SALFORD FOUNDATION LIMITED

England & Wales · Charity number 1002482

Details

Other names	SALFORD COMPACT LIMITED, SALFORD BEP, SALFORD BUSINESS EDUCATION PARTNERSHIP
Status	Registered
Legal form	Charitable company
Company number	02472369
Registered	1991-04-10
Register	View on the Charity Commission register

Contact

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Website	www.salfordfoundation.org.uk

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Activities

Objects: 1. TO ACT AS A RESOURCE FOR YOUNG PEOPLE UP TO THE AGE OF 5-25 LIVING IN SALFORD, GREATER MANCHESTER AND THE NORTH WEST BY PROVIDING ADVICE AND ASSISTANCE AND ORGANISING PROGRAMMES OF PHYSICAL, EDUCATIONAL AND OTHER ACTIVITIES AS A MEANS OF:(A) ADVANCING IN LIFE AND HELPING YOUNG PEOPLE BY DEVELOPING THEIR SKILLS, CAPACITIES AND CAPABILITIES TO ENABLE THEM TO PARTICIPATE IN SOCIETY AS INDEPENDENT, MATURE AND RESPONSIBLE INDIVIDUALS;(B) ADVANCING EDUCATION; (C) RELIEVING UNEMPLOYMENT; (D) PROVIDING RECREATIONAL AND LEISURE TIME ACTIVITY IN THE INTERESTS OF SOCIAL WELFARE FOR PEOPLE LIVING IN THE AREA OF BENEFIT WHO HAVE NEED BY REASON OF THEIR YOUTH, AGE, INFIRMITY OR DISABILITY, POVERTY OR SOCIAL AND ECONOMIC CIRCUMSTANCES WITH A VIEW TO IMPROVING THE CONDITIONS OF LIFE OF SUCH PERSONS. 2. TO PROMOTE SOCIAL INCLUSION FOR THE PUBLIC BENEFIT BY PREVENTING PEOPLE FROM BECOMING SOCIALLY EXCLUDED, RELIEVING THE NEEDS OF THOSE PEOPLE WHO ARE SOCIALLY EXCLUDED AND ASSISTING THEM TO INTEGRATE INTO SOCIETY IN SALFORD, GREATER MANCHESTER AND THE NORTH WEST. FOR THE PURPOSE OF THIS CLAUSE SOCIALLY EXCLUDED MEANS BEING EXCLUDED FROM SOCIETY, OR PARTS OF SOCIETY, AS A RESULT OF ONE OF MORE OF THE FOLLOWING FACTORS: UNEMPLOYMENT; FINANCIAL HARDSHIP; YOUTH OR OLD AGE; ILL HEALTH (PHYSICAL OR MENTAL); SUBSTANCE ABUSE OR DEPENDENCY INCLUDING ALCOHOL AND DRUGS; DISCRIMINATION ON THE GROUNDS OF SEX, RACE, DISABILITY, ETHNIC ORIGIN, RELIGION, BELIEF, CREED, SEXUAL ORIENTATION OR GENDER RE-ASSIGNMENT; POOR EDUCATIONAL OR SKILLS ATTAINMENT; RELATIONSHIP AND FAMILY BREAKDOWN; POOR HOUSING (THAT IS HOUSING THAT DOES NOT MEET BASIC HABITABLE STANDARDS; CRIME (EITHER AS A VICTIM OF CRIME OR AS AN OFFENDER REHABILITATING INTO SOCIETY).

Activities: Education and training of children, young people and adults - Salford, Gtr Manchester, North West

Classification

- **How:** Provides Human Resources, Provides Buildings/facilities/open Space, Provides Services, Provides Advocacy/advice/information
- **What:** Education/training, The Prevention Or Relief Of Poverty, Economic/community Development/employment
- **Who:** Children/young People, Other Defined Groups

Geography

- **Area of benefit:** MAINLY WITHIN BOUNDARIES OF SALFORD C.C. EDUCATION AUTHORITY
- Throughout England

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Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£3,563,936	£3,908,342	£2,399,155	83
2024-03-31	£3,345,228	£3,287,288	£2,743,561	75
2023-03-31	£3,005,947	£2,800,344	£2,685,621	61
2022-03-31	£1,533,779	£1,601,990	£2,480,018	53
2021-03-31	£1,675,927	£1,521,612	£2,548,229	46

Trustees

Name	Role	Appointed
Caroline Aikman		2024-09-26
David Eames		2023-07-20
Dr Katherine Potier de la Morandiere		2018-03-20
Dr Pradeep Passi		2025-07-17
Katharine Selina Francis		2017-01-16
Kevin McDermott		2022-07-14
Marie-Grace Nkeshimana		2021-07-15
Melissa Caslake		2023-09-28
Michala Marfleet		2020-02-20
Nouman Bhatty		2023-07-20
PETER OPENSHAW		2012-06-29
Robert McClenaghan-Harrop		2024-12-05
William King		2025-12-04

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SALFORD FOUNDATION LIMITED

England & Wales - Charity number 1002482

Accounts

Registered Company Number: 02472369 (England and Wales)
Registered Charity Number: 1002482

salford foundation

Annual Report 2024/25

Report of the Trustees and Financial Statements

SALFORD FOUNDATION LIMITED

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Everything we do is driven and guided by our core values:

Welcoming
Our doors are open to anyone who wishes to contribute to or use the service. Whatever your issue or situation, we welcome you and want you to feel at home.

Leading by Example
We aim to change the lives of young people and adults by inspiring and empowering them to succeed with confidence, through good leadership.

Working Together
We believe that real results come from people working collaboratively and creating solutions together... and by having some fun while we do it.

Professional & Responsible
We aspire to be the very best we can be. We provide a consistent experience, operating quality systems and standards.

Proud & Passionate
We are hugely passionate about our Foundation, and want to do great work that we all feel immensely proud of.

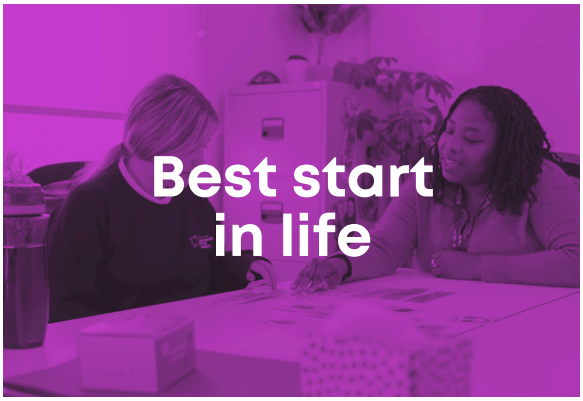
Proactive & Dynamic
We are solution-focused and use creativity and proactivity to constantly find better ways of working.

Our Impact

We helped

11,350

young people & adults tackle disadvantage and change their lives



"We are immensely proud of the work we've done this year to tackle disadvantage and help 11,350 individuals to change their lives. We're passionate, ambitious and determined to work with our partners and make an even bigger impact in the year ahead."

Phil East
Chief Executive Officer

Changing lives

2,755
adults supported

8,595
children & young people supported

25
projects & services

4,274
indirect beneficiaries supported (family & household members)

> [The support] has changed my life, my mindset, and given me the power to put myself first for the first time in my life.
> **Women's centre service user**

Tackling disadvantage

8,010
people achieved improved health and wellbeing

631
people with improved finances and debt

+39%
more people received key worker support
(3,382 vs 2,432 last year)

761
people supported to achieve better housing

> "We didn't think we were entitled to claim any other benefits. We are over the moon with this extra income, it will make life so much easier."
> **Married couple in their 70s**

Best start in life

4,788
young people supported with school transitions

699
young people mentored

8,740
young people developed life, social & communication skills

1,186
young people helped to keep safe

> "[The project] has helped me understand more about myself. It means I can deal with things a lot better when I am getting angry. I just do [my coping techniques] instead of fighting."
>
> **10-year-old mentoring service user**

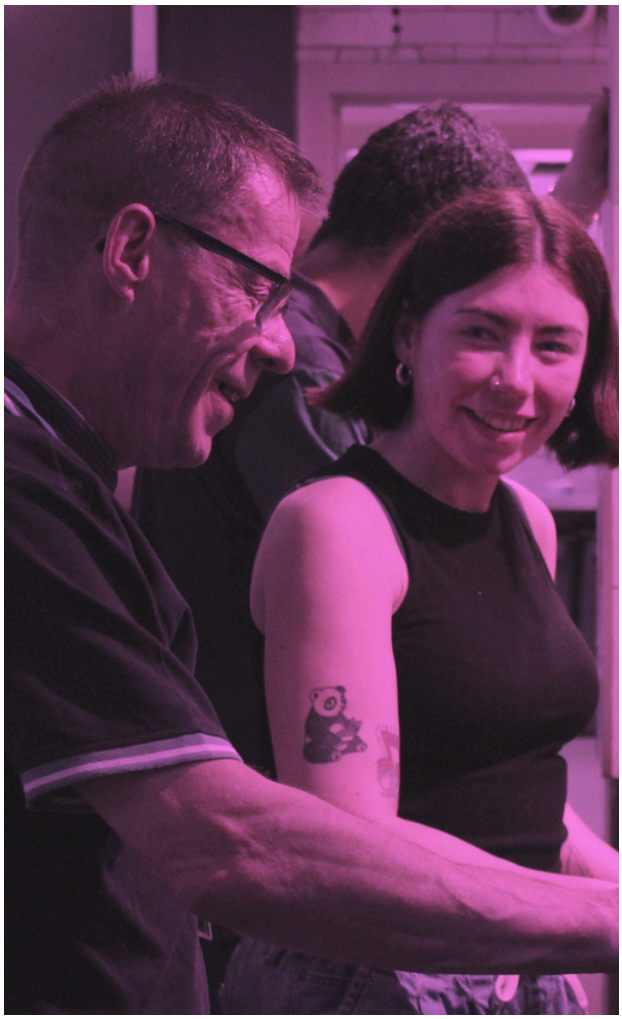
Working futures

7,342
people progressed their education, employment and training goals

6,093
children & young people with raised aspirations

251
people moved into jobs or training

1,135
people developed digital skills



> "It's brought my confidence and skills up massively – I wouldn't have even turned up to the first interview, due to my mental health and lack of believing in myself."
> **Employment service user**

Safe & strong communities

3,477
people supported
to keep safe from harm

1,986
people supported to
tackle domestic abuse

1,154
people supported to
reduce their offending

745
boys & young men educated on
gender-based violence

> "I managed to move house away from my ex-partner. I've been supported in going to court to have him charged. I'm happy and proud of the changes I've managed to make in my life."
> **Domestic abuse Service User**

Partnerships

469
people volunteered with us

4,066
hours of support from volunteers

618
private, public & charity organisations worked with us

> "The presentations were high quality, well-informed and the pack of resources is of amazing quality. [This] will generate all sorts of thinking and interventions in our setting and I'm sure many others."
> **Training participant**

Reference and Administrative Details
For the year ended 31 March 2025

Board of Trustees	C Aikman N Bhatty M Caslake D Eames K Francis A Hassall M Marfleet R McClenaghan-Harrop K McDermott M-G Nkeshimana P Openshaw P Passi K Potier de la Morandiere
Company Secretary	P East
Registered Office	Foundation House 3 Jo Street Salford M5 4BD
Registered Company Number	02472369 (England and Wales)
Registered Charity Number	1002482
Senior Statutory Auditor	A Buckley
Auditor	Mitchell Charlesworth (Audit) Limited 3rd Floor 44 Peter Street Manchester M2 5GP
Bankers	Santander UK Plc Bootle Merseyside L30 4GB

The Trustees, who are also directors of the charity for the purposes of the Companies Act 2006, present their Report with the Financial Statements of the Charity for the year ended 31 March 2025. The Trustees have adopted the provisions of Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019).

Objectives and Activities

Objects

To act as a resource for young people aged 5-25 living in Salford, Greater Manchester, and the North West by providing advice and assistance and organising programmes of physical, educational, and other activities as a means of:

- advancing in life and helping young people by developing their skills, capacities, and capabilities to enable them to participate in society as independent, mature, and responsible individuals
- advancing education
- relieving unemployment
- providing recreational and leisure time activity in the interests of social welfare for people living in the area of benefit who have need by reason of their youth, age, infirmity or disability, poverty or social and economic circumstances with a view to improving the conditions of life of such persons.

To promote social inclusion for the public benefit by preventing people from becoming socially excluded, relieving the needs of those people who are socially excluded and assisting them to integrate into society in Salford, Greater Manchester, and the North West.

- For the purpose of this clause 'socially excluded' means being excluded from society, or parts of society, as a result of one of more of the following factors: unemployment; financial hardship; youth or old age; ill health (physical or mental); substance abuse or dependency including alcohol and drugs; discrimination on the grounds of sex, race, disability, ethnic origin, religion, belief, creed, sexual orientation or gender re-assignment; poor educational or skills attainment; relationship and family breakdown; poor housing (housing that does not meet basic habitable standards); crime (either as a victim of crime or as an offender rehabilitating into society).

Public Benefit

The Trustees confirm that we have paid due regard to the Charity Commission guidance on public benefit reporting in reviewing the Charity's aims and objectives and in planning its future activities. This report reviews what we have achieved and the outcomes of our work in the reporting period. The review also outlines how future planned activities will contribute to the Charity's aims and objectives.

Achievements and Performance

This report highlights the successes and challenges we have faced during the year April 2024 to March 2025. We have had a successful year, directly supporting 11,350 children, young people, and adults (a 6% increase on the previous year). We have accomplished this through running 24 distinct projects in Salford and across Greater Manchester.

We are grateful for the service of our Trustees throughout the year and extend our thanks to Ms E Potier and Dr K Stansfield who stepped down from their roles in the course of the year. All our Trustees have brought a range of skills, experience and passion which have helped to guide and shape our strategy and its good governance.

Key successes in the last year - operationally and strategically - include:

- Continuing to deliver a broad and stable range of services: meeting the changing needs of beneficiaries; and innovating with new projects
- Maintaining increased turnover (reaching £3.5m for the first time in our history) and helping over 11,350 people
- Completion of detailed preparatory work, in readiness to launch our new five-year strategy in April 2025
- Further developing our 'Positive Masculinity' work, delivering direct support to pupils across Greater Manchester, in addition to developing the 'pathfinder' initiative of champion schools with trained staff and new curriculum resources
- Completion of the 'efficacy' stage of our STEER project in 6 GM boroughs in readiness for the publication of a major external evaluation report in the autumn of 2025
- Further developing the 'Safe in Salford' domestic abuse partnership in collaboration with three other specialist charities
- Collaboration with the JABBS Foundation, producing evidence of national significance regarding women in the criminal justice system
- Fully embedding our IRS Wellbeing Hub for people on probation, in partnership with the Big Life Group, and further enhancing the facilities at our Acton Square premises
- Consolidation and growth in partnerships with other charities as a primary means of operational delivery and a strategic approach to achieve our objectives
- Increasing our GM footprint and profile, whilst maintaining our integral Salford identity
- Consolidation and improvements to our 'people' strategy and to staff engagement and terms and conditions
- Improvements to our communications output and the appointment of an expert lead trustee
- A continued focus on best practice including 'Leading Lights' accreditation for our domestic abuse services; 'champion' status within our 'All Equals Charter' accreditation; and GM Good Employment Charter membership

Achievements and Performance [Continued]

Challenges

Although our successes and achievements have been broad and deep, we remain acutely aware of and attuned to the risks we face. Additional challenges have also emerged within the year, not least the continuing trend of higher demand for services and increased complexity in the needs of many whom we are supporting. Challenging conditions persist across the charity sector, exacerbated by issues that have emerged in the last year such as the increase in Employers' National Insurance contributions. Both our income and headcount of staff will reduce in 25/26, having a direct and negative effect on our capacity to help our beneficiaries. We face uncertainties about levels of public spending and confidence in commissioning that will follow from the outworkings of the Chancellor's Spring Statement and subsequent Comprehensive Spending Review. We are forecasting usage of up to £190k of free reserves in the year ahead. We are therefore alert to very real short-term challenges, many of which are likely to persist into the medium-term.

