Trust Limited to assist in the purchase of the Foundation's headquarters. The loan is for a period of 15 years, carries a rate of interest of 4.75% and is secured by a second mortgage on the property.

Included in the CPF Trust Debtor is the amount that CPF Trust owes Community Development Foundation for financing the property related costs after taking into account what Community Development Foundation owes CPF Trust for renting the premises.

14. Creditors (consolidated)

	2008	2007
	£	restated £
Due in less than one year		
Loans and overdrafts	283,127	0
Accruals	299,192	169,566
Deferred income	309,193	46,815
Trade creditors	341,030	231,309
VAT creditor	359,060	28,035
Tax and social security	0	55,502
Other creditors	0	18,475
Finance lease	2,459	0
	1,594,061	549,702
Due after more than one year		
Finance lease	3,780	0
	3,780	0
Total	1,597,841	549,702

15. Creditors (parent charity)

	2008	2007
	£	restated
		£
Due in less than one year		
Loans and overdrafts	283,127	0
Accruals	297,104	168,356
Deferred income	309,193	46,815
Trade creditors	341,030	231,309
VAT creditor	359,060	28,035
Tax and social security	0	55,502
Other creditors	0	18,475
Finance lease	2,459	0
	1,591,973	548,492
Due after more than one year		
Finance lease	3,780	0
	3,780	0
Total	1,595,753	548,492

16. Intra-government balances

	2008	2007
	£	restated
		£
Debtors < 1 year		
Other central govt bodies	429,636	36,848
Local authorities	27,889	52,150
NHS bodies	12,822	16,465
Public Corporations	0	224
Total intra-government balances	470,347	105,687
Balances with bodies external to government	348,956	269,659
Total	819,303	375,346

Included within the 'Other central govt bodies' balance is an amount of £412,402 with CLG (2006–07: £6,221).

	2008	2007
	£	restated
		£
Creditors < 1 year		
Other central govt bodies	682,060	116,538
Local authorities	868	13,485
NHS bodies	0	150
Public Corporations	0	0
Total intra-government balances	682,928	130,173
Balances with bodies external to government	911,133	419,529
Total	1,594,061	549,702
Creditors > 1 year		
Balances with bodies external to government	3,780	0
Total	1,597,841	549,702

Included within the 'Other central govt bodies' balance is an amount of £300,000 with CLG (2006–07: £413).

17. Unrestricted funds (consolidated)

	Balance at 1 April 2007	Movement in funds		Balance at 31 March 2008
		Designations	Releases	
	£	£	£	£
Fixed asset reserve	1,030,523	196,618	0	1,227,141
Specific reserve	1,167,659	77,157	(120,801)	1,124,015
General redundancy reserve	96,910	206,853	(3,763)	300,000
Cessation fund	731,000	19,000	0	750,000
Designated contracts reserve	0	103,847	0	103,847
Fixed asset replacement reserve	0	61,365	0	61,365
SCDC operating reserve	0	87,000	0	87,000
Wales operating reserve	0	254,292	0	254,292
Pensions debt on withdrawal reserve	0	100,000	0	100,000
Total designated funds	3,026,092	1,106,132	(124,564)	4,007,660
General reserve	348,242	(267,052)	0	81,190
Total unrestricted funds	3,374,334	839,080	(124,564)	4,088,850

The Designated Contracts reserve represents funds to meet future specific pieces of work. The Fixed Asset Replacement reserve is designated to meet future capital requirements. The SCDC Operating reserve and Wales Operating reserves represent funding of future operations out of reserves. The Pensions – Debt on Withdrawal reserve represents a fund to meet the contingent liability if CDF was to withdraw from its existing pension scheme.

