

# Dundee International Women's Centre

Company Limited by Guarantee

Trustees' Annual Report (Incorporating the Director's Report) *(continued)*

Year ended 31 March 2017

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## Structure, governance and management *(continued)*

The trustees, who are also the directors for the purposes of company law, present their report and the financial statements of the charity for the year ended 31 March 2017.

## Reference and administrative details

<b>Registered charity name</b>	Dundee International Women's Centre
<b>Charity registration number</b>	SC014949
<b>Company registration number</b>	SC268081
<b>Principal office and registered office</b>	Unit 9 Manhattan Business Park Dundonald Street Dundee DD3 7PY

## The trustees

Helen Smith	
Maria Law	
Tasneem Mehmood	
Vered Hopkins	
Mariam Okhai	
Regan Shaw	
Julia Brown	
Anna Lendrum	
Munazza Younas	(Resigned 12 April 2017)
Vaqar Salimi	(Resigned 13 June 2016)
Lorraine Smith	(Resigned 24 October 2016)

**Company secretary** Caroline McKenna

**Auditor** Paterson Boyd & Co Limited  
Chartered Accountant & Statutory Auditor  
18 North Street  
Glenrothes  
Fife  
KY7 5NA

# Dundee International Women's Centre

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Trustees' Annual Report (Incorporating the Director's Report) *(continued)*

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## Structure, governance and management *(continued)*

<b>Bankers</b>	CAF Bank 25 Kings Hill Avenue Kings Hill West Malling Kent ME19 4JT
	Royal Bank of Scotland 3 High Street Dundee DD1 9LY
	TSB 96 Albert Street Dundee DD4 6QH
<b>Solicitors</b>	Senscot Legal 43 Bath Street Glasgow G2 1HW

## 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.

A revised Memorandum of Association was created, presented and agreed in March 2016

### 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 10; 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.

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## Structure, governance and management *(continued)*

### 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 Chair of the Board of Directors and the Chief Executive Officer who will provide a tour of the centre and talk about the work being carried out and planned for the future. All new Board members will be offered a 'buddy', someone who is an existing board member, to support them through the first year. 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

Finance subgroup - role and remit

Board members' profile form

Directors' skills matrix

DIWC membership form

Memorandum and Articles of Association

Financial procedures

Strategic plan

DIWC newsletter

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.

### Health and safety

Fire drills with full evacuation are carried out a 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.

### Risk management

#### Reducing risk 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 a number of employment opportunities. In addition, the financial aim of generating income to support the Centre's services was met.

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# Dundee International Women's Centre

## Company Limited by Guarantee

### Trustees' Annual Report (Incorporating the Director's Report) *(continued)*

Year ended 31 March 2017

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#### Structure, governance and management *(continued)*

##### Financial controls

Appropriate systems and procedures, such as the Finance Policy and Procedures and funding strategies, are reviewed annually to ensure the mitigation of financial risks that the charity may face. The finance subgroup continues its work to ensure that the centre is complying with its financial governance procedures and that DIWC's 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. DIWC recently updated their cash handling procedures to ensure the mitigation of financial risk.

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 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 local outcomes within the Dundee Single Outcome Agreement:

2. Our work also links to that of the Scottish Government by the following principle: '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 principle 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 have worked to support the Adult ESOL (English for speakers of other languages) 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

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## Structure, governance and management *(continued)*

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 also has a partnership with the local authority and Dundee and Angus College through a City Wide ESOL strategy project.

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. DIWC's work contributes to the goals of the Governments Race Equality Framework Themes: Education and Lifelong Learning - Everyone has the opportunity to learn in an inclusive environment without disadvantage in relation to racial inequality or racism. Employability, employment and income - Minority ethnic people have equal, fair and proportionate access to employment and representation at all levels, grades and occupation types in Scotland's workforce and experience fewer labour market, workplace and income inequalities. We build good race relations and community cohesion across all communities, and all minority ethnic individuals feel safe, protected and included, and experience less racism.

6. DIWC contributes to the ambitions of the Fairer Scotland Action Plan: We will take forward the implementation of the Race Equality Framework By 2020, entitlement to free early learning and childcare (ELC) will almost double for all 3 and 4 year olds, as well as those 2 year olds that stand to benefit most, to 1140 hours per year (from current levels of 600 hours per year).

7. Our GREAT employability project contributes to the goals of Scotland's Labour Market Strategy: Scotland's Labour Market: tackling inequalities between regions and groups in Scotland Strengthening inclusive growth: Providing a skilled workforce and high levels of participation Tackling inequalities in health, wellbeing and education.

Promoting gender equality in providing unpaid care and providing access to affordable early learning and childcare to support those with caring responsibilities to participate in the labour market.

# Dundee International Women's Centre

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## Objectives and activities

Dundee International Women's Centre has a clear vision and mission as set out in our 2016 - 2021 strategy document.

**Vision:** Engagement, Education, Self-Empowerment- Where women and girls achieve their personal goals, reach their full potential and prosper in their community.