In spite of challenges and inevitable uncertainties, we conclude the year in a position of considerable strength, ready to face difficulties and to celebrate greater success next year, as we continue to challenge disadvantage and change lives.

The Work of the Charity

This year our work has continued to be delivered through four thematic areas:

- Aspirations and Opportunities
- Targeted Youth Support
- Women's and Survivors' Services
- Targeted Adult Support

Aspirations and Opportunities

Our Aspirations and Opportunities work has continued to support young people's personal, social and vocational development through a range of projects.

Work Readiness

Our Business Education Partnership (BEP) has provided work-related preparation and activities to 4,504 students this year. This work has been carried out in schools across Greater Manchester, funded in part by The JD Foundation. It remains a challenge for schools and students to keep pace with the fast-changing employment market, growth sectors and emerging jobs and career pathways. Students are therefore less knowledgeable and skilled for making the transition into employment. We are therefore very grateful for the wide range of business volunteers who have joined us to support students with their career aspirations and work readiness skills. 258 volunteers gave their time and skills to support this work during the year (a 32% increase on the previous year). This has included 'world-of-work days', mentoring and mock interviews for Year 10 and 11 students.

The Work of the Charity [Continued]

'Mock interviews' and 'Meet the Business' events remain two of the most popular and impactful activities. One student commented: "I gained a lot more confidence and feel better about going to my first real interview." Another said: "It made me feel more prepared for what comes after college" and "It was really helpful to hear about the different routes people took to get to where they are". Providing feedback on one of the sessions, a college careers advisor said: "As a teacher, I have seen how much these sessions benefit students. The opportunity to interact with real professionals provides them with valuable insights and inspiration".

Working Futures

Funding from BNY Mellon for our 'Working Futures' programme has allowed us to deliver a bespoke work readiness programme to 1,114 16-18 year olds (a 24% increase on the previous year). This has included introductions to new career pathways, such as the local growth in tech opportunities. Also, we have focused on self-employment and entrepreneurialism as another career pathway for young people to explore. Throughout the year we have also delivered the 'Money Matters' programme, upskilling older teenagers to navigate the financial opportunities and challenges that will face them in the years ahead. In the light of the cost-of-living crisis that the country has been experiencing, young people have been keener than ever to learn financial literacy skills. This year, this has included a particular stream of activity focused on young people at risk of becoming NEET (not in employment, education and training) and those with SEN (special educational needs). Following their participation in one of the sessions, one student said: "I have learnt that I can communicate formally without worrying or messing up what I was saying." Another said, "I feel a demonstrated resilience as I was very nervous at the beginning, but it went well". The activities also proved very popular with our employee volunteers. Feedback included: "The event was well-organized and successful, with students feeling proud and more prepared This is one of the best days I've had in a really long time."

LEAP

The 'LEAP' project aims to help Year 6 students with their transition to high school. Appreciating that students who have recently made that transition are 'experts by experience' the project trains mentors in Year 8, enabling them to provide direct support to the Year 6 students. 127 students took part early in the year through a discrete funding stream. A small amount of LEAP delivery has since been absorbed within the broader BEP Work Readiness activities reported on above. The project has been overwhelmingly well received with strong feedback from schools. "The Leap Project has been a valuable part of our Career Programme allowing students to develop employability skills in a range of settings. The students are given the opportunity to work as a team or independently to improve skills in leadership, team building, resilience and raising self-esteem. This [has] an impact on their learning and aspirations for the future." Another said: "The students enjoy the programme and working to deadlines, which has helped improve teamwork, communication and commitment to their groups. The students particularly enjoy going out to the primary schools to demonstrate their work."

The Work of the Charity [Continued]

Steps

This year we have built on our initial experience of delivering the 'Positive Masculinity' and 'Boys to Men' projects to develop our 'Steps' project, funded by GMCA's Violence Reduction Unit. The project has taken a preventative, public health approach to tackling gender-based violence with boys and young men. We have been working with groups of 10 to 14 year-olds to recast masculinity in a positive light and to enable young people to proactively undermine misogynistic attitudes and behaviours with their peers. This year, we have worked with 745 pupils in schools. Additionally, we have trained 40 teaching staff in 30 schools to undertake direct delivery of our curriculum resources with their students. The project has demonstrated significant impact with students. A young man in a primary school said: "Some boys can be proper rough with girls and don't know how to respect girls. We need to know about how to be kinder to girls." This year, the impact on students has been independently evaluated, with the subsequent report due in the summer of 2025. Feedback from teaching staff regarding the training and curriculum resources has been equally strong. Feedback has included: "One of the best sessions I have attended this year and possibly during my career". Another said: "[This is] a groundbreaking piece of work that will generate all sorts of thinking and interventions in our setting and in many others." The issues the project covers have remained highly topical and widely covered in the media. We were pleased that the project was featured on ITV's Granada News at the very end of the year.

NCS Skills Builder

Having run the National Citizen Service (NCS) programme for many years, this year marked the end of an era with the government's decision to end all NCS delivery at the end of March 2025. Nevertheless, we made the most of the opportunity of this final year, supporting 863 young people through the Skills Builder programme in Salford, Trafford and Bolton (a 159% increase on the previous year). This year, a wide range of employability, life skills and social action projects were delivered, predominantly in partnership with further education colleges. Students and staff alike appreciated the impact and benefits of participation. Following completion of a social action project, one student said: "It's going to be so nice on Christmas day thinking about other young people opening the Christmas boxes we have made them, I hope they really like them and are happy with what we have chosen." College staff consistently noted improvements to the engagement with learning of their students who took part in the sessions and valued the employability sessions. One tutor provided feedback about one of their students: "He is currently, successfully following an educational pathway which should help to attain his chosen profession – engineering."

Positive Action

A Positive Action project focused on young people's literacy, concluded early in the year. Reading mentors from Year 10 were trained to provide support to students in Years 7 and 8 in their school, All Hallows RC in Salford. The project culminated in a family fun day and book hunt held in Buile Hill Park, with many people donating books which were given away to children and families. 203 young people took part in the project, with approximately 240 attending the fun day.

The Work of the Charity [Continued]

Targeted Youth Support

Providing targeted youth support has remained a high priority, as we help young people to navigate the additional challenges that a small but significant proportion of teenagers face. This year we supported 747 young people and parents.

Youth Endowment Fund

This has been the third year of our Youth Endowment Fund 'Another Chance' project, further developing our STEER work on serious youth violence and completing our 2-year efficacy study. We have successfully embedded the project in 6 local authority areas: Salford, Trafford, Wigan, Manchester, Tameside and Bolton – supporting 388 young people and 7 parents. External evaluation and developing standards of evidence are a core element of the project and we have worked collaboratively with Cordis Bright and Royal Holloway University throughout the year.

The project has made a significant difference to young people with a range of needs. For instance, 'Nabeel' was referred to STEER following a serious physical altercation with his father and a dramatic decrease in his school attendance and engagement, driven in part through truanting. Over 6 months, a trusted relationship was built with Nabeel by his mentor and a range of interventions were implemented. These included work on aspirations and goal setting, thinking and behaviours, positive peer groups and safety mapping. At the end of the 6-months of support, a multi-agency meeting of professionals agreed that Nabeel required no further support. His school attendance had risen from 30% to over 80%. His behaviour and respect at home had increased significantly and he had developed new hobbies and interests. At first, Nabeel had been very guarded and sceptical about receiving support. However, his feedback to his mentor was: "You are really good at your job. I have felt comfortable speaking about things with you, knowing you will help, and I am not being judged".

STEER

The Youth Endowment Fund project is based on our original STEER programme for young people affected by gangs and serious violence. Through separate funding, a further 19 young people and 2 parents were supported in Bolton and a further 27 young people and 4 parents as part of the Orsdall, Langwothy and Charlestown Youth Partnership.

Blocks Manchester

We have continued to deliver our Blocks early-intervention mentoring project in north and east Manchester throughout the year. The project is funded by the GMCA Violence Reduction Unit and focuses primarily on 9 to 12 year-olds who may be showing early risks of involvement in crime and violence. We firmly believe that early identification and intervention approaches are critical. We have been working in partnership with 10 primary schools, with our mentors co-located in the school settings. This year our parenting support offer and transition support for a small cohort in the first year of high school has continued. We have also launched a small pilot with a cohort of Year 3 and 4 students – adapting our interventions to provide even earlier targeted intervention.

The Work of the Charity [Continued]

A very positive evaluation of the impact of the project has been published by Manchester Metropolitan University and was launched at a stakeholder event in the autumn, introduced by Kate Green, Deputy Mayor of Greater Manchester. This year we supported 153 young people and 29 parents.

'Leo' was referred to the programme due to his risk of exclusion fuelled by multiple fights both at school and in the community. His dad was also in prison, on remand for a serious violent offence. Leo struggled to control his emotions, saying that – when angry – he just "saw red." His mentor worked with Leo to teach him several coping strategies, to understand his emotions better and to learn how to regulate his responses. Leo has made fantastic progress. He is happier and shows less bravado. He has not been involved in a single fight in school for months and is no longer considered an exclusion risk. As his dad was due to be sentenced in the autumn, Leo was one of a small number of students who received transition support into the start of Year 7 in his high school. Leo said: "BLOCKS has helped me understand more about myself. I think this is important because it means I can deal with them a lot better and when I am getting angry, I just do some scrunchies [coping mechanism] instead of fighting."

Blocks Salford

We have also supported a small cohort of 15 young people in Salford with funding from reserves.

Engage Trafford

Our 'Engage Trafford' targeted mentoring project has supported 97 young people throughout the year (a 33% increase on 23/24) as well as 6 parents. Young people themselves as well as parents have been extremely grateful for the support provided and articulate about the change that has been made possible. Responding to the worsening mental health of children and young people since the pandemic has been a key theme for Engage this year, alongside serious emotional dysregulation. 'Jordan' was referred to Engage after his mum had to spend 12 months in hospital, leading to an extended period of interim care with his grandparents. During this time his behaviour deteriorated significantly and his school place became at risk. He also went missing from home for 3 days and was arrested by the police for a separate incident. Jordan's mentor worked with him consistently to address the root causes of his behaviours and to help him understand and respond to his emotions more constructively. Jordan is now making great progress at school and at home, where he is back living with his mum. She said: "Thanks for your help with Jordan – u defo made a difference."

Women's and Survivors' Services

This year we have continued to develop our offer to vulnerable and disadvantaged women in Salford. Through 7 distinct projects, we have supported 2,069 women and 340 of their children (a 5% increase on the previous year).

The Work of the Charity [Continued]

Safe In Salford

We have delivered our third year of the 'Safe in Salford' domestic abuse service. We are the lead provider in the service model, working collaboratively with our sub-contracted partners Trafford Domestic Abuse Services (TDAS); Talk, Listen, Change (TLC); and The Pankhurst Trust (Incorporating Manchester Women's Aid) (PTMWA). This has been a significant step-change for the provision of domestic abuse services in Salford. These were previously commissioned separately and were not always able to provide joined-up working for individuals and families affected in ways that could deliver improved outcomes and impacts. Collectively, we have delivered services to high-risk survivors; survivors identified through their contact with their GP surgery; children and young people who have witnessed domestic abuse; medium-risk survivors and perpetrators. During our third year we have enhanced our partnership working and co-location with key agencies, including Greater Manchester Police, housing and mental health teams. We have also continued new and innovative practice through our 'Rapid Response' and 'High Risk, High Harm' pilot projects.

During the year we supported 1,751 people. This has been a fantastic, collective achievement. Many individuals have shared with us the impact that our support has had. One survivor said: "I managed to move house away from my ex-partner. I've been supported in going to court to have him charged. I've had just one worker since the issues I had at the beginning, which has been amazing. I'm happy and proud of the changes I've managed to make in my life and think I may have given up on the court case as it took 3 years to get to court, had it not been for the ongoing support." In order to tackle domestic abuse systematically, work with children who have witnessed domestic abuse is an important part of the Safe in Salford model. One parent said: "He is definitely more secure in himself. He leaves [the sessions] telling me about his feelings. He isn't worried and understands that he is going to be ok. I feel the staff go above and beyond, always communicating either via text or face to face. The ladies delivering are truly amazing."

We have continued to work with our commissioners and partners throughout the year to make improvements to the wider determinants affecting domestic abuse. Developments in the wider context that are of note in the past year have been the continued crisis in temporary housing provision; long waiting times for cases to make their way to prosecution through the criminal justice system; and significant increases in safeguarding incidents and mental health needs.

Indigo

We have also continued to deliver our 'Indigo' project throughout the year. We have experienced extremely high demand for the service and supported 235 people. Additionally, we estimate that there have been 170 indirect beneficiaries due to the positive impacts on families. This includes children returned to their families following court proceedings or a complete discharge from social services oversight and intervention. The use of peer ambassadors and educators has also been a key approach, involving women who are 'experts by experience.' 5 women have contributed 308 hours of voluntary support.

The Work of the Charity [Continued]

'Julie' was one beneficiary. She found out she was pregnant whilst in hospital recovering from injuries sustained in a domestic abuse incident. She started Indigo less than a month after giving birth. Having previously been in an abusive relationship, she had moved to a new area with no support networks and had turned to drugs as a coping mechanism. Her baby was removed from her care upon birth. Indigo has been transformational for Julie as it is the first time she has really understood and come to terms with the domestic abuse she has faced. She is no longer using substances and has cut ties with significant, negative people who have been very influential. Social Services are beginning the process of returning her baby to her care and are also helping her regain contact with her two older children. Julie said: "Indigo has changed my life, my mind set, and given me the power to put myself first for the first time in my life."

Together Women Project

We have continued to support women in the criminal justice system through our 'Together Women Project' (TWP), working collaboratively with the Probation service and as part of the Greater Manchester Women's Support Alliance (GMWSA). This year, we supported 188 women in all parts of the criminal justice system, from leaving prison to exiting police cells without charge. We have also been significantly helped by financial support from The JABBS Foundation as we have participated in their national 'Effective Women's Centres' project.

The women we support often live extremely challenging lives and are both the perpetrators and victims of crime. Many are affected by issues such as domestic abuse, adverse mental health, drug and alcohol problems and caring responsibilities. For many, their needs have been further exacerbated by the longer-term social impacts of the pandemic. Providing holistic support is therefore both challenging and of critical importance.