18. Unrestricted funds (parent charity)

	Movement in funds			Balance at 31 March 2008 £
	Balance at 1 April 2007 £	Designations £	Releases £	
Fixed asset reserve	290,019	0	(37,880)	252,139
CPF Trust reserve	275,820	0	(16,225)	259,595
Specific reserve	1,167,659	77,157	(120,801)	1,124,015
General redundancy reserve	96,910	206,853	(3,763)	300,000
Cessation fund	731,000	19,000	0	750,000
Designated contracts reserve	0	103,847	0	103,847
Fixed asset replacement reserve	0	61,365	0	61,365
SCDC operating reserve	0	87,000	0	87,000
Wales operating reserve	0	254,292	0	254,292
Pensions debt on withdrawal reserve	0	100,000	0	100,000
Total Designated Funds	2,561,408	909,514	(178,669)	3,292,253
General reserve	349,453	(266,174)	0	83,279
Total Unrestricted Funds	2,910,861	643,340	(178,669)	3,375,532

The Designated Contracts reserve represents funds to meet future specific pieces of work. The Fixed Asset Replacement reserve is designated to meet future capital requirements. The SCDC Operating reserve and Wales Operating reserves represent funding of future operations out of reserves. The Pensions – Debt on Withdrawal reserve represents a fund to meet the contingent liability if CDF was to withdraw from its existing pension scheme.

19. Restricted funds

	Movement in funds				Balance at 31 March 2008 £
	Balance at 1 April 2007 £	Designations £	Releases £	Transfers £	
Age Concern	4,000	0	0	0	4,000
Bangor Project Community Fund	3,377	0	0	0	3,377
Canterbury People's Grp	4,886	0	0	0	4,886
Capacity Building Development Programme	0	54,400	(54,400)	0	0
Carnegie UK Trust RARP	12,670	20,107	(31,902)	0	875
Community Forum	430	0	0	0	430
Community Health Exchange	104,429	229,650	(238,614)	0	95,465
Community Resource Fund	14,531	0	0	0	14,531
Connecting Communities (2002 – SCDC Project)	6,649	0	(6,649)	0	0
Every Action Counts	51,205	1,715,000	(1,606,461)	0	159,744
Faith One Off Community Enterprise	(34)	0	0	0	(34)
Healthy Living Centre	7,489	173,860	(79,413)	0	101,936
John Laing	0	10,000	0	0	10,000
LEAP For Health	89,176	34,313	(123,489)	0	0
Learning Action Centres DFEE	438	0	0	0	438
Learning Action Centres DTI	2,279	0	0	0	2,279
Learning Development Partnerships	9,190	0	(9,190)	0	0
Leeds City Council Project	306	0	0	0	306
Leicester Practice Learning Centre	3,722	0	0	0	3,722
Local Initiatives	874	0	0	0	874
London Survivors Group	325	0	0	0	325
Measures of Community Shares	7,000	0	0	0	7,000
Meeting the Challenge Support Programme	0	378,750	(35,368)	0	343,382
National Empowerment Partnership	0	1,789,999	(1,695,332)	0	94,667
Neighbourhood Support Fund	46,722	0	(551)	0	46,171
Plan D	0	39,483	(22,502)	0	16,981
Policy Action Team 15	1,666	0	0	0	1,666
Regional Links Project	0	0	0	0	0
Resource	(654)	0	0	0	(654)
Self Advocacy Team	1,510	0	0	0	1,510
Small Grants Project (Manage)	85	0	0	0	85
Somali Project (SCRETA)	2,093	0	0	0	2,093
Standards	(9,935)	0	0	9,935	0
Standards for Community Engagement	35,279	80,000	(115,279)	0	0
Sustainable Community Network	360	0	0	0	360
Welsh Community Strategy	24,567	0	0	0	24,567
Womens Connect West Midlands Objective	58,770	0	(58,348)	0	422
Women Connect Phase 2	(9,915)	0	0	9,915	0
WUC Research	744	0	0	0	744
Total Restricted Funds	474,234	4,525,562	(4,077,498)	19,850	942,148

20. Transfers between funds

	Unrestricted	Restricted
	£	£
Standards	(9,935)	9,935
Women Connect Phase 2	(9,915)	9,915
Total	(19,850)	19,850

Two historic funds in deficit have been funded from unrestricted reserves and closed.

