

## **Dundee International Women's Centre**

### **Report of the trustees (incorporating the directors' report) for the year ended 31 March 2015**

The directors present their report and the financial statements for the year ended 31 March 2015. The trustees, who are also directors of Dundee International Women's Centre for the purposes of company law and who served during the year and up to the date of this report are set out on page 1.

#### **Structure, governance and management**

The charity is a company limited by guarantee, incorporated on 18 May 2004 and registered as a charity since September 1989. The company was established under Memorandum of Association which established the objects and powers of the charitable company and is governed under its Articles of Association.

##### **Recruitment and appointment of Board of Directors**

Commencing a new 4 year cycle from the annual general meeting in 2013, a director is entitled to serve at least one term of office for a period of 4 years

Following the initial 4 year period of service, a director will be eligible for re-election to serve an additional term of office for a period of a further 4 years only.

A director shall serve no more than 2 consecutive terms (8 years) in office.

The maximum number of directors shall be 15; out of that number, no more than 5 shall be those directors who were co-opted. Any decisions made require a minimum of 50% plus 1 voting directors to be present and participating in the decision.

##### *Induction and training of directors*

All new Board members are invited to attend an Induction Training session to help them familiarise themselves with the work of the organisation. The training session is led by the Centre Manager and if possible the chairperson who will provide a tour of the centre and talk about the work being carried out and planned for the future. In addition they will present new Board members with the Board of Directors Induction Pack, which includes the following:

- Job descriptions for Office Bearers and Directors
- Terms of Reference for Board of Directors
- Human Resources Subgroup - Role and Remit
- Finance Sub-group - Role and Remit
- Board Members Profile Form
- Directors Skills Matrix
- DIWC Membership Form
- Memorandum and Articles of Association
- Financial Procedures
- Business and Action Plan
- Annual Report
- DIWC News Letter

This will be followed up by providing various Office of the Scottish Charity Regulator (OSCR) publications, such as "Guidance for Charity Trustees". Ongoing training is provided to directors as required.

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#### *Risk management*

##### **Reducing Reliance on Grant Funding**

DIWC has continued to support the development of its social enterprise business, Rise and Shine Childcare Service (R & S) set up by DIWC to help reduce reliance on grant funding and provide a wider range of services in the future.

Over the past year R & S has continued to achieve both its social and financial aims. The social aims have been met through providing employment for 16 women of whom 5 were in new employment. In addition, the financial aim of generating income to support the Centre's services was fully met as all staff were employed through the income generated by Crèche services.

#### *Health and Safety*

Fire drills with full evacuation are carried out minimum of 2 times a year. All rooms are risk assessed regularly particularly when new furniture, equipment or activities are planned and time limits are set on the actions required to be taken. Staff are fed back all findings and future actions to be implemented, following risk assessments, at Team Meetings.

The Board will continue to be responsible for ensuring regular risk assessments and procedures are carried out and followed. The risk register will be updated on an annual basis and any new regulations or actions requiring implementation are fed back to staff during weekly Team Meetings.

#### *Financial Controls*

Appropriate, systems and procedures, such as the Finance Policy and Procedures and funding strategies, are constantly being reviewed and updated to ensure the mitigation of financial risks that the charity may face. The Centre has also undergone an assessment by the Dundee Partnership based on the following criteria: financial evidence, financial procedures/systems, output evidence and administration procedures. DIWC was found to be performing at the 'Very Good' level on all areas of work assessed.

The Finance subgroup continues its work to ensure that the Centre is complying with its financial governance procedures and that DIWC financial systems and processes are implemented and followed to ensure that finances are recorded and monitored appropriately and efficiently as well as overseeing the production of management accounts for the year.

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Specific government proposals and changes which impact on the organisation's work are as follows: 1. The Scottish Government and Dundee Partnership formed an agreement on the basis of the collective action of community planning partners. Priorities were identified and goals were set as part of the Dundee Community Plan in the form of the Dundee Single outcome agreement

DIWC works to meet the following Scottish National priorities under the Single outcome agreement:

- We realise our full economic potential with more and better employment opportunities for our people.
- We are better educated, more skilled and more successful, renowned for our research and innovation.
- Our young people are successful learners, confident individuals, effective contributors and responsible citizens.
- We have tackled the significant inequalities in Scottish society.
- We have improved the life chances for children, young people and families at risk.
- We take pride in a strong, fair and inclusive national identity.

In relation to the local strategic priorities we meet the following local outcomes within the Dundee Single Outcome Agreement:

Dundee Outcome 1 - Dundee will be an internationally recognised city at the heart of a vibrant region with more and better employment opportunities for our people.

Dundee Outcome 2 - Our people will be better educated and skilled within a city renowned for learning and culture.

Dundee Outcome 3 - Our children will be safe, healthy, achieving, nurtured, active, respected responsible and included.

Dundee Outcome 4 - People in Dundee will have improved physical health and mental well-being and will experience fewer health inequalities.