One woman who was supported this year was 'Hannah.' Hannah was referred by Probation due to her complex offending history of serious assaults, coupled with mental health difficulties and substance addition. Hannah also has an autism diagnosis and can struggle in social settings and with communication with professionals. Her keyworker provided wrap-around support, including introduction and advocacy to specialist housing and debt services. This has included Hannah securing a Debt Relief Order (DRO) – with the result that she is debt-free for the first time in over 20 years. She is making positive progress and has not reoffended. Hannah said: "I have had great support from the Women's Centre – helpful towards me and my neurodivergence. I am so grateful for the support and think it's brilliant what you offer women here!"

Funding from Greater Manchester Mental Health for a part-time health worker in the Centre has supported a further 15 women.

The Work of the Charity [Continued]

Pathways Wellbeing

This year our Pathways Wellbeing project has received funds from The Booths Charities and The JABBS Foundation, and supported 102 women (a 70% increase on the previous year). This has been a crucial part of our women's offer, providing a route into services for women with specific support needs and less complexity, whilst providing a route back to the community for women exiting our more complex services such as Safe in Salford and TWP. The feedback from the women on the impact the projects have had on them has been consistent. Speaking about the support provided, one woman said "It helps me know I can leave my house and I'm safe and I won't be hurt. I'm more confident now to be able to do more stuff with my children and know they are safe".

Elevate (Learning, skills and Work)

We have continued to provide support to women through our Elevate (learning, skills and work) project. Funded by the Albert Gubay Foundation, we deliver the project in a partnership with other local charities, including Salford CVS, Mustard Tree, Groundwork, The Broughton Trust, and Salford Loaves and Fishes. This year we have supported 96 women, 76% of whom have progressed into employment or training. The project has provided a wide range of employment preparation and support, including running regular 'Makers' Markets' where women sell products they have made. One woman commented: "I needed help with my CV. [My key worker] helped me which led to her also getting me on a course with Inspiring Communities which I will then be able to pursue a career that I will love. [My key worker] has been excellent and great to work and talk with and has given me lots of support and encouragement."

Complementary to Pathways and Elevate, and continuing the work we do to support Salford as a 'Learning City', we continued to run a thriving and successful Sewing Bee club for 22 women in Little Hulton.

Targeted Adult Support

Our other programmes for adults facing significant challenges have provided invaluable support to 638 people in Salford. Adult Services delivered from our hub in Acton Square were supported in the year by a generous core grant from Garfield Weston.

Integrated Rehabilitation Service Wellbeing Hub

Throughout the year we have continued to develop the Integrated Rehabilitation Service Wellbeing Hub located as part of The Shed at Acton Square, supporting 224 men (a 10% increase on 23/24). The project focuses on 'welfare' for men being supported by the Probation Service in Salford. This has enabled us to support men with a wide range of issues affecting their rehabilitation, including mental health, housing support, debt and welfare, and developing their thinking skills, attitudes and resilience. We have been greatly assisted in this through a range of co-locations, including staff from DWP, family support, mental health treatment requirement and trauma-informed support.

The Work of the Charity [Continued]

There have been many examples of impactful support provided to men through the course of the year. 'John' was referred by his probation worker following his release from a long custodial sentence. John has spent most of his adult life in and out of prison and was supervised by the intensive police 'Spotlight' team upon release due to his high risk of reoffending. John said he expected the support from us to be a "tick box exercise" and was surprised at the breadth and intensity of help he received. This included support with benefits payments and form filling due to his learning disabilities; help to successfully secure a tenancy in shared accommodation; access to counselling support; and participation in the wider hub programme of weekly activities including the breakfast club and gardening activities. John has not reoffended and is no longer being supervised by Spotlight due to the excellent progress he has made whilst accessing our support.

Elevate (Learning, skills and work)

Our support to men seeking work through the Elevate programme has continued, complementing the support reported above that we provide to women through the same project. We have supported 83 men, 57% of whom have progressed into training or work. Feedback from those taking part has been consistently good and demonstrate the range of barriers to progression the men have faced. One said: "I felt lost when I first came here. I had too much going on and didn't know how to deal with it all at once. I really enjoyed the Fork Lift Truck course and would recommend it to anyone! Thank you for all your help and support, you are all amazing people." Another commented: "I was offered quite a lot of help from start to finish, pretty much. It's brought my confidence and skills up massively because I wouldn't have even turned up to the first interview to be honest, due to my mental health and just the lack of believing in myself." We are grateful to Landsec for giving us a grant to increase our employability support at Acton Square. This has enabled us to support a further 60 men. To date, 55% of them have progressed into training or work.

Money, Debt and Fuel Poverty

Our work focusing on financial inclusion, debt reduction and fuel poverty has continued to be highly valued by people who are living in significant poverty. This year we have had a particular focus on helping people on benefits who are homeowners or in private rented accommodation to access small improvements to their homes, in collaboration with Salford Council. 184 people have been supported by our work, with an estimated 405 further people who have directly benefited from the improvements made.

A couple in their 70s, both with disabilities, were referred for support. They initially wanted help with a repair to a leaking tap in the kitchen. After confirming eligibility for the scheme and making a referral to the contractors, it was also identified that they were both likely to be entitled to claim further benefits, given their health issues and disabilities. Benefits checks and applications were made with the couple during a follow-up home visit. We also provided energy savings advice, Warm Packs and advised they are entitled to claim the Winter Fuel Payment. They had been worried about whether they would still be entitled to receive this payment after reading about changes in the news. As a result, their household income has increased by £7,555 per annum. They said: "We didn't think we were entitled to claim any other benefits. We are over the moon with this extra income, it will make life so much easier."

The Work of the Charity [Continued]

Homeless Prevention

A grant from the Nationwide Building Society charity has enabled us to support 75 men at risk of homelessness. This work has included the development of personalised support plans; budget and money management support; improving independent living and tenancy sustainment skills; and improving social and community connections. Many of those we have supported have been in extreme need and facing complex circumstances. One man said: "Without your support I would still be on the streets and scared due to my epilepsy. I wouldn't have the temporary house and wouldn't be moving soon." Another said, "The team were influential [with other professionals]; extremely polite; and exemplary in what they did. May I say 'thank you' for all the support to find my perfect home."

A further 12 men were also supported at Acton Square at the beginning of the year through a 'Creative Health' project, funded in part from reserves.

Future Plans: Opportunities and Risks

Strategic Priorities

As we begin the 25/26 financial year, we are launching our new strategy for 2025 – 2030, "Tackling disadvantage; changing lives." This sets out our key opportunities and our approach to helping our communities. Our three main priorities are:

- **Best Start in Life.** We want to ensure children and young people have the best start in life and enter adulthood with great life chances. We will prioritise issues that enable this, such as good education for all; parenting; healthy relationships; wellbeing; and life skills.
- **Working Futures.** We want everyone to have the opportunity to fulfil their potential and contribute to society. We want young people to be inspired and informed for their future careers. We want adults to gain skills and receive support to work for a living wage. We will promote volunteering and alternative forms of 'meaningful employment.' We want everyone to secure a future that works for them.
- **Safe and Strong Communities.** We want everyone to live in inclusive, supportive and well-resourced communities. We believe society should be built on shared values and a commitment to collective wellbeing. We want everyone to feel safe and protected. We want to tackle domestic abuse and coercive relationships. We want to prevent people being drawn into a life of crime. We want to help adults in the criminal justice system rebuild positive, productive lives.

In the next five years we will also:

- Improve our reach & impact in GM – help more people tackle disadvantage and change their lives
- Be the partner of choice for delivering quality services, strengthening our networks & partnerships
- Influence change (not just deliver services)
- Take calculated risks to create a bigger and better impact
- Improve how we tell the story of our beneficiaries and our charity
- Stay true to our vision, mission and values

Future Plans: Opportunities and Risks [Continued]

As an agile charity, built to serve a changing society, we will learn, innovate and adapt.

Resources

To achieve our strategic goals, we have committed to using our resources – finance, people and buildings – as proactively and collaboratively as possible to help people create lasting change in their lives. We will continue to adapt the usage of our renovated and reconfigured space at Foundation House and will use this as a co-located space for staff from other charities with whom we are working in partnership. We will continue to adapt and develop our use of 6 Acton Square, the lease on which has been extended for a further five years.

Use of Reserves

To enable our work to develop and grow we will continue to invest in our work from our own reserves. Designated reserves are held to support this and include: a Strategy Fund to invest in our own operational projects; a Beneficiary Emergency Response Fund to help those facing particularly extenuating circumstances; an Infrastructure and Restructure Fund – to ensure we can make investments in the core capacity of our charity, so that we are more effective and efficient in delivering services and helping people; and a Property Development Fund- to review physical resources, assets and premises required to best deliver services in the medium-term.

Risk Management

We recognise that the years ahead are not without risks for our charity. We continue to monitor these carefully through our Risk Register and Risk Scorecard, with oversight from our Audit and Risk Sub-Committee. Achieving a balanced budget and covering our operational costs will remain challenging in the year ahead. Recruitment and retention of suitably experienced and qualified staff is also a significant challenge for certain areas of our operational delivery. The risk of excessive demand on our services as the volume of people requiring our help is anticipated to increase, as is the complexity of needs which people are dealing with. As we face the future, we will remain mission-focused and endeavour to find the right balance between being courageous in meeting the needs of our beneficiaries and also being financially prudent. In so doing, we are well served by our healthy reserves position which provides a very firm foundation from which to balance our risks and opportunities and to plot our course in the next five years and beyond.

Financial Review

Results for the Year

The financial results for 2024/25 reflect the stable, yet broad, range of services provided during the year. Turnover has continued to steadily build from the previous year, rising by 6.5% to £3.56m. With increased income, came a rise in expenditure by 18.9% to £3.9m. Overall, this has resulted in a deficit of £344k.

Financial Review [Continued]

For the first time in our history, income has been above £3.5m. Women's and Survivors' Services continue to be the most significant operational area with income of £1.6m, compared to £1.5m in the previous year, this includes the 'Safe in Salford' domestic abuse partnership which operates in collaboration with 3 other specialist charities. Targeted Youth Support sustained income at £852k for the year (£850k in the previous year) with the continuation of the large STEER project as well as the Blocks mentoring project. Aspirations and Opportunities has income of £549k in comparison to £379k in the previous year, a reflection of increased funding in respect of our National Citizen Service (NCS) Skills Builder programme as well as the introduction of our Steps project. Targeted Adult Support has recorded income of £384k, a decrease of 7% from £412k in the previous year due to a change in mix of projects and funders in the area.

The expenditure of £3.9m continues to be significantly made up of staff costs, totalling £2.2m, an increase of 18% from 2023/24. Service delivery costs continue to increase reflecting the increase in operations year on year as well as general increases in costs. Support costs have continued to rise, increasing by 12% year on year to £582k reflecting the pressures felt from inflation and the cost of living crisis in the running of two properties as well as an increased number of staff.

However, despite the overall deficit of £344k recorded for the year, the net impact on the general free reserve was as originally budgeted, a break-even position, as the deficit was funded by £215k from restricted funds and £129k from designated funds. The Strategy and Infrastructure and Restructure Designated Funds have been instrumental in assisting in covering the costs of developing and growing the organisation to its current size. The Strategy Fund has allowed investment in operational projects such as Indigo, and the Infrastructure and Restructure Fund has helped grow the core capacity in the charity bringing improvements to the effectiveness and efficiencies of service delivery.

After consideration of the already agreed levels of funding as well as planned usage of designated and free reserves, the Trustees have agreed a budget for the 2025/26 financial year anticipating a net operating loss of up to £190k. Various factors have been considered in the preparation not just including the increase in national insurance costs being felt across all businesses, but also the increased competition in the sector for funding from Trusts and Foundations as well as the uncertainty around government spending decisions. Attention has also been given to the ability for the organisation to sustain its current size along with controlled future growth and developments.

Financial Review [Continued]

Reserves

Each financial year the Audit and Risk Committee and Trustees review our Reserves Policy to establish the level of free reserves needed to enable us to operate effectively and responsibly; representing the funds that might be needed: to support expenditure in the event of reduced income or changes in circumstances; and to support expenditure that might be needed to help develop the charitable offer.

In considering the appropriate level of reserves, the Trustees take into account the nature of funds and funding received by the Charity and its operations, the assessment of risks to the Charity's activities, income and expenditure and the anticipated future requirements of the organisation's plans and budgets. The trustees reviewed the free reserve range in place and agreed to maintain it at £800,000 to £1,100,000. This considers anticipated future income and its volatility, the environment, the needs of current and future beneficiaries and the levels of known liabilities. The reserves are intended to provide for contingencies; to absorb setbacks, mitigate for risks and also to be able to take advantage of change and opportunities.

The Trustees monitor the level of reserves through financial reporting by the organisation's Senior Management Team to the Audit and Risk Sub-Committee and through the Board's normal cycle of business. In the event that the level of appropriate reserves cannot be met, the Trustees will establish an intended course of action to bring the level of reserves up to the required level over a period of time. In the event that the level of reserves exceeds the level considered appropriate by the Trustees, the funds will be deployed in the best interests of the Charity, which may include investment in new services or designation of funds for a particular project.

At 31 March 2025, the Charity's total funds were £2,399k (2024: £2,744k) consisting of: £61k restricted reserves (2024: £277k). £657k fixed asset reserve (2024: £675k) and £641k in other designated reserves (2024: £752k). The remainder of £1,039k represents the available free reserves (2024: £1,040k) which is within the current set target range.

Going concern

We continue to adopt the going concern basis in preparing this annual report and financial statements. Despite the budget for the 2025/26 financial year anticipating a net operating loss, the level of free reserves held are forecast to be able to accommodate the planned spend and still remain within the set target range. Consideration has been given to already agreed levels of funding as well as the current business plan, and the planned usage of specific designated funds. The Trustees consider there is a reasonable expectation that the Foundation has adequate resources to continue to support its charitable objectives for the foreseeable future. There are no material uncertainties that would impact on the Charity's ability to continue.

Financial Review [Continued]

Fundraising

We do not undertake direct fundraising, do not use professional fundraisers and do not use commercial participators to generate fundraised income.

We are committed to fundraising best practice and comply with the Fundraising Regulator's key principles and behaviours that are enshrined in the Code of Fundraising Practice. We undertake to comply with relevant laws and regulations, including the Proceeds of Crime Act, Data Protection, Tax and Gift Aid legislation and Charity Commission guidance.

There is a clear commitment to be legal, open, honest and respectful in all aspects of our fundraising activity. Our Fundraising Policies set out our ethical approach, guidance, complaints process and best practice on Fundraising for Trustees, staff and volunteers. We have not received any complaints relating to any of our fundraising activities.

Structure, Governance and Management

Governing Document

The Charity is a company limited by guarantee and is governed by its Memorandum and Articles dated 9th February 2016 (amended 28th September 2023) and is registered with the Charity Commission.

Governance

The Board has a mix of representatives from business, professional disciplines, public services and others with suitable skills and experience. On-going training of Trustees takes place and on appointment, an induction is given by the Chief Executive. The Audit and Risk Sub-Committee meets as required, with delegated duties approved by the full Board. In addition, ad hoc task and finish subgroups of the Board are convened with members of the Senior Management Team to expedite the execution of duties. A Remuneration and HR Sub-Group meet twice a year, reporting to the Audit and Risk Sub-Committee.