21. Reconciliation of funds (consolidated)

	2008	2007
	£	£
Opening funds as at 1 April CDF	3,385,095	3,809,452
Opening funds as at 1 April CPF Trust	463,473	463,473
Movement in restricted funds	467,914	(457,146)
Movement in unrestricted funds	714,516	32,789
Funds carried forward at 31 March 2008	5,030,998	3,848,568

Reconciliation of funds (consolidated)

	Restricted funds	Unrestricted general funds	Designated funds	Total
	£	£	£	£
Fixed assets	5,350	0	1,227,141	1,232,491
Net current assets	936,798	81,190	2,784,299	3,802,287
Creditors > 1 year	0	0	(3,780)	(3,780)
Total funds	942,148	81,190	4,007,660	5,030,998

22. Reconciliation of funds (parent charity)

	2008	2007
	£	restated
		£
Opening funds as at 1 April CDF	3,385,095	3,809,452
Movement in restricted funds	467,914	(457,146)
Movement in unrestricted funds	464,671	32,789
Funds carried forward at 31 March	4,317,680	3,385,095

Reconciliation of funds (parent charity)

	Restricted funds	Unrestricted general funds	Designated funds	Total
	£	£	£	£
Fixed assets	5,351	0	252,139	257,490
Net current assets	936,797	83,279	2,784,299	3,804,375
Long-term debtors	0	0	259,595	259,595
Creditors > 1 year	0	0	(3,780)	(3,780)
Total funds	942,148	83,279	3,292,253	4,317,680

23. Related party transactions

CDF is a NDPB of the Department for Communities and Local Government. CDF received a Grant in Aid of £1,462,000 in 2008 (2007: £1,520,000) from the Department for Communities and Local Government. CDF also received grant funding from the Department for Environment, Food and Rural Affairs for the Every Action Counts programme of £1,715,000 (2007: £1,622,000) and the Department for Communities and Local Government for the National Empowerment Partnership of £1,790,000 (2007: £nil).

In addition CDF undertook the management under contract of the Faith Community Capacity Building Fund and the Connecting Communities Plus programmes. Fee income earned and conduit funding in the year is shown below:

	Fee Income	Conduit Funding	Total
	£	£	£
Faith Communities Capacity Building Fund	413,849	4,340,383	4,754,232
Connecting Communities Plus	242,740	999,691	1,242,431

24. Funders

The projects were funded in 2007/08 by the following organisations:

Project	Funding organisation
Community Capacity Building Programme	Learning Connections, Scottish Government
Community Health Exchange (CHEX)	NHS Health Scotland
Connecting Communities Plus, Community Grants	The Department for Communities and Local Government
Demonstrating the Links	Community Scotland & Scottish Natural Heritage
Every Action Counts	Department for Environment, Food and Rural Affairs
Faith Communities Capacity Building Fund	Communities and Local Government
Grassroots Grants Programme	Office of the Third Sector, Cabinet Office
National Empowerment Partnership	Communities and Local Government
Leap for Health: Umbrella Grant	Big Lottery Fund
Leap for Health Unit	NHS Health Scotland/Big Lottery Fund
Meeting the Challenge Support Programme	NHS Health Scotland
Neighbourhood Support Fund	Youth Inclusion Team of the Department for Education and Skills
Plan D	UK Representation Office of the EU Commission
Regional Links project	Active Communities Directorate of the Home Office
Scottish Community Action Research Fund	Communities Scotland
Standards for Community Engagement	Communities Scotland

An outline of the purposes and restrictions of each of the Restricted Funds is detailed below.