**Mission:** DIWC addresses the needs of women, with an emphasis on those from black and minority ethnic(BME) communities: we work to promote and create learning opportunities for women to gain the confidence, life skills, education and employability skills to participate better in social, educational, political and economic life.

**Values:** Our work is underpinned by three core values and they guide how we behave and make decisions.

**Sense of belonging:** DIWC is a welcoming, friendly space where everyone can feel respected and part of the community.

**Providing Opportunities:** Broadening horizons by providing life-long learning and opportunities to participate.

**Self-Achievement:** Encouraging individuals to develop their confidence and skills to define, achieve and recognise personal success. **Activities:** Acting as a channel of communication to help promote a collective voice for women, particularly those from BAME (Black, Asian and Minority Ethnic communities).

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 towards 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.

## Strategic report

The following sections for achievements and performance and financial review form the strategic report of the charity.

# Dundee International Women's Centre

## Company Limited by Guarantee

### Trustees' Annual Report (Incorporating the Director's Report) *(continued)*

Year ended 31 March 2017

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#### Achievements and performance

With 48 years of success, 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.

#### Learners

Over the past year we have had 530 registered learners to March 2017 of whom 198 were new learners. 66 different countries of origin, and speaking over 55 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:

530 women with membership over the last 12 months;  
31 different classes/training and social groups weekly throughout the year; Volunteering placements for 85 volunteers, 42 of them being new and 19 from amongst our existing learners; 563 opportunities in health and wellbeing workshops and activities were taken up; 3 sessions of Cultural Diversity Training involving 625 places for professionals; 21 cultural sharing events with 848 service users and members of the community attending; Student placements for 3 students from University of Dundee Community Education Department and Abertay University each lasting an average 14 weeks; Social enterprise work placements for 11 women in Rise & Shine Childcare; 69 certificated qualifications taught and assessed in-house were achieved by learners; 18 women undertook volunteer placements with other employers as part of the Gaining Recognised Employment and Accredited Training (GREAT) programme; and 14 women who had never worked, or never worked in the UK, achieved employment.

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 many 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 support needed by women in the Centre. Over the past year volunteering at the Centre has continued to grow with 47 new volunteers recruited over the year.

#### Me Time

We introduced a new social group for women with money from the Scottish Government's Social Isolation and Loneliness Fund. This was as a result of identifying that there were many women between the ages of the youth and elders groups who were not able to socialise at all outside their family. The group has been an opportunity for women to spend time as themselves, relax, talk about things that are important to them.

# Dundee International Women's Centre

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### Trustees' Annual Report (Incorporating the Director's Report) *(continued)*

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##### 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 for 3 hour sessions over the year, as well as taking part in a residential trip, visits to the theatre and various sporting activities. 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.

##### **Financial review**

Results for the year ended 31 March 2017 are given in the Statement of Financial Activities on page 14. The assets and liabilities are detailed on the Statement of Financial Position on page 15. The Statement of Financial Activities shows a net inflow of funds for the year of £17,144 (2016: £13,822). Unrestricted funds now total £100,080, with restricted funds amounting to £41,495.

##### **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, equating 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.

##### 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 workers 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.



# Dundee International Women's Centre

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### Trustees' Annual Report (Incorporating the Director's Report) *(continued)*

Year ended 31 March 2017

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#### Plans for future periods

The Dundee International Women's Centre has an active board of directors, meeting on a two-monthly basis, who are responsible for the overall strategic management and development of the organisation. The Company Secretary, who is also the Chief Executive Officer 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 Chief Executive Officer. The CEO leads and drives the activity at the Centre and works with the board of directors, DIWC staff, partners, funders and other third sector organisations to deliver against the Centre's strategic and operational aims.

The centre has a robust five year strategic plan clearly articulating the aims of the organisation. Underpinning this plan is the Chief Executive officer's vision to become a more transparent organisation, working towards sharing all of our success stories, learning and reflection with the general public through a range of video, blogs and social media, all accessible on our website.

#### Trustees' responsibilities statement

The trustees, who are also directors for the purposes of company law, are responsible for preparing the trustees' report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the charity trustees to prepare financial statements for each year which give a true and fair view of the state of affairs of the charitable company and the incoming resources and application of resources, including the income and expenditure, for that period.

In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the applicable Charities SORP;
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

# Dundee International Women's Centre

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### Trustees' Annual Report (Incorporating the Director's Report) *(continued)*

Year ended 31 March 2017

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The trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charity's transactions and disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

#### Auditor

Each of the persons who is a trustee at the date of approval of this report confirms that:

- so far as they are aware, there is no relevant audit information of which the charity's auditor is unaware; and
- they have taken all steps that they ought to have taken as a trustee to make themselves aware of any relevant audit information and to establish that the charity's auditor is aware of that information.

Paterson Boyd & Co Limited were appointed auditors to the charity during the year and in accordance with Section 487(2) of the Companies Act 2006, a resolution to reappoint Paterson Boyd & Co Limited as auditors will be proposed at the forthcoming Annual General Meeting.

The trustees' annual report and the strategic report were approved on 22 August 2017 and signed on behalf of the board of trustees by:



Helen Smith  
Director