Risk Management

The Trustees have examined the major strategic, business, and operational risks that the Charity faces and confirm that systems have been established to enable regular reviews to be carried out so that necessary steps can be taken to manage these risks. The Trustees are satisfied that reasonable steps are being taken to limit the likelihood and the impact of the risks identified.

Trustee Recruitment

The recruitment of new Trustees is via advertising campaigns using social media and Greater Manchester VCSE and private sector networks to ensure that vacancies are disseminated across our communities. Potential new members of the Trustee Board are invited to discuss the role informally with the Chair or Vice-Chair and CEO before attending a Trustee Board meeting as an observer. Successful candidates are appointed as Trustees following a unanimous vote by the Board. The Board meets, formally, five times during each financial year.

Structure, Governance and Management [Continued]

Trustee Training

An induction process is in place, whereby new Trustees receive support from the CEO, the Chair and another fellow Trustee. Trustees also receive a comprehensive briefing pack on appointment containing information about the organisation and guidance on the role of a trustee from the Charity Commission, including the Charity Governance Code.

The Board arranges an annual strategy and training day, attended by senior managers and Trustees. The purpose of these sessions, in addition to discussing wider strategic themes, is to give Trustees hands-on experience of the Charity's work and the services delivered. In addition, the opening agenda item at each Board meeting is a showcase by staff and/or services users on a particular programme or initiative.

Directors and Trustees

The Directors of the Charitable Company (the Charity) are its Trustees for the purpose of Charity Law and throughout this Report are collectively referred to as the Trustees. The Trustees who served the company during the period were as follows:

Key management personnel: Trustees and Directors

Chair:	M Marfleet
Trustees:	C Aikman (Appointed 26th September 2024)
	N Bhatty
	M Caslake
	D Eames (Appointed as Vice Chair 17th July 2025)
	K Francis
	A Hassall (Appointed 26th September 2024)
	R McClenaghan-Harrop (Appointed 5th December 2024)
	K McDermott
	M-G Nkeshimana
	P Openshaw
	P Passi (Appointed 17th July 2025)
	E Potier (Resigned 31st March 2025)
	K Potier de la Morandiere
	K Stansfield (Resigned 26th September 2024)

Key management personnel: Principal staff

Chief Executive Officer: P East

Senior Management Team: M Langhorn – Deputy CEO to 31st March 2025, Senior Operations Manager from 1st April 2025
J Damen - Operations Manager (Youth)
H Garry - Business Development Manager
M Palmer - Business Manager
S Sheehy - Operations Manager (Targeted Youth Support) to 4th April 2025

Reference and Administrative Details

Reference and administrative details are shown in the schedule of members of the board and professional advisers on page 9 of the Financial Statements.

Statement of Trustees' Responsibilities

The Trustees (who are also the Directors of Salford Foundation Limited for the purposes of Company Law) are responsible for preparing the Report of the Trustees and the Financial Statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

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

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and 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; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The Trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the Charitable Company and to enable them to ensure that the Financial Statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the Charitable Company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Insofar as the Trustees are aware:

- There is no relevant audit information of which the Charitable Company's auditors are unaware of; and
- the Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

This report has been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small companies.

Approved by order of the Board of Trustees on 25th September 2025 and signed on its behalf by:

M Marfleet
Chair

Report of the Independent Auditors to the Members of Salford Foundation Limited
For the year ended 31 March 2025

Opinion

We have audited the financial statements of Salford Foundation Limited (the 'charitable company') for the year-ended 31 March 2025 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement, and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2025 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditors responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the directors with respect to going concern are described in the relevant sections of this report.

Other information

The other information comprises the information included in the Report of the Trustees other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinion on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Report of the Trustees for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Report of the Trustees has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Report of the Trustees.

We have nothing to report in respect of the following matters where the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to take advantage of the small companies exemption from the requirement to prepare a Strategic Report or in preparing the Report of the Trustees.

Responsibilities of trustees

As explained more fully in the Statement of Trustees' Responsibilities, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an Auditor's Report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Details of the extent to which the audit was considered capable of detecting irregularities, including fraud and non-compliance with laws and regulations are set out below.

Extent to which the audit was considered capable of detecting irregularities, including fraud

We identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, and then design and perform audit procedures responsive to those risks, including obtaining audit evidence that is sufficient and appropriate to provide a basis for our opinion.

Identifying and assessing potential risks related to irregularities

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud and non-compliance with the laws and regulations, we considered the following:

- the nature of the sector, control environment and company performance;
- the company's own assessment of the risks that irregularities may occur either as a result of fraud or error;
- the results of our enquiries of management and the trustees of their own identification and assessment of the risks of irregularities;
- any matters we identified having obtained and reviewed the company's documentation of their policies and procedures relating to:
- identifying, evaluating and complying with laws and regulations and whether they were aware of any instances of non-compliance;
- detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected or alleged fraud;
- the internal controls established to mitigate risks of fraud or non-compliance with laws and regulations; and
- the matters discussed among the audit engagement team regarding how and where fraud might occur in the financial statements and any potential indicators of fraud.

As a result of these procedures, we considered the opportunities and incentives that may exist within the organisation for fraud and identified the greatest potential for fraud in relation to the timing of the recognition of income in particular in relation to deferred income. In common with all audits under ISAs (UK), we are also required to perform specific procedures to respond to the risk of management override and we identified risk in relation to the posting of unusual journals and the manipulation of accounting estimates.

We also obtained an understanding of the legal and regulatory frameworks that the company operates in, focusing on provisions of those laws and regulations that had a direct effect on the determination of material amounts and disclosures in the financial statements. The key laws and regulations we considered in this context included Safeguarding, the Financial Reporting Standard applicable in the UK (FRS 102) (effective 1 January 2019) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK (FRS 102), and the Companies Act 2006.

In addition, we considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which may be fundamental to the company's ability to operate or to avoid a material penalty. These included Data Protection Regulations.

Audit response to risks identified

As a result of performing the above, we identified the timing of the recognition of revenue as the key audit matter related to the potential risk of fraud.

In addition to the above, our procedures to respond to risks identified included the following:

- reviewing the financial statement disclosures and testing to supporting documentation to assess compliance with relevant laws and regulations described above as having a direct effect on the financial statements;
- enquiring of management and the trustees concerning actual and potential litigation and claims;
- performing analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud;
- reading minutes of meetings of those charged with governance and reviewing correspondence with relevant authorities where matters identified were significant; and
- in addressing the risk of fraud through management override of controls, testing the appropriateness of journal entries and other adjustments; assessing whether the judgements made in making accounting estimates are indicative of a potential bias; and evaluating the business rationale of any significant transactions that are unusual or outside the normal course of business.

We also communicated relevant identified laws and regulations and potential fraud risks to all engagement team members and remained alert to any indications of fraud or non-compliance with laws and regulations throughout the audit.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at www.frc.org.uk/auditorsresponsibilities. This description forms part of our Report of the Independent Auditors.

Report of the Independent Auditors to the Members of Salford Foundation Limited [Continued]

For the year ended 31 March 2025

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

A B Buckley

Alison Buckley (Senior Statutory Auditor)
For and on behalf of Mitchell Charlesworth (Audit) Limited
3rd Floor
44 Peter Street
Manchester
M2 5GP

25.9.25.

Statement of Financial Activities
(Incorporating an Income and Expenditure Account)
For the year ended 31 March 2025

	Notes	Unrestricted Funds £	Restricted Funds £	2025 Total Funds £	Unrestricted Funds £	Restricted Funds £	2024 Total Funds £
Income							
Donations	5	58,438	-	**58,438**	26,339	-	26,339
Charitable activities							
Charitable objects	6	2,812,547	579,288	**3,391,835**	2,360,422	830,212	3,190,634
Investment income	7	81,486	-	**81,486**	57,831	-	57,831
Other income	8	32,177	-	**32,177**	20,424	50,000	70,424
Total Income		2,984,648	579,288	**3,563,936**	2,465,016	880,212	3,345,228
Expenditure							
Cost of raising funds							
Fundraising costs	9	24,077	-	**24,077**	21,003	-	21,003
Charitable activities							
Charitable objects	10	3,089,450	794,815	**3,884,265**	2,554,148	712,137	3,266,285
Total Expenditure		3,113,527	794,815	**3,908,342**	2,575,151	712,137	3,287,288
Net income		(128,879)	(215,527)	**(344,406)**	(110,135)	168,075	57,940
Transfers between funds	15	-	-	**-**	-	-	-
Net movement of funds for the year		(128,879)	(215,527)	**(344,406)**	(110,135)	168,075	57,940
Total funds brought forward		2,466,899	276,662	**2,743,561**	2,577,031	108,590	2,685,621
Total funds carried forward		2,338,020	61,135	**2,399,155**	2,466,899	276,662	2,743,561

All income and expenditure has arisen from continuing activities.

The notes form part of these financial statements.

Balance Sheet
As at 31 March 2025

	Note	2025 £	2025 £	2024 £	2024 £
Fixed assets					
Tangible assets	16		702,464		753,092
Current assets					
Debtors	17	318,749		163,408	
Cash at bank and in hand		1,734,672		2,330,438	
		2,053,421		2,493,846	
Creditors: Amounts falling due within one year	18	(356,730)		(503,377)	
Net current assets			1,696,691		1,990,469
Net assets			2,399,155		2,743,561
Funds					
Restricted income funds	19		61,135		276,662
Unrestricted income funds					
General	19	1,039,467		1,039,652	
Designated	19	1,298,553		1,427,247	
Net current assets			2,338,020		2,466,899
Total funds			2,399,155		2,743,561

These financial statements have been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to charitable small companies.

The financial statements were approved by the Board of Trustees on 25 th September 2025 and were signed on its behalf by:

M Marfleet
Chair

The notes form part of these financial statements.

Registered Company Number: 02472369
Registered Charity Number: 1002482

Cash Flow Statement
For the year ended 31 March 2025

	Notes	2025 £	2024 £
Cash flows from operating activities:			
Cash generated/(used) from operations	24	(659,059)	(213,142)
Net cash provided by operating activities		(659,059)	(213,142)
Cash flows from investing activities:			
Interest from investments		81,486	57,831
Purchase of property, plant, and equipment		(18,193)	(9,198)
Net cash used in investing activities		63,293	48,633
Change in cash and cash equivalents in the reporting period		(595,766)	(164,509)
Cash and cash equivalents at the beginning of the reporting period		2,330,438	2,494,947
Cash and cash equivalents at the end of the reporting period		1,734,672	2,330,438

The notes form part of these financial statements.

1. General information

Salford Foundation Limited is a company limited by guarantee, incorporated in England and Wales under the Companies Act 2006. Details of the registered office address can be found on page 9 and a description of its principal activities in the Trustees' Report.

2. Accounting policies

Basis of preparation

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK (FRS 102) (effective 1 January 2019) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK (FRS 102) and the Companies Act 2006.

The financial statements are prepared in sterling, which is the functional currency of the charity. Monetary amounts in these financial statements are rounded to the nearest £.

Salford Foundation Limited meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note(s).

Going concern

At the time of approving the financial statements, the Trustees have a reasonable expectation that the company has adequate resources to continue in operational existence for the foreseeable future. Thus, the Trustees continue to adopt the going concern basis of accounting in preparing the financial statements.

Income

All income is recognised in the Statement of Financial Activities once the charity has entitlement to the funds, it is probable that the income will be received, and the amount can be measured reliably.

Income from government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received, and the amount can be measured reliably and is not deferred. Grants are deferred to future periods only when this is specified or agreed by the funder or other preconditions of the fund are not yet met.

Donations are recognised when the charity has been notified in writing of both the amount and settlement date. In the event that a donation is subject to conditions that require a level of performance before the charity is entitled to the funds, the income is deferred and not recognised until either those conditions are fully met, or the fulfilment of those conditions is wholly within the control of the charity, and it is probable that those conditions will be fulfilled in the reporting period.

Investment income is recognised on a receivable basis.

2. Accounting policies [Continued]

Expenditure

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required, and the amount of the obligation can be measured reliably. Expenditure is classified under the following activity headings:

- Charitable activities include expenditure associated with the provision of charitable objectives and include both the direct costs and support costs relating to these activities.
- Support costs include central functions and have been allocated to activity cost categories either directly, where identifiable, or on a basis pro-rata with headcount or staff resources absorbed by that activity.
- Grants offered subject to conditions which have not been met at the year-end date are noted as a commitment but not accrued as expenditure.
- Termination benefits are amounts payable as a result of a decision by the Charity to terminate employment before the normal retirement date. The costs are charged on an accruals basis to the relevant service line in the Statement of Financial Activities when the Charity is demonstrably committed to the termination of the employment.

Funds structure

- Restricted funds are funds subject to specific restrictive conditions imposed by the donor or by the purpose of the contract / monies received. The purpose and use of restricted funds is set out in note 19 to the financial statements.
- General funds are unrestricted funds, which are available for use at the discretion of the Trustees in furtherance of the general objectives of the charity.
- Designated funds are funds which have been allocated or designated for specific purposes by the charity out of unrestricted funds. A description of the intended use of the designated funds is set out in note 19 to the financial statements.

Tangible fixed assets

Tangible fixed assets are measured at cost less accumulated depreciation and any accumulated impairment loss. Depreciation is provided evenly on the cost of tangible fixed assets to write them down to their estimated residual values over their expected useful lives. Assets are capitalised if their cost is £1,000 or over.

The principal terms used are:

Freehold property - 50 years
Freehold property improvements - 4 years
Leasehold property improvements - 2 years
Computers and office equipment - 2 to 8 years

Gains or losses arising on the disposal of tangible fixed assets are determined as the difference between the disposal proceeds and the carrying amount of the assets and are recognised as part of the surplus or deficit for the year.

2. Accounting policies [Continued]

Leasing commitments
Rentals paid under operating leases are charged to the Statement of Financial Activities on a straight-line basis over the period of the lease.

Pension costs and other post-retirement benefits
The charitable company operates a defined contribution pension scheme. Contributions to the charitable pension scheme are charged to the Statement of Financial Activities in the period to which they relate.

Financial instruments
Financial assets and financial liabilities are recognised when the charity becomes a party to the contractual provisions of the instrument. All financial assets and liabilities are initially measured at transaction price (including transaction costs). The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

Trade and other debtors are recognised at the settlement amount due.

Cash at bank and cash in hand includes cash and short-term highly liquid investments with a maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

Creditors and accruals are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably.

Taxation
The charity is exempt from corporation tax on its charitable activities.

3. Legal status of the charity

The charity is a private company limited by guarantee and consequently does not have share capital. Each of the members are liable to contribute an amount not exceeding £1 towards the assets of the charity in the event of liquidation.