Restricted Funds	Purpose	Restrictions
Age Concern	Research project on older people in neighbourhoods	Timing, Methodology, Adherence to Purpose
Bangor Project Community Fund	A project working in Bangor community on social and economic regeneration.	Timing, Methodology, Adherence to Purpose
Canterbury People's Group	Estate based community development project to work with tenants on regeneration of their area.	Timing, Methodology, Adherence to Purpose
Community Capacity Building Programme	Support programme for managers and providers of community capacity building services.	Timing, Methodology, Adherence to Purpose
Carnegie UK Trust RARP	Evaluation, consultancy and research study for the Carnegie Trust Rural Commission	Timing, Methodology, Adherence to Purpose
Community Forum	Commissioned from Home Office to promote dialogue for local policy making.	Timing, Methodology, Adherence to Purpose
Community Health Exchange	Community health networking.	Timing, Methodology, Adherence to Purpose
Community Resource Fund	Research into social inclusion and regeneration.	Timing, Methodology, Adherence to Purpose
Connecting Communities	Evaluation of impact of national programme to enhance use of Information and Communication Technology in communities.	Timing, Methodology, Adherence to Purpose

Restricted Funds	Purpose	Restrictions
Connecting Communities Plus, Community Grants	Connecting Communities Plus, Community Grants – A programme of funding for small voluntary and community groups working on improving access to public sector services for BME communities, race equality and community cohesion.	Timing, Methodology, Adherence to Purpose
Demonstrating the Links	A project focusing on providing mentoring/consultancy/publications using the Greenspace LEAP framework.	Timing, Methodology, Adherence to Purpose
Every Action Counts	A programme to engage national and local voluntary and community sector organisations across England in work to protect and improve our environment and to deliver sustainable development.	Timing, Methodology, Adherence to Purpose
Faith Communities Capacity Building Fund	Faith Communities Capacity Building Fund – A programme of funding to build capacity of faiths sector to contribute to community cohesion and support a range of inter faith activities organised by faith-based and voluntary organisations and contributing to community cohesion in England and Wales.	Timing, Methodology, Adherence to Purpose
Grassroots Grants	A programme investing in a thriving community sector by increasing the small grant funding available to community groups so making it more sustainable whilst also strengthening independent grant-making capacity at top-tier local authority level so building stronger and more active communities.	Timing, Methodology, Adherence to Purpose
Healthy living Centre	A program tackling health inequalities in Scotland.	Timing, Methodology, Adherence to Purpose
Leap For Health: Umbrella Grant	Establish and operate a support unit for practitioners and community health projects that are using or intend to use the “Leap for Health” planning and evaluation resource.	Timing, Methodology, Adherence to Purpose
Leap for Health Unit	A unit established to explore establishing a LEAP based work programme which will be launched with a series of events.	Timing, Methodology, Adherence to Purpose
Learning Action Centres	Centres established to manage the establishment of Information and Communication Technology.	Timing, Methodology, Adherence to Purpose
Learning Development Partnerships	An evaluation of the needs of Community Learning and Development Partnerships resulting in training events which included focus on community capacity building & community engagement.	Timing, Methodology, Adherence to Purpose
Leeds City Council Project	A project to develop the skills and knowledge of 12 unemployed people in order so they can undertake a qualitative audit of employment issues and social care needs.	Timing, Methodology, Adherence to Purpose