Dundee Outcome 5 - People in Dundee are able to live independently and access support when they need it.

Dundee Outcome 6 - Our communities will be safe and feel safe.

Dundee Outcome 7 - Dundee will be a fair and socially inclusive city.

Dundee Outcome 8 - Our people will live in strong, popular and attractive communities.

Dundee Outcome 9 - Our communities will have a high quality and accessible local services and facilities

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2.Scottish Government's work is also underpinned by the following principal: 'No one should be denied opportunities because of their protected characteristic(s) of age, disability, gender reassignment pregnancy/maternity, race/ethnicity, religion/belief, sex and sexual orientation In pursuance of this principal the UK Government introduced a new public sector equality duty, the General Duty for all public authorities through the Equality Act 2010. To help support and implement this duty the Scottish Government introduced (Specific Duties) (Scotland) Regulations 2012, which came into force on 27th May 2012, placing specific duties on Scottish public authorities in order to support a better performance around their duty to equality. This duty requires Scottish public authorities to pay 'due regard' to the need to: eliminate unlawful discrimination, victimisation and harassment; advance equality of opportunity and foster good relations; all of which form part of the core principles and values of the work carried out by DIWC.

3.We also meet the priorities identified in the Scottish Government Adult ESOL Strategy and Adult Literacy Strategy through supporting women from disadvantaged backgrounds, many of whom are struggling with English literacy and numeracy, to achieve exactly the set priorities as follows:

All Scottish residents for whom English is not a first language have the opportunity to access high quality English language provision so that they can acquire the language skills to enable them to participate in Scottish life: in the workplace, through further study, within the family, the local community, Scottish society and the economy. These language skills are central to giving people a democratic voice and supporting them to contribute to the society in which they live.

To make Scotland's society and economy stronger by 2020 through ensuring more of its adults are able to read, write and use numbers effectively in order to handle information, communicate with others, express ideas and opinions, make decisions and solve problems, as family members, workers, citizens and lifelong learners.

DIWC has also entered into a partnership with the local authority and Dundee and Angus College through a project supported under the new ESOL strategy in 2012.

4.The government's Green Paper on The Path to Citizenship and proposals for "Earned Citizenship" particularly the "Life in the UK Test" has had implications for the work of the Centre, specifically in terms of an increase in demand for and hence increased provision of ESOL and supported English Language Classes.

5.The launch of Communities Scotland's strategy 'Better business- a strategy and action plan for social enterprise in Scotland' (2007) and now Scottish government's focus on supporting social enterprise development sits really well with DIWC's enterprise work over recent years.

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#### **Objectives and activities**

Dundee International Women's Centre exists to promote the inclusion and equality of opportunity for women from diverse cultures, age groups and backgrounds in Dundee and environs. In order to achieve the above mission Dundee International Women's Centre will work towards meaningful inclusion and the promotion of equal opportunities for women and young people by:

- Acting as a channel of communication to help promote a collective voice for women, particularly those from BAME (black, Asian and Minority Ethnic communities)
- Identifying and responding to the needs of women from marginalised communities through the provision of quality resources, services and facilities;
- Promoting active participation, leadership and citizenship in society for women and young people;
- Promoting the personal and social development of young people and women;
- Raising public awareness and support for the needs and views of women through working in partnership with statutory and voluntary, local and national organizations;
- Providing opportunities to explore diversity and multiculturalism;
- Contributing to local and national policy development that is designed to promote and secure social, political and economic inclusion for women;

For many of the women attending the Centre, English is not their first language, which further compounds the likelihood of social exclusion. Language barriers as well as the apprehension and fear of formal structures inhibit many ethnic minority women from participating and taking up mainstream and community services.

This contributes to many of these women being under-represented in education, employment, and volunteering activities and as a result they face difficulties in developing new skills necessary for employment, personal growth and development and integration. Hence DIWC operates a service of educational, employment, recreational and social opportunities for women and young women from diverse cultural backgrounds, aimed at motivating and encouraging them to access new skills and opportunities whilst encouraging community cohesion and integration through multicultural group work.

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#### Achievements and performance

With over 45 years of success behind it, the Centre continues to work as a well recognised, established and reputable organisation, successful in actively engaging and involving women from diverse backgrounds and excluded communities.

#### Service Users

Over the past year we have had 538 registered service users to March 2015 of whom 151 were new service users. 83 different countries of origin, 15 different belief systems and speaking over 70 different languages. We are continuing to engage with women from a wide range of educational backgrounds, learning needs and support needs, including mobility issues, learning difficulties and hearing and visual impairments, with ages ranging from babies in the crèche to women over the age of 80 in our Bazorg (over 60's) Group.