4. Judgements and key sources of estimation uncertainty

In the application of the charity's accounting policies, the Trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

Notes to the Financial Statements [Continued]
For the year ended 31 March 2025

5. Donations

	Unrestricted Funds £	Restricted Funds £	Total Funds 2025 £	Unrestricted Funds £	Restricted Funds £	Total Funds 2024 £
Donations	58,438	-	58,438	26,339	-	26,339

6. Income from charitable activities

	Unrestricted Funds £	Restricted Funds £	Total Funds 2025 £	Unrestricted Funds £	Restricted Funds £	Total Funds 2024 £
Aspirations & Opportunities	549,124	-	549,124	359,287	19,479	379,306
Targeted Youth Support	458,906	393,149	852,055	468,351	382,124	850,475
Women's Services	1,540,839	66,139	1,606,978	1,281,145	267,609	1,548,754
Targeted Adult Support	263,678	120,000	383,678	251,099	161,000	412,099
	2,812,547	579,288	3,391,835	2,360,422	830,212	3,190,634

7. Investment income

	Unrestricted Funds £	Restricted Funds £	Total Funds 2025 £	Unrestricted Funds £	Restricted Funds £	Total Funds 2024 £
Interest received	81,486	-	81,486	57,831	-	57,831

8. Other income

	Unrestricted Funds £	Restricted Funds £	Total Funds 2025 £	Unrestricted Funds £	Restricted Funds £	Total Funds 2024 £
Sundry income	32,177	-	32,177	24,424	50,000	70,424

9. Cost of raising funds

	Unrestricted Funds 2025 £	Unrestricted Funds 2024 £
Wages and salaries	23,226	18,443
General management	851	2,560
	24,077	21,003

10. Analysis of charitable expenditure - current year

	Allocation Basis	Aspirations & Opportunities £	Targeted Youth Support £	Women's Services £	Targeted Adult Support £	Other Charitable Activities £	Total 2025 £
Staff costs	Direct	327,351	662,653	514,198	286,960	46,946	1,838,108
Service delivery costs	Direct	132,980	73,431	1,116,018	50,680	77,164	1,450,273
Support costs	Note 11	105,467	196,850	130,555	163,012	-	595,884
Total		565,798	932,934	1,760,771	500,652	124,110	3,884,265

Analysis of charitable expenditure - prior year

	Allocation Basis	Aspirations & Opportunities £	Targeted Youth Support £	Women's Services £	Targeted Adult Support £	Other Charitable Activities £	Total 2024 £
Staff costs	Direct	283,514	553,148	425,995	220,188	54,718	1,537,563
Service delivery costs	Direct	27,577	77,038	993,308	50,074	59,612	1,207,609
Support costs	Note 11	103,636	201,528	103,195	112,754	-	521,113
Total		414,727	831,714	1,522,498	383,016	114,330	3,266,285

Expenditure on charitable activities was £3,884,265 (2024: £3,266,285) of which £3,089,450 was unrestricted (2024: £2,554,148) and £794,815 restricted (2024: £712,137).

11. Analysis of governance and support costs - current year

The charity allocates its support costs as shown in the table below and then further apportions those costs between the charitable activities undertaken (see note 10). Expenditure is allocated to the particular activity where the cost relates directly to that activity. Certain expenditure is directly attributable to, and therefore allocated to, charitable activities. Other costs, which are attributable to more than one activity, are apportioned across cost categories. The basis of allocation reflects the staffing resources in that activity either by headcount or by time spent.

Support costs	General support £	Governance costs £	2025 Totals £
Wages and salaries	334,226	-	334,226
Depreciation	6,930	-	6,930
Facilities, property and insurance costs	100,330	604	100,934
General management	45,785	12,900	58,685
IT and communications	60,507	-	60,507
Office costs	8,733	-	8,733
Other staff support costs	25,869	-	25,869
	582,380	**13,504**	**595,884**

Analysis of governance and support costs - prior year

Support costs	General support £	Governance costs £	2024 Totals £
Wages and salaries	294,875	-	294,875
Depreciation	5,767	-	5,767
Facilities, property, and insurance costs	94,749	686	95,435
General management	29,180	12,000	41,180
IT and communications	56,296	-	56,296
Office costs	8,310	-	8,310
Other staff support costs	19,250	-	19,250
	508,427	12,686	521,113

12. Net income/(expenditure)

	2025 £	2024 £
Net income/(expenditure) is stated after charging/(crediting):		
Auditors' remuneration	10,200	9,500
Depreciation - owned assets	68,821	65,929

13. Trustees' remuneration and benefits

There were no trustees' remuneration or other benefits for the year ended 31 March 2025 nor for the year ended 31 March 2024.

Trustees' expenses

There were no trustees' expenses paid for the year ended 31 March 2025 nor for the year ended 31 March 2024.

14. Staff costs

	2025 £	2024 £
Wages and salaries	1,921,932	1,633,635
Social security costs	164,753	135,313
Other pension costs	104,608	81,093
	2,191,293	1,850,041

The average monthly number of employees during the year was as follows:

	2025 No	2024 No
Charitable activities	72	65
Support staff	11	10
	83	75

The average full-time equivalent number of core permanent and support staff was 74 (2024: 66).

Included in wages and salaries is an amount of £8,172 (2024: £14,932) relating to redundancy costs. The amount of accrued redundancy costs at the balance sheet date was £888 (2024: £81).

The number of employees whose employee benefits (excluding employer pension costs) exceeded £60,000 was:

	2025 No	2024 No
£60,000 - £69,999	1	1

The total amount of employee benefits received by the key management personnel was £329,768 (2024: £295,360).

15. Transfers between Funds

Transfers totalling £Nil (2024: £3) were made from unrestricted funds to restricted funds to reflect minor overspends on projects. Further transfers of £Nil (2024: £125,000) were made from general unrestricted funds to designated unrestricted funds following board approval of the designation of funds.

16. Tangible fixed assets

	Freehold Property £	Freehold Property Improvements £	Leasehold Property Improvements £	Office and Computer Equipment £	Total £
Cost					
At 1 April 2024	927,098	133,212	7,818	69,483	1,137,611
Additions	-	-	-	18,193	18,193
Disposals	-	-	-	(5,700)	(5,700)
At 31 March 2025	927,098	133,212	7,818	81,976	1,150,104
Depreciation					
At 1 April 2024	251,811	80,146	5,212	47,350	384,519
Charge for year	18,542	33,303	2,606	14,370	68,821
Disposals	-	-	-	(5,700)	(5,700)
At 31 March 2025	270,353	113,449	7,818	56,020	447,640
Net book value					
At 31 March 2025	656,745	19,763	-	25,956	702,464
At 31 March 2024	675,287	53,066	2,606	22,133	753,092

17. Debtors: Amounts falling due within one year

	2025 £	2024 £
Trade debtors	256,241	84,778
Accrued income	20,297	44,130
Prepayments	40,862	32,904
Other Debtors	1,349	1,596
	318,749	163,408

18. Creditors: Amounts falling due within one year	2025 £	2024 £
Trade creditors	118,423	212,745
Other taxes & social security	48,187	44,606
Accruals	30,649	21,900
Deferred income	159,471	224,126
	356,730	503,377

Deferred income includes £159,471 (2024: £224,126) relating to funding received in advance on contracts.

	2025 £	2024 £
Balance brought forward	224,126	467,647
Utilised in period	(224,126)	(467,647)
Added in period	159,471	224,126
	159,471	224,126

19. Movement in funds - Current year	At 1 April 2024 £	Net movement in funds £	Transfers between funds £	At 31 March 2025 £
Unrestricted funds				
General fund	1,039,652	(185)	-	1,039,467
Designated funds				
Freehold Property	675,284	(18,542)	-	656,742
Planned Maintenance	139,386	(15,507)	-	123,879
Property Development Fund	225,000	-	-	225,000
Beneficiary Emergency Response Fund	23,418	(5,053)	-	18,365
Strategy Fund	161,288	(35,619)	-	125,669
Infrastructure & Restructure Costs	197,345	(48,447)	-	148,899
GMIRS Beneficiary Fund	5,526	(5,526)	-	-
Total designated funds	1,427,247	(128,694)		1,298,553
Total unrestricted funds	2,466,899	(128,879)	-	2,338,020

19. Movement in funds - Current year [Continued]

Restricted Funds	At 1 April 2024 £	Net movement in funds £	Transfers between funds £	At 31 March 2025 £
BUPA - Evolve	97	(61)	-	36
BUPA – Leap	4,312	(4,312)	-	-
BUPA –Literacy Lookout	10,000	(10,000)	-	-
BUPA – Creative Health	5,686	(5,686)	-	-
Garfield Weston	50,000	(50,000)	-	-
GMCA - Capital	16,809	(7,044)	-	9,765
Wellbeing Support Fund – Women	-	7,891	-	7,891
Wellbeing Support Fund - Men	-	10,000	-	10,000
JABBS Foundation - WRNA	93,027	(96,331)	-	(3,304)
Nationwide – Homeless Prevention	44,903	(19,903)	-	25,000
RHS Community Gardening Project	1,636	(484)	-	1,153
Salford CVS and The Albert Gubay Charitable Foundation	14,389	(7,167)	-	7,222
The Booth Charities - Pathways	-	3,373	-	3,373
Youth Endowment Fund - Another Chance	35,803	(35,803)	-	-
Total restricted funds	276,662	(215,527)	-	61,135
Total funds	2,743,561	(344,406)	-	2,399,155

Net movement in funds, included in the above are as follows:	Incoming Resources £	Resources Expended £	Movement in funds £
Unrestricted funds			
General Fund	2,937,087	(2,937,272)	(185)
Freehold Property	-	(18,542)	(18,542)
Planned Maintenance	36,562	(52,069)	(15,507)
Property Development Fund	-	-	-
Beneficiary Emergency Response Fund	-	(5,053)	(5,053)
Strategy Fund	9,999	(45,618)	(35,619)
Infrastructure and Restructure Costs	-	(48,447)	(48,447)
GMIRS Beneficiary Fund	1,000	(6,526)	(5,526)
Total Unrestricted Funds	2,984,648	(3,113,527)	(128,879)

19. Movement in funds - Current year [Continued]	Incoming Resources £	Resources Expended £	Movement in funds £
Restricted funds			
BUPA – Evolve	-	(61)	(61)
BUPA – Leap	-	(4,312)	(4,312)
BUPA – Literacy Lookout	-	(10,000)	(10,000)
BUPA – Creative Health	10,000	(15,686)	(5,686)
Garfield Weston	-	(50,000)	(50,000)
GMCA - Capital	-	(7,044)	(7,044)
Wellbeing Support Fund – Women	7,891	-	7,891
Wellbeing Support Fund - Men	10,000	-	10,000
JABBS Foundation - WRNA	43,071	(139,402)	(96,331)
Nationwide – Homeless Prevention	-	(19,903)	(19,903)
RHS Community Gardening Project	-	(484)	(484)
Salford CVS and The Albert Gubay Charitable Foundation	100,000	(107,167)	(7,167)
The Booth Charities - Leadership Academy	15,177	(11,804)	3,373
Youth Endowment Fund - Another Chance	393,149	(428,952)	(35,803)
Total restricted funds	579,288	(794,815)	(215,527)
Total funds	3,563,936	(3,908,342)	(344,406)

Notes to the Financial Statements [Continued]
For the year ended 31 March 2025

19. Movement in funds - Prior year	At 1 April 2023 £	Net movement in funds £	Transfers between funds £	At 31 March 2024 £
Unrestricted funds				
General fund	1,129,575	35,074	(124,997)	1,039,652
Designated funds				
Freehold Property	693,826	(18,542)	-	675,284
Planned Maintenance	170,053	(30,667)	-	139,386
St Mary's Redevelopment Fund	100,000	-	125,000	225,000
Beneficiary Emergency Response Fund	29,119	(5,701)	-	23,418
Strategy Fund	197,693	(36,405)	-	161,288
Infrastructure and Restructure Costs	256,765	(59,420)	-	197,345
GMIRS Beneficiary Fund	-	5,526	-	5,526
Total designated funds	1,447,456	(145,209)	125,000	1,427,247
Total unrestricted funds	2,577,031	(110,135)	-	2,466,899

19. Movement in funds - Prior year [Continued]

	At 1 April 2023	Net movement in funds	Transfers between funds	At 31 March 2024
Restricted funds	£	£	£	£
BUPA - Evolve	562	(466)	1	97
BUPA – Positive Pathways	9,500	(9,500)	-	-
BUPA – Leap	-	4,312	-	4,312
BUPA – Literacy Lookout	-	10,000	-	10,000
BUPA – Creative Health	-	5,686	-	5,686
Co-op Foundation – Leap	33,378	(33,374)	(4)	-
Garfield Weston	-	50,000	-	50,000
GMCA – Capital	23,852	(7,043)	-	16,809
JABBS Foundation – WRNA	-	93,027	-	93,027
Nationwide – Homeless Prevention	-	44,903	-	44,903
RHS Community Gardening Project	1,193	443	-	1,636
Salford CVS and The Albert Gubay Charitable Foundation	16,025	(1,636)	-	14,389
The Booth Charities – Leadership Academy	46	(46)	-	-
Youth Endowment Fund – Another Chance	24,034	11,769	-	35,803
Total restricted funds	108,590	168,075	(3)	276,662
Total funds	2,685,621	57,940	-	2,743,561

Net movement in funds, included in the above are as follows:	Incoming Resources	Resources Expended	Movement in funds
	£	£	£
Unrestricted funds			
General Fund	2,452,516	(2,417,442)	35,074
Freehold Property	-	(18,542)	(18,542)
Planned Maintenance	-	(30,667)	(30,667)
St Mary's Redevelopment Fund	-	-	-
Beneficiary Emergency Response Fund	-	(5,701)	(5,701)
Strategy Fund	2,500	(38,905)	(36,405)
Infrastructure and Restructure Costs	-	(59,420)	(59,420)
GMIRS Beneficiary Fund	10,000	(4,474)	5,526
Total Unrestricted Funds	2,465,016	(2,575,151)	(110,135)

19. Movement in funds - Prior year [Continued]	Incoming Resources £	Resources Expended £	Movement in funds £
Restricted funds			
BUPA – Evolve	-	(466)	(466)
BUPA – Positive Pathways	-	(9,500)	(9,500)
BUPA - Leap	9,479	(5,167)	4,312
BUPA – Literacy Lookout	10,000	-	10,000
BUPA – Creative Health	10,000	(4,314)	5,686
Co-op Foundation – Leap	-	(33,374)	(33,374)
Garfield Weston	50,000	-	50,000
GMCA – Capital	-	(7,043)	(7,043)
JABBS Foundation – WRNA	167,609	(74,582)	93,027
Lottery – Indigo	100,000	(100,000)	-
Nationwide – Homeless Prevention	50,000	(5,097)	44,903
RHS Community Gardening Project	1,000	(557)	443
Salford CVS and The Albert Gubay Foundation	100,000	(101,636)	(1,636)
The Booth Charities – Leadership Academy	-	(46)	(46)
Youth Endowment Fund – Another Chance	382,124	(370,355)	11,769
Total restricted funds	880,212	(712,137)	168,075
Total funds	3,345,228	(3,287,288)	57,940

Designated funds:

Freehold property: Amount invested by the charity in freehold property.

Planned maintenance: Amount set aside to carry out maintenance and renewals at Foundation House.

Property Development Fund: A 12 month fund established in 2025 to allow a review of physical resource, assets and premises required to best deliver services in the medium term.