Restricted Funds	Purpose	Restrictions
Local Initiatives	Various studies of social and economic regeneration.	Timing, Methodology, Adherence to Purpose
London Survivors Group	Project to set up a network of support for people with mental health issues in the London Area.	Timing, Methodology, Adherence to Purpose
Measures Of Community Shares	Study to analyse ways of judging whether communities are flourishing.	Timing, Methodology, Adherence to Purpose
Meeting the Challenge Support Programme	Scotland wide programme to support community-led health through Community Health Partnerships	Timing, Methodology, Adherence to Purpose
National Empowerment Partnership	A programme to empower citizens and communities in England by demonstrating the difference community empowerment can make to individuals, community groups, communities and public agencies; developing effective methods of quality assurance for community empowerment and promoting examples of good practice across the country.	Timing, Methodology, Adherence to Purpose
Neighbourhood Support Fund	Established to test community based approaches to reintegrating disaffected young people into the community.	Timing, Methodology, Adherence to Purpose
Plan D	An information and dissemination project about EU policy – The Commission’s “Plan D” – Democracy, Dialogue and Debate – puts in place a framework, through national governments, for a 25 country debate on Europe’s future.	Timing, Methodology, Adherence to Purpose
Policy Action Team 15	Project of work in relation to social exclusion, in order to produce policy.	Timing, Methodology, Adherence to Purpose
Regional Links Project	A project which is establishing Regional/National Links in Relation to Community Development Policy and Practice development.	Timing, Methodology, Adherence to Purpose
Resource	Community Development Initiatives.	Timing, Methodology, Adherence to Purpose
Scottish Community Action Research Fund(SCARF)	Commissioned to select communities, supply research mentors, manage and evaluate an initiative designed to enable community organisations to develop, commission and make use of their own research.	Timing, Methodology, Adherence to Purpose
Self Advocacy Team	Initiative which is assisting a Local Project in enabling people with mental illnesses to relate to public services and utilise self-help	Timing, Methodology, Adherence to Purpose
Small Grants Project	Established to support and monitor small community based online centres	Timing, Methodology, Adherence to Purpose
Somali Project	Somali Refugee Employment Training Project in Tower Hamlets	Timing, Methodology, Adherence to Purpose

Restricted Funds	Purpose	Restrictions
Standards for Community Engagement	The creation of standards to be used by practitioners on community development.	Timing, Methodology, Adherence to Purpose
Sustainable Community Network	Research and publication on ‘Sustainable Communities in the Network Society’.	Timing, Methodology, Adherence to Purpose
Welsh Community Strategy	Program of capacity building and support of 5 local regeneration programs in Wales	Timing, Methodology, Adherence to Purpose
West Midlands Objective	Match funding to support the initiatives of the Women Connect project in the West Midlands.	Timing, Methodology, Adherence to Purpose
Women Connect Phase 2	A project to build organisational capacity through the use of Information and Communication Technology for the female community	Timing, Methodology, Adherence to Purpose
Working Together Learning Together	A project to build community participation and develop skills	Timing, Methodology, Adherence to Purpose
WUC Research	Research commission for DfES	Timing, Methodology, Adherence to Purpose

25. Reconciliation of net (outgoing)/incoming resources before revaluations and investment asset disposals to net cashflow from operating activities

	Notes	2008 £	2007 restated £
Net incoming/(outgoing) resources before revaluations& investment asset disposals		932,586	(424,357)
Depreciation	9	96,907	99,920
Loss in Impairment of Fixed Asset		609	0
(Increase)/decrease in stock	11	(19,830)	0
(Increase)/decrease in debtors	12	(443,957)	(54,252)
Increase/(decrease) in creditors	14	1,048,140	(1,258,821)
Net cash inflow/(outflow) from operating activities		1,614,455	(1,637,510)

26. Reconciliation of net cashflow to movement in net funds

	2008	2007
	£	restated
		£
Change in cash for the period	(620,741)	2,156,702
Cash inflow (outflow) from changes in liquid resources	1,916,528	(2,524,128)
Changes in net funds resulting from cashflow	1,295,787	(367,426)
Net funds at beginning of year	2,978,301	3,345,727
Net funds at end of year	4,274,088	2,978,301

27. Analysis of net funds

	Restated at	Cashflow	At 1 April
	31 March 2007		2008
	£	£	£
Cash available on demand	820,315	(337,614)	482,701
Overdrafts	0	(283,127)	(283,127)
Increase in cash for the period	820,315	(620,741)	199,574
Financing			
Short term deposits	2,157,986	1,916,528	4,074,514
Net funds at end of year	2,978,301	1,295,787	4,274,088

The closing cash balance is all held in commercial bank balances.