#### Service Provision

The Centre provided the following services:

- 538 women with membership over the last 12 months, with 141 of them being new members
- Registered 480 women in DIWC classes/accredited training in 2014-15
- 30 different classes/training and social groups throughout the year, on average 28 classes running per week
- 13,981 opportunities (places available within our classes/training and or social groups)
- Volunteering placements for 47 volunteers, 27 of them being new
- 1328 hours of volunteer placements with a monetary value of £23,904 (excluding board members time)
- 152 sessions of information and advice, translation and practical support
- 11 sessions of Cultural Diversity Training involving 1016 places for professionals
- 14 cultural sharing events with 756 service users and members of the community attending
- 3 issue based events for 70 DIWC service users
- Student placements for 2 students from University of Dundee Community Education Department and Abertay University each lasting an average 14 weeks
- Social enterprise work placements for 18 women in Rise & Shine Childcare

DIWC places great emphasis and importance on the contribution of volunteers and volunteering. Without the help, support and enthusiasm of volunteers DIWC would not be able to run our core service provision at the current rate. We have had active volunteers for over 45 years, greatly contributing to the success of DIWC's capacity building and development. Volunteers contribute anything from 2 hours to 35 hours per week, depending on their own availability and the amount of "buddying" support required by individual learners, activities and the numbers of women requiring any type of additional befriending support. Over the past year volunteering at the Centre has continued to grow with 27 new volunteers recruited over the year.

#### Youth Projects

Over the past 15 years, the Centre has successfully engaged ethnic minority young women aged 12-21 years in a youth project (MACARA Youth Group), catering for their specific needs. Due to the commitment and dedication of our youth workers, the group meet weekly and run a minimum of 75 sessions (3 hours each) over 52 weeks a year. Working through the Youth Leadership Training Programme, some of the new youth leaders (over 16 year olds) have taken up the challenge and thrown themselves into the roles of leaders and achieved volunteering awards in the process.

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#### **Financial review**

Results for the year ended 31 March 2015 are given in the Statement of Financial Activities on page 11. The assets and liabilities are detailed on the Balance Sheet on page 12. The Statement of Financial Activities shows a net outflow of funds for the year of £49,984 (2014 - inflow - £9,002). This reduces the funds carried forward on unrestricted reserves to £92,582 and on restricted reserves £18,027. Full details of income and expenditure are set out in notes 2 to 10 of the accounts.

#### **Reserves Policy**

As a charity with a sizeable portion of its funding coming from time limited funds or grants, the organisation has had to constantly strive to maintain resources for the continuation of staff posts. The Board of Directors will work to continue retaining non restricted income to help build a "salary and overhead surplus" to reduce risks and overcome situations arising from any potential periods of anticipated or unanticipated financial difficulty. The organisation made the decision and continues to work towards building and/or retaining a constant surplus, equaling the total of three months of core staff and overhead costs, to reduce the burden or need for potential redundancy and or financial crisis situations.

At the year end, the level of free reserves not invested in fixed assets amounted to £89,612 (2014 - £78,207), and at this level the Board will continue to review and work towards ensuring a suitable level of surplus funds are being built or retained for the future.

#### **Designated Funds**

As the organisation moves towards generating unrestricted income from Social Enterprise Business, the Board of Directors have agreed to designate income raised via social enterprise projects to corresponding budgets e.g. income raised from childcare will cover the subcontracting of additional Childcare Practitioners, Registered Manager and also the Childcare Coordinators salary as required. However, the Board reserves the right to allocate surplus funds from Social Enterprise Business to other areas of the Centre's work, where this decision will promote, expand or enhance the core aims of the Centre.

#### **Plans for future periods**

The Dundee International Women's Centre has an active board of directors, meeting on a monthly basis, who are responsible for the overall strategic management and development of the organisation. The Company Secretary, who is also the Centre Manager, sits in on meetings but has no voting rights.

Day to day responsibility for the provision of services is delegated by the board of directors to Centre Staff led by the Centre Manager. This post will lead and drive the activity at the centre and will work with the board of directors, DIWC staff, partners, funders and other third sector organisations to deliver against the centre's strategic and operational plans. The review of staff structure continued with an interim recruitment of a Management Consultant for Business, Strategy and Operations .

Following the resignation of the Operations Manager at the end of January 2015 and because of uncertainty over funding, the management consultant took on the responsibilities of the Operations Manager, supported by two team leaders and the Creche Manager. As new funding was confirmed it was possible to plan for a revised staff structure to be implemented in May 2015. This consisted of four teams: Project, Project Support, Accredited Training and Development and Creche. These changes will support and contribute to the future sustainability and capacity building of the Centre.

#### **Funds held as custodian trustee on behalf of others**

Although the MACARA Youth Group has independence in the sense that it has its own bank account and group members come together to make their own decisions in terms of day-to-day activities, the Dundee International Women's Centre is the actual supporting body for this group. Hence the organisation supports and supervises all sub contracted and volunteer youth workers and takes responsibility for managing and auditing the financial accounts for this group.

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**Small company provisions**

This report has been prepared in accordance with the special provisions applicable to companies subject to the small companies regime.

On behalf of the board

A handwritten signature in cursive script that reads "Santosh Chima".

Santosh Chima  
**Director**

2 September 2015