Beneficiary Emergency Response Fund: a three-year fund established in 2022 for the purpose of offering support to Salford Foundation services users by offering an immediate financial intervention to address an urgent issue and to offer summer breaks and respite to family groups.

Strategy Fund: a fund established in 2022 for an estimated two-year period to provide specific bridge and match funding for services where limited external funding can be secured.

Infrastructure Projects Fund/Restructure Costs: a two year fund established in 2022 to support anticipated infrastructure development projects (including volunteer management, digital developments and marketing projects), along with a staffing restructure and pay and grading review.

GMIRS Beneficiary Fund: a fund established in 2024 for the purpose of offering support to improve the personal wellbeing of male offenders.

19. Movement in funds [Continued]

Restricted funds:

Restricted funds are grants and contracts received for specific projects.

BUPA - Evolve: A project part funded by the BUPA UK Foundation as part of their Mid-life Mental Health funding programme. The project provides mental well-being and recovery support to women who are experiencing problems due to changes in their personal and family life.

BUPA – LEAP: a transition project, funded by the BUPA foundation, for Year 6 primary school pupils delivered by peer mentors in Year 8. It addresses the challenges and fears Year 6's face when moving to high school.

BUPA – Literacy Lookout: A project funded by the BUPA Foundation, to deliver a social action education project over a 6-month period involving 8 schools to introduce young people to recycling in their environment.

BUPA – Creative Health: Funding from the BUPA Foundation, towards funding The Creative Health project, developing environmental awareness and increased access to future opportunities within the Green Economy.

Garfield Weston: A grant from the Garfield Weston Foundation, funding organisational core costs, particularly in respect of sustaining and developing our Targeted Adult Services.

GMCA Capital: Funding from Greater Manchester Combined Authority (GMCA) as part of the HMPPS funding to support Reducing Women's Reoffending and Greater Manchester Integrated Rehabilitation Service. This funding is specifically to provide auxiliary equipment that will enhance the service delivery offer to a person on probation.

Greater Manchester Probation Services – Wellbeing Support Fund: Funding to help people on probation attending the Wellbeing Service/Women's Centre by supporting individuals to address specific issues and obstacles that may impact on their positive outcomes.

JABBS Foundation – Women's Risk Needs Assessment (WRNA) and Gendered Wellbeing Assessment (GWA): A research project, funded by The JABBS Foundation, appraising the support Women's Centres provide to criminal justice involved women. Using an extended risk and needs assessment the Research Group will seek to further the case for Women's Centres as a viable alternative to custody for women. In doing so, it will offer the opportunity for selected partner Women's Centres to reflect on 'what works' in terms of their own casework practice and current interventions to inform the effective delivery of Centre services.

Lottery - Indigo (Freedom Academy): A project funded by the National Lottery Community Fund to provide support for women in Salford, Greater Manchester who have experienced domestic violence and/or abuse.

Nationwide – Homeless Prevention: A project, funded by the Nationwide Community Grants programme, to prevent vulnerable and socially isolated men from losing their homes and support them to thrive within their home environment and gain sustainable life skills.

RHS Community Gardening Project: Funded by the RHS for gardening projects for the women's outdoor space, The Shed outdoor space and the internal space.

19. Movement in funds [Continued]

Salford CVS and The Albert Gubay Charitable Foundation - Pathways to Employment: Funded by Salford CVS and The Albert Gubay Charitable Foundation, supports those furthest from the job market towards gaining training, skills, volunteering, work experience and employment.

The Booth Charities – Pathways: A support service to improve the health, wellbeing, safety and employability of women aged 18+ in Salford.

Youth Endowment Fund - Another Chance: A programme to support young people aged 10-13 at risk of youth violence and school exclusion.

20. Analysis of net assets between funds - current year

	General Fund £	Designated Funds £	Restricted Funds £	Total 2025 £
Tangible fixed assets	5,706	686,993	9,765	702,464
Cash at bank and in hand	1,071,742	611,560	51,370	1,734,672
Other net current (liabilities) / assets	(37,981)	-	-	(37,981)
	1,039,467	1,298,553	61,135	2,399,155

Analysis of net assets between funds - prior year

	General Fund £	Designated Funds £	Restricted Funds £	Total 2024 £
Tangible fixed assets	60,999	675,284	16,809	753,092
Cash at bank and in hand	1,318,619	751,963	259,856	2,330,438
Other net current (liabilities) / assets	(339,969)	-	-	(339,969)
	1,039,649	1,427,247	276,665	2,743,561

21. Ultimate controlling party

The charitable company is under the control of the Trustees who are also the members of the company.

22. Pension scheme

The charity operates a defined contribution pension scheme. The pension cost charge for the period represents contributions payable by the charity to the scheme and amounted to £104,608 (2024: £81,093).

There were no outstanding or prepaid contributions at either the beginning or end of the financial year.

23. Related party transactions

Salford Foundation are a founding member of The Greater Women's Support Alliance (GMWSA), a charity established to relieve the needs of females in Greater Manchester though the provision of services and support to females with multiple and complex needs, with a view to the preservation and protection of the wellbeing of such females and the preservation of public order. Salford Foundation can appoint one trustee to the board of GMWSA and during the financial year to 31 March 2025, the Salford Foundation Board and GMWSA had one Trustee in common, K Potier de la Morandiere. Income of £109,023 (2024 - £89,032) was received in the year from the GMWSA. The Trustee had no involvement in the transactions, being excluded from negotiations with GMWSA.

On 3 February 2025, Trustee M Caslake was appointed Interim Chief Executive of Salford City Council. During the period since appointment, services were provided with a value of £208,250 to Salford City Council by Salford Foundation, and expenditure incurred of £58. The income and expenditure was at arm's length arrangements under continuing contracts. The Trustee had no involvement in the transactions.

On 26 September 2024, A Hassall was appointed a Trustee of Salford Foundation. A Hassall is the Chief Executive of Pennine Care NHS Foundation Trust. Since appointment, expenditure has been incurred of £6,515 in relation to contracted services already in place, at arm's length arrangements, between the two organisations. The Trustee had no involvement in the transactions.

24. Reconciliation of net income to net cash flow from operating activities

	2025 £	2024 £
Net income for the reporting period (as per the Statement of Financial Activities)	(344,407)	57,940
Adjustments for:		
Depreciation charges	68,821	65,929
Interest from investments	(81,486)	(57,831)
(Increase) / Decrease in debtors	(155,340)	(7,303)
Increase / (Decrease) in creditors	(146,647)	(271,877)
Net cash provided by operating activities	(659,059)	(213,142)

24. Reconciliation of net income to net cash flow from operating activities (continued)

Analysis of changes in net funds - current year	At 1 April 2024 £	Cash Flow £	At 31 March 2025 £
Net cash			
Cash at bank and in hand	2,330,438	(595,766)	1,734,672

Analysis of changes in net funds - prior year	At 1 April 2023 £	Cash Flow £	At 31 March 2024 £
	2,494,947	(164,509)	2,330,438

Our Funders

BNY

The
BigLife
group

BDO

catch
22

COONEEN
GROUP

emr

GMCA
GREATER
MANCHESTER
COMBINED
AUTHORITY

GMWSA

HCB

The
JABBS
Foundation

JD FOUNDATION

KHF
solicitors ltd

Landsec

MORGAN
SINDALL
CONSTRUCTION

NPS SOLAR
POWERING OUR FUTURE

SALFORD CITY
COLLEGE GROUP
CITY SKILLS • ECCLES • FUTURESKILLS • PENDLETON • WORSLEY

Salford CVS
Making a difference in Salford

salix homes

National Offender
Management Service

Salford City Council

The Booth Charities

TK maxx
HOME
SENSE
FOUNDATION

TRAFFORD
COUNCIL

Wigan
Council

YOUTH
ENDOWMENT
FUND

AG
THE ALBERT GUBAY
CHARITABLE FOUNDATION

Ministry
of Justice

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Stay updated, keep in touch.

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SALFORD FOUNDATION LIMITED

England & Wales - Charity number 1002482

Accounts

Registered Company Number: 02472369 (England and Wales)
Registered Charity Number: 1002482

Annual Report 2023/24

Report of the Trustees and Financial Statements

SALFORD FOUNDATION LIMITED

Contents of the Financial Statements
For the year ended 31 March 2024

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Everything we do is driven and guided by our core values:

Welcoming

Our doors are open to anyone who wishes to contribute to or use the service. Whatever your issue or situation, we welcome you and want you to feel at home.

Leading by Example

We aim to change the lives of young people and adults by inspiring and empowering them to succeed with confidence, through good leadership.

Working Together

We believe that real results come from people working collaboratively and creating solutions together... and by having some fun while we do it.

Professional & Responsible

We aspire to be the very best we can be. We provide a consistent experience, operating quality systems and standards.

Proud & Passionate

We are hugely passionate about our Foundation, and want to do great work that we all feel immensely proud of.

Proactive & Dynamic

We are solution-focused and use creativity and proactivity to constantly find better ways of working.

Our Impact

In 2023/24, we helped

10,708

young people & adults create better futures across our service areas

Targeted Youth Support

Women's & Survivors' Services

Aspirations & Opportunities

Targeted Adult Support

"We are immensely proud and honoured to have helped 10,708 individuals to build better futures for themselves, their families and their communities over the past year. I'm delighted that many of the people we've supported have achieved outcomes and impact in several areas of their lives. We remain hugely ambitious and committed to our goals of tackling inequalities, promoting work and skills, and building safer communities through all our work."

- Phil East, Chief Executive Officer

salford foundation

2023/24 impact report

Tackling Inequalities

Outcomes & Impact:

7,354

people achieved improved health & wellbeing

726
people supported to achieve better housing

547
people with improved finances & debt

463
people developed their digital skills

"I have begun to believe that I am more than my conviction. I now have hope for the future and am starting to believe that I can live a life of purpose.
- Wellbeing Hub Service User

salford foundation

2023/24 impact report

Skills & Work

Outcomes & Impact:

6,733

people progressed their education, employment and training goals

4,328
people with raised aspirations

177
people moved into jobs or training

7,735
people developed life, social & communication skills

"I have learnt how to communicate better and have more understanding of what college is going to be like."
-Young Person

salford foundation

2023/24 impact report

Safer Communities

Outcomes & Impact

2,614

people supported and kept safe from harm

1,380
people supported to tackle domestic abuse

411
young boys & men supported to understand gender based violence

569
people supported to reduce their offending

728
young people involved with or at risk of violence received mentoring

"The Indigo domestic abuse project has given me so much insight into coercive and controlling behaviour and made me realise there is hope and better times to come."
- Domestic Abuse Survivor

salford foundation

2023/24 impact report

Intensive Support

Outcomes & Impact

2,432

people received key worker support in 2023/24 across the North West

562

people received family and/or relationship support

1,364

people received advocacy support

252

people signposted to community/specialist support

4,706

Additional family & household members helped indirectly across our projects

"Kyle is really enjoying the STEER intervention. We have seen huge improvements in his behaviour."
-School Teacher

salford foundation

2023/24 impact report

Partnerships

Special thanks to all our partners & volunteers who helped us make a difference

333
people volunteered with us

3,174
hours of support from volunteers

143
social action projects completed

167
private & public sector partners worked with us

"I find this kind of work is very rewarding and love the fact that this makes an impact. It helps younger people find their way to a better future and equips them with knowledge that they may otherwise not receive."
- Corporate Volunteer

Reference and Administrative Details
For the year ended 31 March 2024

Board of Trustees	N Bhatty M Caslake D Eames K S Francis M Marfleet K McDermott M G Nkeshimana P Openshaw E Potier Dr K Potier de la Morandiere Dr K Stansfield
Company Secretary	P East
Registered Office	Foundation House 3 Jo Street Salford M5 4BD
Registered Company Number	02472369 (England and Wales)
Registered Charity Number	1002482
Senior Statutory Auditor	A Buckley
Auditor	Mitchell Charlesworth (Audit) Limited 3rd Floor 44 Peter Street Manchester M2 5GP
Bankers	Santander UK Plc Bootle Merseyside L30 4GB

The Trustees, who are also directors of the charity for the purposes of the Companies Act 2006, present their Report with the Financial Statements of the Charity for the year ended 31 March 2024. The Trustees have adopted the provisions of Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019).

Objectives and Activities

Objects

To act as a resource for young people aged 5-25 living in Salford, Greater Manchester, and the North West by providing advice and assistance and organising programmes of physical, educational, and other activities as a means of:

- advancing in life and helping young people by developing their skills, capacities, and capabilities to enable them to participate in society as independent, mature, and responsible individuals
- advancing education
- relieving unemployment
- providing recreational and leisure time activity in the interests of social welfare for people living in the area of benefit who have need by reason of their youth, age, infirmity or disability, poverty or social and economic circumstances with a view to improving the conditions of life of such persons.

To promote social inclusion for the public benefit by preventing people from becoming socially excluded, relieving the needs of those people who are socially excluded and assisting them to integrate into society in Salford, Greater Manchester, and the North West.

- For the purpose of this clause 'socially excluded' means being excluded from society, or parts of society, as a result of one of more of the following factors: unemployment; financial hardship; youth or old age; ill health (physical or mental); substance abuse or dependency including alcohol and drugs; discrimination on the grounds of sex, race, disability, ethnic origin, religion, belief, creed, sexual orientation or gender re-assignment; poor educational or skills attainment; relationship and family breakdown; poor housing (housing that does not meet basic habitable standards); crime (either as a victim of crime or as an offender rehabilitating into society).

Public Benefit

The Trustees confirm that we have paid due regard to the Charity Commission guidance on public benefit reporting in reviewing the Charity's aims and objectives and in planning its future activities. This report reviews what we have achieved and the outcomes of our work in the reporting period. The review also outlines how future planned activities will contribute to the Charity's aims and objectives.

Achievements and Performance

This report highlights the successes and challenges we have faced during the year April 2023 to March 2024. We have had a successful year, directly supporting 10,708 children, young people, and adults. We have accomplished this through running 26 distinct projects in Salford, Greater Manchester, Cheshire, and Lancashire.

We are grateful for the service of our Trustees throughout the year and extend our thanks to Ms D Graham who stepped down from her role in the course of the year. All our Trustees have brought a range of skills, experience and passion which have helped to guide and shape our strategy and its good governance.