28. Finance leases

Assets held under finance lease, which are those where substantially all the risks and rewards of ownership of the asset have passed to the Community Development Foundation, are capitalized in the Balance Sheet and depreciated over the life of the lease.

	2008	2007
	£	£
Finance lease obligations: Payment due		
Within one year	2,459	0
Between one and two years	2,460	0
Between two and five years	1,320	0
Greater than five years	0	0
Total	6,239	0

The Community Development Foundation has entered into a contract with Ikon Document Efficiency to lease a photocopier machine under a finance lease, whereby the assets were made available for use and rental payments commenced on 1st April 2006. The total lease payment under the lease agreement was £4,919 and the interest element charged to the Statement of Financial Activities was £2,658.

29. Other commitments

In the year ended 31 March 2008 CDF had commitments under operating leases related to rental agreements and service agreements as follows:

	2008	2007
	£	£
Operating leases which expire:		
<i>Land and Buildings</i>		
Within one year	48,623	6,561
In more than one year but less than 5 years	23,491	54,405
In more than 5 years	0	0
<i>Other</i>		
Within one year	7,299	7,685
In more than one year but less than 5 years	9,004	21,585
In more than 5 years	0	0
<i>Total</i>		
Within one year	55,922	14,246
In more than one year but less than 5 years	32,495	75,990
In more than 5 years	0	0
Total	88,417	90,236

30. Pension obligations note

1. The Community Development Foundation participates in the Pensions Trust's Growth Plan (the Plan). The Plan is funded and is not contracted out of the state scheme. The Growth Plan is a multi-employer pension plan.
2. Contributions paid into the Growth Plan up to and including September 2001 were converted to defined amounts of pension payable from Normal Retirement Date. From October 2001 contributions were invested in personal funds which have a capital guarantee and which are converted to pension on retirement, either within the Growth Plan or by the purchase of an annuity.
3. The rules of the Growth Plan allow for the declaration of bonuses and/or investment credits if this is within the financial capacity of the Plan assessed on a prudent basis. Bonuses/ investment credits are not guaranteed and are declared at the discretion of the Plan's Trustee.
4. The Trustee commissions an actuarial valuation of the Growth Plan every 3 years. The purpose of the actuarial valuation is to determine the funding position of the Plan by comparing the assets with the past service liabilities as at the valuation date. Asset values are calculated by reference to market levels. Accrued past service liabilities are valued by discounting expected future benefit payments using a discount rate calculated by reference to the expected future investment returns.
5. The rules of the Growth Plan give the Trustee the power to require employers to pay additional contributions in order to ensure that the statutory funding objective under the Pensions Act 2004 is met. The statutory funding objective is that a pension scheme should have sufficient assets to meet its past service liabilities, known as Technical Provisions.
6. If the actuarial valuation reveals a deficit, the Trustee will agree a recovery plan to eliminate the deficit over a specified period of time either by way of additional contributions from employers, investment returns or a combination of these.
7. The rules of the Growth Plan state that the proportion of obligatory contributions to be borne by the Member and the Member's Employer shall be determined by agreement between them. Such agreement shall require the Employer to pay part of such contributions and may provide that the Employer shall pay the whole of them.
8. The Community Development Foundation paid contributions at the rate of 10% during the accounting period. Members paid contributions at the rate of 3.5% during the accounting period.
9. As at the balance sheet date there were 48 active members of the Plan employed by The Community Development Foundation. The Community Development Foundation continues to offer membership of the Plan to its employees.
10. It is not possible in the normal course of events to identify on a reasonable and consistent basis the share of underlying assets and liabilities belonging to individual participating employers. Accordingly, due to the nature of the Plan, the accounting charge for the period under FRS17 represents the employer contribution payable.