Key successes in the last year, operationally and strategically include:

- Continuing to deliver a broad and stable range of services; meeting the changing needs of beneficiaries; and innovating with new projects
- Maintaining increased turnover (reaching £3.3m for the first time in our history) and continuing to support beneficiaries of over 10,000 people
- Securing a new NCS Skills Builder grant, to work with young people in Salford, Trafford, Bolton and Wigan
- Developing our 'Positive Masculinity' work and securing a GM-wide grant for further work in primary and secondary schools
- Embedding the 'Blocks' mentoring project with 10 primary schools in Manchester (also representing geographical growth)
- Strong progress with STEER through our 'efficacy' evaluation trial, expanding our work further into Manchester and Tameside
- Further developing the 'Safe in Salford' domestic abuse partnership in collaboration with 3 other specialist charities and securing c. £400k of additional funding for domestic abuse services
- Becoming a partner with The JABBS Foundation to form a small group of national, exemplar women's centres in the criminal justice field
- Partnering with The Big Life Group to secure medium-term funding for our IRS Wellbeing Hub for people on probation at Acton Square
- Diversifying our operational footprint and income streams for our work at Acton Square, with new projects focused on homeless prevention, health, and wellbeing, and employability
- Consolidation and growth in partnerships with other charities as a primary means of operational delivery and a strategic approach to achieve our objectives
- Increasing our GM footprint and profile with the expansion of service delivery into 8 of the 10 local authority areas, whilst maintaining our integral Salford identity
- Consolidation and improvements to our 'people' strategy, driven by the appointment of our first People Manager and embedding of our HR & Remuneration Sub-Group, providing oversight at a governance level
- Continued improvements to staff engagement and terms and conditions, including the launch of Employee Assistance Programmes and our first 'Wellbeing at Work' week
- Refresh of our approach to working with volunteers and renewed impetus and commitment to increasing volunteering, with the appointment of our first Volunteering Development Manager
- Improvements to our communications output with the appointment of our first Digital Marketing Officer

Achievements and Performance Continued

- Progressing our St Mary's capital project for a new women's centre and continued investment in and improvements to our Acton Square premises
- Successful implementation of our 23-25 Interim Strategy and the beginning of work to build out our strategy for 2025 and beyond.

Challenges

Although our successes and achievements have been broad and deep, we remain acutely aware of and attuned to the risks we face. Additional challenges have also emerged within the year, not least - higher demand for services and a significant increase in the complexity of the lives of many whom we are supporting. The compound effects of 13 years of austerity and cuts to budgets and services to support people; the longer-term detriment experienced by some following the impacts of the 2020 pandemic; and the ongoing challenges of the cost of living crisis have really piled the pressure on those facing complex and multiple disadvantages. As we look ahead, we are in the earliest phase of a new political era and landscape. We have a new government nationally; and regional and local political leaders recently re-elected with renewed mandates. We will need to closely monitor emerging priorities as they are fleshed out in the next year and beyond, influencing them when and how we can. We will need to ensure our projects and services are attuned and responsive to the emerging agenda and narrative. As the majority of our income is drawn from an array of public sector sources, this will be a significant priority for medium and longer-term planning. We are mindful that the year ahead will be more challenging financially, with an unprecedented commitment to fund services and core costs from our reserves; a forecast deficit at the end of the year; and continued inflationary pressures.

In spite of challenges and inevitable uncertainties, we conclude the year in a position of considerable strength, ready to face difficulties and to celebrate even greater success next year, as we continue to create opportunities that help people to build better futures for themselves, their families and communities.

The Work of the Charity

This year our work has continued to be delivered through four thematic areas:

- Aspirations and Opportunities
- Targeted Youth Support
- Women's and Survivors' Services
- Targeted Adult Support

Aspirations and Opportunities

Our Aspirations and Opportunities work has continued to support young people's personal, social and vocational development through a range of projects.

Work Readiness

Our Business Education Partnership (BEP) has provided work-related preparation and activities to 4,531 students this year. This work has been carried out in schools across Greater Manchester, funded in part by The JD Foundation. We have seen a continued trend of a 'pandemic deficit,' with students less knowledgeable and skilled to make the transition into employment due to the interruptions they have experienced in their education. This has been over-laid with the additional challenges that the cost of living crisis has posed to many children, young people and families. We are therefore very grateful for the wide range of business volunteers who have joined us to support students with their career aspirations and work readiness skills. 196 volunteers gave their time and skills to support our work-readiness projects this year. This has included 'world-of-work days,' mentoring and mock interviews for Year 10 and 11 students.

Year 11 students at the Co-op Academy benefited from mock interviews, carried out by staff from a range of businesses, including Eurovia, BCEGI, PLP Construction and McDonalds. After taking part, one student commented: "I have learnt how to communicate better and have a much clearer understanding of what employers are looking for and expect." Another, having had a better experience than they expected, said: "I now know that I shouldn't be scared and I should have more confidence in myself."

Working Futures

Funding from BNY Mellon for our 'Working Futures' programme has allowed us to deliver a bespoke work readiness programme to 898 16-18 year olds. This has included introductions to new career pathways, such as the local growth in tech opportunities. Also, we have focused on self-employment and entrepreneurialism as another career pathway for young people to explore. Activities and experiences included a specialist science, technology, engineering and maths (STEM) day facilitated by CGI at Future Skills College. The day of activities included code-breaking, programming, the use of VR headsets and smart-home design. Throughout the year we have also delivered the 'Money Matters' programme, upskilling older teenagers to navigate the financial opportunities and challenges that will face them in the years ahead. In the light of the cost of living crisis that the country has been experiencing, young people have been keener than ever to learn financial literacy skills. This year, this has included a particular stream of activity focused on young people leaving the care system. A teacher at Aquinas College commented: "Our students experienced a remarkable transformation during their activities. Every single one demonstrated a reduction in self-limiting beliefs. They are much better informed and empowered to make positive career choices."

The Work of the Charity Continued

LEAP

The 'LEAP' project is funded by the Co-op Foundation's #iwill fund and the Bupa Foundation. It aims to help Year 6 students with their transition to high school. Appreciating that students who have recently made that transition are 'experts by experience' the project trains mentors in Year 8, enabling them to provide direct support to the Year 6 students. This includes the Year 8 students completing a mentoring qualification, awarded by ASDAN. In the course of the year, 578 students have taken part from high schools in Salford including The Albion, The Lowry and Irlam and Cadishead academies and their feeder primary schools. The project has enabled Year 8 students to give very contextualised advice that has really addressed some of the issues and concerns that are most pressing to the Year 6 students and which may be less apparent to supporting adults. One participant said "I feel like I can now set small, realistic goals and achieve them; and then eventually complete more significant goals." A mentor in Year 8 said: "I have overcome challenges, improved my resilience and learnt how to mentor and help people."

Boys to Men

This year we have built on our initial experience of delivering the 'Positive Masculinity' project in 2022-23 to develop our 'Boys to Men' project, funded by the NHS. The project has taken a preventative, public health approach to tackling gender-based violence with boys and young men in Salford and Bolton. We have been working with groups of 10 to 14 year-olds to recast masculinity in a positive light and to enable young people themselves to proactively undermine misogynistic attitudes and behaviours with their peers. This project has been funded because it is recognised that 'prevention and early intervention' is a vital part of our collective gender-based violence strategy. This year, we have worked with 482 pupils in schools. There have been encouraging signs of young people's capacity to move away from stereotypes and recast a more positive view of the masculinity they wish to embody. When asked to define what makes a 'good man' at the end of their sessions, one primary school student said: "Being kind, honest and respectful." A high school student said: "It means not being homophobic or sexist or racist. It's about owning up to your mistakes and taking care of those around you." Towards the end of the year, we were successful in tendering to run a Gender-Based Violence Education Programme on behalf of Greater Manchester Combined Authority. Mobilisation work has been undertaken in the last few months of the year and direct delivery with children and young people will commence in April.

NCS Skills Builder

Having run the National Citizen Service (NCS) programme for many years, this year marked a new beginning with a fresh configuration of the programme on a national level. Working in partnership with Catch-22, we were successful in bidding to run the NCS Skills Builder programme in Salford, Trafford, Bolton and Wigan. We enabled 333 young people to take part in the programme. This year, a wide range of employability, life skills and social action projects were delivered, predominantly in partnership with further education colleges. A group at Trafford College explored their digital footprint and what it said about them, through the lens of a potential employer. Whilst this highlighted some of the negative aspects of social media, they then proceeded to explore how social media could be deployed for positive social outcomes. This led them to develop and deliver a range of campaigns, ranging from lowering the legal age at which you can drive a car, to banning the use of VAR technology in football games. One student said: "This was really great and so enjoyable. I didn't realise I could learn about this range of stuff at college. It's really useful skills for life."

The Work of the Charity Continued

Positive Action

This year, the primary focus of our Positive Action Project has been an 'Online Harms' programme funded by Ofcom. This has enabled us to explore a range of themes such as cyber-bullying, radicalisation, fake news, social media influencers and artificial intelligence. This has helped young people to become critical consumers, able to navigate the raft of online content they are bombarded with on an hourly basis. 294 young people took part in these projects during the year. Following participation in the sessions, one young person said: "I now feel like I don't believe everything I read online like I used to. I'm more likely to fact check and research things before I tell everyone about it like it's true." Another young person said: "I never want to be part of the problem. I don't want to spread fake news on purpose."

Targeted Youth Support

Providing targeted youth support has remained a high priority, as we help young people to navigate the additional challenges that a small but significant proportion of teenagers' face – many of which have been heightened during the lockdowns. This year we supported 773 young people and parents – a 33% increase on 2022-23.

Youth Endowment Fund

This has been the second year of our Youth Endowment Fund 'Another Chance' project, further developing our STEER work on serious youth violence. After completing a successful pilot study, we progressed to the implementation of a 2-year efficacy study. We have successfully embedded the project in Trafford and Wigan and extended it into Salford, Manchester and Tameside, supporting 323 young people and 24 parents. External evaluation and developing standards of evidence are a core element of the project and we have worked collaboratively with Cordis Bright and Greenwich University throughout the year. The membership of key stakeholders in our pan-Greater Manchester Steering Group has expanded and the Group has continued to guide our work, acting as a group of 'critical friends.'

The project has made a significant difference to young people with complex needs. For instance, 'Oliver' was referred as he had come to the attention of the police for involvement in a number of violent incidents with other young people. He had recently moved to a new area and levels of family conflict were increasing with his mum and younger siblings, whilst his stepfather was serving a prison sentence. Oliver has completed intensive work on issues including choices and consequences; power and control; and future aspirations. He had a full-time place in school, which was a strong protective factor. His mentor helped Oliver to identify an aspiration to complete an apprenticeship at college. Significant support was given to identify which course would best suit his aspirations and talents and to apply and prepare for the course. Oliver is now undertaking a painting and decorating apprenticeship, whilst working for a local company. Relationships are much calmer and more settled at home and he has had no further contact with the police.

STEER

The Youth Endowment Fund project is based on our original STEER programme for young people affected by gangs and serious violence. This work has continued through separate funding sources in Salford and Bolton, supporting a further 59 young people. Working with young people with some of the most entrenched and enduring challenges is never easy, but we have continued to see strong results and a significant impact on life chances.

The Work of the Charity Continued

'Amari' was referred to our STEER project in Bolton. He was in the care of the local authority and had regular 'missing' episodes. He was a victim of child criminal exploitation. He had also been arrested for theft and for taking a weapon into school (leading to exclusion) and was a heavy cannabis user. Amari completed sessions on anger management, goal setting, relationships and drug misuse with his mentor. Demonstrating a passion for music and rap, help was also given to secure a place at a 'talent academy' with Unity Radio. Amari then expressed interest in securing a part-time job and has been supported with CV and interview preparation. He is now engaging well with his alternative education provision, with a plan to return to mainstream education. There have been no 'missing' episodes since he started working with STEER and he has not been involved in any further incidents with the police.

Blocks Manchester

We have continued to deliver our Blocks early-intervention mentoring project in north and east Manchester throughout the year. The project is funded by the GMCA Violence Reduction Unit and focuses on 9 to 12 year-olds who may be showing early risks of involvement in crime and violence. We firmly believe that early identification and intervention approaches are critical. We have been working in partnership with 10 primary schools, with our mentors co-located in the school settings. This year we also launched a parenting support offer and employed a mentor dedicated to supporting young people as they transition to high school (working with young people in 8 high schools). The project has been supported by a Strategic Steering Group of stakeholders to help guide its development and has been evaluated by Manchester Metropolitan University. This year we supported **164** young people and **12** parents.

'Freddie' was referred to Blocks as he was involved in numerous fights both in and out of school. He spent significant amounts of time unsupervised in the local area, particularly in a local park that is a hot-spot for drug dealing, violent incidents and sex work. He was seen as being at high risk of exploitation as he struggled to establish healthy relationships and boundaries. He was involved in a 'prank' in which he was 'kidnapped' by an older young person and tied to a radiator – all of which was filmed for sharing on social media. Freddie gradually built a trusting relationship with his mentor and began to explore emotions; healthy relationships; setting boundaries; and anger management. In particular, Freddie learnt practical strategies and techniques he could use when situations began to escalate. Since participating in Blocks, Freddie's school report that he is calmer, more self-assured and that he has not been involved in any fights. Freddie said: "My sessions with [my mentor] have helped me understand more about my emotions. I think this is important because it means I can deal with them a lot better and not get into fights."

Blocks Salford

We have also supported a small cohort of **18** young people in Salford with funding from The JD Foundation as well as a significant donation from NORFOX.

The Work of the Charity Continued

Engage Trafford

Our 'Engage Trafford' targeted mentoring project has supported 73 young people throughout the year. Young people themselves as well as parents have been extremely grateful for the support provided and articulate about the change that has been made possible. Responding to the worsening mental health of children and young people since the pandemic has been a key theme for Engage this year. Amongst those we helped through Engage this year was 'Ryan'. When he joined the programme, he described himself as being "angry all the time." He was struggling to regulate his emotions and had regular episodes of challenging behaviour and 'meltdowns' at home and school. His mum was very concerned about the impact of his behaviour on the family. Significant work was done with Ryan to understand his emotions; empathy; problem-solving; and associated issues over a 12-week period. Ryan made huge progress and his mum and school expressed their pride in his progress. Ryan said: "Last year I got lots of bad behaviour points at school… this year I've got zero!"

Ordsall, Langworthy and Charlestown Youth Partnership

We have continued as part of the 'Ordsall and Langworthy Youth Partnership' throughout the year, working with other local organisations including Salford Community Leisure, Oasis Community Hub and Manchester United Foundation. Together, we are implementing a community-based solution to tackling youth violence, which includes open-access youth work sessions and targeted support for young people with further challenges. Within the partnership, we have provided STEER support to an additional cohort of 30 young people specifically from Ordsall, Langworthy and Charlestown.

Women's and Survivors' Services

This year we have continued to develop and differentiate our offer to vulnerable and disadvantaged women in Salford. Through 5 distinct projects, we have supported 1,906 women and 303 of their children. Our progress and developments have been driven by our Women's Services Board with significant input from the staff team.

Safe In Salford

We have delivered our second year of the 'Safe in Salford' domestic abuse service. We are the lead provider in the service model, working collaboratively with our sub-contracted partners Trafford Domestic Abuse Services (TDAS); Talk, Listen, Change (TLC); and The Pankhurst Trust (Incorporating Manchester Women's Aid) (PTMWA). This has been a significant step-change for the provision of domestic abuse services in Salford. These were previously commissioned separately and were not always able to provide joined-up working for individuals and families affected in ways that could deliver improved outcomes and impacts. Collectively, we have delivered services to high-risk survivors; survivors identified through their contact with their GP surgery; children and young people who have witnessed domestic abuse; medium-risk survivors and perpetrators. During our second year all the services have fully embedded together, providing significantly improved and joined-up support. We have enhanced our partnership working and co-location with key agencies, including Greater Manchester Police, housing and mental health teams. We have also introduced new and innovative practice through our 'Rapid Response' and 'High Risk, High Harm' pilot projects.