11. The last formal valuation of the Scheme was performed as at 30 September 2005 by a professionally qualified actuary using the Projected Unit Method. The market value of the Scheme's assets at the valuation date was £675 million and the Plan's Technical Provisions (i.e. past service liabilities) were £704 million. The valuation therefore revealed a shortfall of assets compared with the value of liabilities of £29 million, equivalent to a funding level of 96%.
12. The Scheme Actuary has prepared an Actuarial Report that provides an approximate update on the funding position of the Plan as at 30 September 2007. Such a report is required by legislation for years in which a full actuarial valuation is not carried out. The funding update revealed an increase in the assets of the Scheme to £807 million and indicated a surplus of assets compared to liabilities to approximately £40 million, equivalent to a funding level of 105.2%. Annual funding updates of the Growth Plan are carried out using approximate actuarial techniques rather than member by member calculations, and will therefore not produce the same results as a full actuarial valuation. However they will provide a good indication of the financial progress of the Plan since the last full valuation.
13. Since the contribution rates payable to the Plan have been determined by reference to the last full actuarial valuation the following notes relate to the formal actuarial valuation as at 30 September 2005.
14. The financial assumptions underlying the valuation as at 30 September 2005 were as follows:

	% per annum
Investment return pre retirement	6.6
Investment return post retirement	4.5
Bonuses on accrued benefits	0
Rate of price inflation	2.5

15. In determining the investment return assumptions the Trustee considered advice from the Scheme Actuary relating to the probability of achieving particular levels of investment return. The Trustee has incorporated an element of prudence into the pre and post retirement investment return assumptions; such that there is a 60% expectation that the return will be in excess of that assumed and a 40% chance that the return will be lower than that assumed over the next 10 years.
16. If an actuarial valuation reveals a shortfall of assets compared to liabilities the Trustee must prepare a recovery plan setting out the steps to be taken to make up the shortfall.
17. In view of the small funding deficit and the level of prudence implicit in the assumptions used to calculate the Plan liabilities the Trustee has prepared a recovery plan on the basis that no additional contributions from participating employers are required at this point in time. In reaching this decision the Trustee has taken actuarial advice and has been advised that the shortfall of £29 million (as at 30 September 2005) will be cleared within 5 years if the investment returns from assets are in line with the "best estimate" assumptions. "Best estimate" means that there is a 50% expectation that the return will be in excess of that assumed and a 50% expectation that the return will be lower than that assumed over the next 10 years. These "best estimate" assumptions are 7.6% per annum pre retirement and 4.8% per annum post retirement.

18. A copy of the recovery plan must be sent to the Pensions Regulator. The Regulator has the power under Part 3 of the Pensions Act 2004 to issue scheme funding directions where it believes that the actuarial valuation assumptions and/or recovery plan are inappropriate. For example the Regulator could require that the Trustee strengthens the actuarial assumptions (which would increase the scheme liabilities and hence impact on the recovery plan) or impose a schedule of contributions on the Scheme (which would effectively amend the terms of the recovery plan). The Regulator has reviewed the recovery plan for the Growth Plan and confirmed that, in respect of the September 2005 actuarial valuation, it does not propose to issue any scheme funding directions under Part 3 of the Pensions Act 2004.
19. The next full actuarial valuation will be carried out as at 30 September 2008.
20. Following a change in legislation in September 2005 there is a potential debt on the employer that could be levied by the Trustee of the Plan. The Trustee's current policy is that it only applies to employers with pre October 2001 liabilities in the Plan. The debt is due in the event of the employer ceasing to participate in the Plan or the Plan winding up.
21. The debt for the Plan as a whole is calculated by comparing the liabilities for the Plan (calculated on a buyout basis i.e. the cost of securing benefits by purchasing annuity policies from an insurer, plus an allowance for expenses) with the assets of the Plan. If the liabilities exceed assets there is a buy-out debt.
22. The leaving employer's share of the buy-out debt is the proportion of the Plan's pre October 2001 liability attributable to employment with the leaving employer compared to the total amount of the Plan's pre October 2001 liabilities (relating to employment with all the currently participating employers). The leaving employer's debt therefore includes a share of any 'orphan' liabilities in respect of previously participating employers. The amount of the debt therefore depends on many factors including total Plan liabilities, Plan investment performance the liabilities in respect of current and former employees of the employer, financial conditions at the time of the cessation event and the insurance buy-out market. The amounts of debt can therefore be volatile over time.
23. The Community Development Foundation has been notified by the Pensions Trust of the estimated employer debt on withdrawal from the Plan based on the financial position of the Plan as at 31st March 2008. As of this date the estimated employer debt for The Community Development Foundation was £1,260,383.

31. Financial instruments

FRS 13, Derivatives and Other Financial Instruments, requires disclosure of the role which financial instruments have had during the period in creating or changing the risks that an entity faces in undertaking its activities. Because of the largely non-trading nature of its activities and the way in which government departments are financed, CDF is not exposed to the degree of financial risk faced by business entities. Moreover, financial instruments play a much more limited role in creating or changing risk than would be typical of the listed companies to which FRS 13 mainly applies. CDF has very limited powers to borrow

or invest surplus funds and financial assets and liabilities are generated by day-to-day operational activities and are not held to change the risks it faces in undertaking its activities.

As permitted by FRS 13, debtors and creditors which mature or become payable within 12 months from the balance sheet date have been omitted from the currency profile.

Liquidity risk

CDF's resource and capital requirements are mainly financed by resources voted annually by Parliament. CDF is not therefore exposed to significant liquidity risks.

Interest rate risk

All of CDF's financial liabilities carry nil or a fixed rate of interest and CDF is not therefore exposed to significant interest-rate risk.

Foreign currency risk

CDF's exposure to foreign currency risk is negligible. Foreign currency income is negligible and foreign currency expenditure is not significant. CDF therefore has no standing policy to eliminate currency exposures on high value transactions.

Fair values

The book values of financial instruments are considered equivalent to their fair values as at 31 March 2008.

32. Prior year adjustment

In the 2006-07 accounts and prior years a number of contracted work programmes have been treated as restricted fund grants. During the current year the agreements for these work programmes has been reviewed. This has resulted in income and expenditure on some work programmes being reclassified as unrestricted income and expenditure. In addition where funds are received into CDF's bank account for direct onward payment to recipients then this is now treated as conduit funding, and excluded from the financial statements of CDF.

The review has resulted in the following restricted funds being reclassified from restricted to unrestricted. The impact of the restatements is also shown.

	2007 Original	2007 Restated	
	Restricted £	Unrestricted £	Conduit £
Faith Community Capacity Building Fund			
Balance as at 1 April 2006	362,669	73,785	288,884
Designations	5,094,249	738,249	4,356,000
Releases	(4,783,220)	(628,206)	(4,155,014)
Balance as 1 April 2007	673,698	183,828	489,870
Connecting Communities Plus			
Balance as at 1 April 2006	(1,724)	(5,309)	3,585
Designations	1,471,147	134,223	1,336,924
Releases	(1,476,458)	(183,164)	(1,293,294)
Balance as 1 April 2007	(7,035)	(54,250)	47,215
Scottish Community Action Research Fund			
Balance as at 1 April 2006	81,255	81,255	
Designations	118,087	118,087	
Releases	(125,615)	(125,615)	
Balance as 1 April 2007	73,727	73,727	
Demonstrating the Links			
Balance as at 1 April 2006	32,450	32,450	
Designations	33,161	33,161	
Releases	(51,580)	(51,580)	
Balance as 1 April 2007	14,031	14,031	
Total			
Balance as at 1 April 2006	474,650	182,181	292,469
Designations	6,716,644	1,023,720	5,692,924
Releases	(6,436,873)	(988,565)	(5,448,308)
Balance as 1 April 2007	754,421	217,336	537,085

33. Post-balance sheet events

In 2008/09 a process of Organisational Development took place. This resulted in the realignment of the staffing and business structure of CDF to meet the developing requirements of its stakeholders. As part of the process a number of staff redundancies will be made.

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