The Work of the Charity Continued

During the year we supported 1,718 people (a 8% increase on 2022-23). This has been a fantastic, collective achievement. Many individuals have shared with us the impact that our support has had. One survivor said: "My support worker has been amazing. She has gone above and beyond for me. She has been very understanding, non-judgemental, and I've always felt able to talk to her. She has listened to me and provided a lot of support, no matter what it was for. I couldn't have asked for anyone better to help me." In order to tackle domestic abuse systematically, work with perpetrators is an important part of the Safe in Salford model. One perpetrator said: "In the past I was passive-aggressive. I felt if I was not hitting you, I wasn't being abusive. I was wrong about that and didn't believe it until now. I have attended courses for 4 years and this one has had the most impact, the most effective, eye-opening process. This is by far the best one to support me to change my behaviour."

We have continued to work with our commissioners and partners throughout the year to make improvements to the wider determinants affecting domestic abuse. Developments in the wider context that are of note in the past year have been the crisis in temporary housing provision; long waiting times for cases to make their way to prosecution through the criminal justice system; and significant increases in safeguarding incidents and mental health needs.

Indigo

We have also continued to deliver our National Lottery Community-funded (NLCF) 'Indigo' project throughout the year. We have experienced extremely high demand for the service and supported 241 people. Additionally, we estimate that there have been 476 indirect beneficiaries due to the positive impacts on families. This includes children returned to their families following court proceedings or a complete discharge from social services oversight and intervention. The use of peer ambassadors and educators has also been a key approach, involving women who are 'experts by experience.' 4 women have contributed 154 hours of voluntary support.

'Jane' was one beneficiary. She is 60 years old and was in an abusive relationship for 27 years. Having left the relationship, Jane was supported to navigate complex relationship boundaries with her former partner, their adult children and their wider social circle. She was helped to understand how coercive and controlling behaviour had affected her and how to deal with her feelings of loss and guilt. She was also able to help other older survivors of domestic abuse and discuss with them the particular issues and considerations that are different to those of younger survivors. Jane has settled into her new home and life and is pleased that her adult children now recognise the coercive and controlling behaviour that she experienced from their father. Jane says: "This has been a difficult journey but I'm in a much better place now."

Together Women Project

We have continued to support women in the criminal justice system through our 'Together Women Project' (TWP), working collaboratively with the Probation service and as part of the Greater Manchester Women's Support Alliance (GMWSA). This year, we supported 190 women in all parts of the criminal justice system, from leaving prison to exiting police cells without charge.

The women we support often live extremely challenging lives and are both the perpetrators and victims of crime. Many are affected by issues such as domestic abuse, adverse mental health, drug and alcohol problems and caring responsibilities. For many, their needs have been further exacerbated by the longer-term social impacts of the pandemic. Providing holistic support is therefore both challenging and of critical importance.

The Work of the Charity Continued

One woman who was supported this year was 'Jessica.' Jessica was referred by Probation after her conviction. She had severe learning difficulties and had to be chaperoned to appointments. Due to her learning difficulties, it wasn't possible to complete a formal assessment with Jessica as she simply didn't understand the questions. Moreover, very little was known about her background, including any trauma she may have experienced. Her chaperone explained that Jessica was prone to epileptic seizures if she became anxious or stressed. The calming and trauma-informed setting of our Jill Rogerson Women's Centre was used to best effect to keep Jessica calm, happy and engaged. Instead of a formal assessment, her key worker purchased pens, coloured paper, magazines and craft materials. They discussed what Jessica wanted to be different in her life and used the resources to create mood and vision boards. Jessica is considerably happier and more settled and has built a trusted relationship with her keyworker. She is making positive progress and has not reoffended.

Pathways Wellbeing

This year our Pathways Wellbeing project has received funds from the Heinz, Anna & Carol Kroch Foundation and the Bupa Foundation, and supported **60** women. This has been a crucial part of our women's offer, providing a route into services for women with specific support needs and less complexity, whilst providing a route back to the community for women exiting our more complex services such as Indigo and TWP. The feedback from the women on the impact the projects have had on them has been consistent, as has their gratitude. "All the staff are lovely and have helped me improve. They've helped me to see the positives in things and in myself. I'm so grateful for everything."

Targeted Adult Support

Our other programmes for adults facing significant challenges have provided invaluable support to **680** people in Salford, Greater Manchester, Cheshire, Lancashire, and Cumbria.

Integrated Rehabilitation Service Wellbeing Hub

Throughout the year we have continued to develop the Integrated Rehabilitation Service Wellbeing Hub located as part of The Shed at Acton Square, supporting **204** men. The project focuses on 'welfare' for men being supported by the Probation Service in Salford. This has enabled us to support men with a wide range of issues affecting their rehabilitation, including mental health, housing support, debt and welfare, and developing their thinking skills, attitudes and resilience. During the course of the year, we made the transition from being a stand-alone service in Salford, to formally becoming partner with The Big Life Group and the nine other Wellbeing Hubs across Greater Manchester.

There have been many examples of impactful support provided to men through the course of the year. 'Ahmed' was referred by his probation worker following his release from an 8-week custodial sentence. He was homeless and he had no recourse to public funds due to unsettled immigration status. He was simply surviving day to day. He had no close family or friends and all of these circumstances were also affecting his mental health. Ahmed was provided with essential resources, such as food and travel assistance, over several weeks. He was also supported to apply for financial support and directed to external assistance with his immigration status appeal. Ahmed said: "I'm so grateful for the support. I know I can come here for support anytime and my financial burden has been lifted. I'm feeling more hopeful about the future."

The Work of the Charity Continued

Learning, Skills and Work (Elevate Salford)

We have provided employability support to **151** people through the Salford Learning, Skills and Employability project (now branded as 'Elevate Salford'). The project focuses on those with the most complex challenges and obstacles to entering employment. Our particular specialism has been supporting domestic abuse survivors and people in the criminal justice system. 50 of these people have completed an accredited qualification and, to date, 9 have moved into employment. This project has been funded by the Albert Gubay Charitable Foundation and we are working in partnership with other local charities to deliver the project, including Loaves and Fishes, Mustard Tree, the Broughton Trust, Groundwork and Salford CVS.

'Jack' was referred to the project after he was released from prison. He was living in unsuitable accommodation, had strained family relationships, no motivation and was struggling with his mental health. He had a history of drug abuse and was also struggling with his ADHD and ASD. At first, Jack struggled with his chaotic lifestyle and regularly missed appointments. However, his support worker persisted. A breakthrough moment came when she suggested Jack take an opportunity to undertake a DJ course with Reform Radio due to his interest in music. Due to his complex needs, a detailed 'warm handover' was undertaken, with his key worker attending Reform Radio with him for the first few sessions. Alongside this, his key worker continued to provide our full service of employability preparation and support. The DJ course worked wonders for Jack's confidence and self-belief. He has now secured a part-time job with Pret a Manger and he is also picking up gigs as a DJ at the weekends.

Additional to the Learning, Skills and Work project, we supported **19** young adults at risk of exclusion or discontinuing their learning at Salford City College.

Money, Debt and Fuel Poverty

Our work focusing on financial inclusion, debt reduction and fuel poverty has continued to be highly valued by people who are living in significant poverty. **169** people have been supported by our work in Salford. Helping people in the most challenging of material circumstances, when they are making choices - for instance between being warm or eating - which most of us can barely imagine, is both humbling and vital.

'Chris and Janice' were referred to see if they were eligible for replacement radiators under the 'Warmer Homes' pilot. Both are in their late 50s. Chris had not worked for 4 years due to a heart condition and Janice had been off work for 9 months due to mobility issues caused by COPD and a collapsed lung. A possible eligibility for Personal Independence Payment was identified, though Janice was reluctant to access any benefits. She was convinced to try and claim what she may be entitled to and was supported throughout the assessment process, including at face-to-face appointments. Janice received a back-dated lump sum payment of £3,104. She was awarded the higher rates for mobility and daily living allowances, boosting their household income by £8,983 annually. New radiators have been fitted in their property. Janice said: "I would just like to thank you for all the help, support and care you have given me over the past few months. My husband and I have had a bad year. You have gone above and beyond for us and we will be eternally grateful."

Other Projects

Our Achieve project came to an end in June, having successfully supported people over many years. During the financial year, our keyworkers supported **107** adults who are current or former prisoners. This was achieved through a mix of community-based support, telephone mentoring and support provided in the prisons.

The Work of the Charity Continued

New projects have also begun late in the year. Our new 'Creative Health' project has received funds from the Heinz, Anna & Carol Kroch Foundation as well as the Bupa Foundation, enabling the support of 18 men, using arts, culture and heritage as vehicles to promote and enhance health and wellbeing. A grant from Landsec is enabling us to provide enhanced employability support, with 12 men benefiting to date. A grant was also received from Nationwide to begin a homeless prevention project.

Future Plans: Opportunities and Risks

Strategic Priorities

Building upon our 2021-24 strategy, 'Building Better Futures Together,' we will continue to implement our interim strategy for 2023-25. This sets out our key opportunities and our approach to helping our communities. Amongst our priorities, we are focusing particularly on:

- Improving our core infrastructure that supports our operations, enabling us to incrementally grow our scale and reach
- The further development of our 'Aspirations and Opportunities' and 'Targeted Adult Support' services
- Analysing and pivoting to address the changing political, economic and social climate.

Resources

In so doing, we have committed to using our resources – finance, people and buildings – as proactively and collaboratively as possible to help people create lasting change in their lives. We will continue to adapt the usage of our renovated and reconfigured space at Foundation House and will use this as a co-located space for staff from other charities with whom we are working in partnership. We will continue to adapt and develop our use of 6 Acton Square, the lease on which is being extended for a further five years. We will also continue with our plans to build a new women's centre in Eccles, in partnership with Salford City Council and ForViva.

Use of Reserves

To enable our work to develop and grow we will continue to invest in our work from our own reserves. Designated reserves are held to support this and include: a Strategy Fund to invest in our own operational projects; a Beneficiary Emergency Response Fund to help those facing particularly extenuating circumstances; an Infrastructure Fund – to ensure we can make investments in the core capacity of our charity, so that we are more effective and efficient in delivering services and helping people; and a Restructure Fund is to support our ongoing staffing restructure.

Risk Management

We recognise that the years ahead are not without risks for our charity. We continue to monitor these carefully through our Risk Register and Risk Scorecard, with oversight from our Audit and Risk Sub-Committee. Achieving a balanced budget and covering our operational costs will remain challenging in the year ahead. Recruitment and retention of suitably experienced and qualified staff is also a significant challenge. We remain mindful of the ongoing cost of living crisis, which continues to affect the poorer members of our society, even whilst inflation begins to fall back. The risk of excessive demand on our services as the volume of people requiring our help is anticipated to increase, as is the complexity of needs which people are dealing with. As we face the future, we will remain mission-focused and endeavour to find the right balance between being courageous in meeting the needs of our beneficiaries and also being financially prudent. In so doing, we are well served by our healthy reserves position which provides a very firm foundation from which to balance our risks and opportunities and to plot our course in the next few years ahead.

Throughout the year ahead we will devote considerable time and energy to developing a new 5-year strategy, which will take effect from April 2025.

Financial Review

Results for the Year

2023/24 has been a year of consolidation, embedding the new and significant projects the previous year saw start. This has resulted in an increase in income to £3.35m with increased expenditure alongside it to £3.3m. Overall, this has resulted in a small surplus for the year of £58k.

Turnover has remained over £3m, increasing by 11% to £3.35m with charitable activities alone deriving £3.2m of this. Women's and Survivors' Services continues to be the most significant of the thematic areas with income of £1.5m compared to £1.3m in the previous year. This includes the 'Safe in Salford' domestic abuse partnership which operates in collaboration with 3 other specialist charities. Targeted Youth Support continues to grow with an increase in income of 48% from £574k to £850k for the year. This reflects the continuation of our large STEER project with our Youth Endowment Fund pilot study as well as a full year of operating the Blocks mentoring project in Manchester. In contrast, the Aspirations and Opportunities area has fallen by £356k to £379k for the year. This is a reflection on the cessation of the National Citizen Service (NCS) programme that completed in the previous financial year.

In parallel with the increased income, the total expenditure of the organisation has also increased in the year, by 17% from £2.8m to £3.3m. Staff costs continue to be the largest expense to the organisation with costs totalling £1.85m this year compared to £1.5m in 2022/23. From April 2023 a comprehensive Pay and Grading review was implemented which resulted in increased staffing costs across the organisation that could not always be covered by the individual funding already in place. Service delivery costs have again increased reflecting the increase in operations year on year. Support costs have risen by 13% to £521k reflecting the increased costs of running two properties as well as supporting an increased operational staff number.

With the known continuation of the larger projects, the Trustees have agreed a budget that breaks even for the 2024/25 financial year. Various factors have been considered in the preparation not just including the inflationary pressures and cost of living crisis that is being felt across all businesses, but also the ability for the organisation to sustain its current size along with controlled future growth and developments.

Reserves

Each financial year the Audit and Risk Committee and Trustees review our Reserves Policy to establish the level of free reserves needed to enable us to operate effectively and responsibly; representing the funds that might be needed: to support expenditure in the event of reduced income or changes in circumstances; and to support expenditure that might be needed to help develop the charitable offer.

In considering the appropriate level of reserves, the Trustees take into account the nature of funds and funding received by the Charity and its operations, the assessment of risks to the Charity's activities, income and expenditure and the anticipated future requirements of the organisation's plans and budgets. During the year, the trustees reviewed the free reserve range in place and agreed to increase it to a range of £800,000 to £1,100,000. This considers anticipated future income and its volatility, the environment, the needs of current and future beneficiaries and the levels of known liabilities. The reserves are intended to provide for contingencies; to absorb setbacks, mitigate for risks and also to be able to take advantage of change and opportunities.

Financial Review Continued

The Trustees monitor the level of reserves through financial reporting by the organisation's Senior Management Team to the Audit and Risk Sub-Committee and through the Board's normal cycle of business. In the event that the level of appropriate reserves cannot be met, the Trustees will establish an intended course of action to bring the level of reserves up to the required level over a period of time. In the event that the level of reserves exceeds the level considered appropriate by the Trustees, the funds will be deployed in the best interests of the Charity, which may include investment in new services or designation of funds for a particular project.

At 31 March 2024, the Charity's total funds were £2,744k (2023: £2,686k) consisting of: £277k restricted reserves (2023: £109k). £675k fixed asset reserve (2023: £693k) and £752k in other designated reserves (2023: £754k). The remainder of £1,040k represents the available free reserves (2023: £1,130k) which is within the current set target range.

Going concern

We continue to adopt the going concern basis in preparing this annual report and financial statements. The level of free reserves at the year end and cash held, alongside the current business plan for 2024/25, levels of funding already agreed and planned use of reserves, the Trustees consider there is a reasonable expectation that the Foundation has adequate resources to continue to support its charitable objectives for the foreseeable future. There are no material uncertainties that would impact on the Charity's ability to continue.

Fundraising

As part of our income diversification strategy, we anticipate small year-on-year growth in donations from individuals and companies as a result of our fundraising activity. We do not undertake direct fundraising, do not use professional fundraisers and do not use commercial participators to generate fundraised income.

We are committed to fundraising best practice and comply with the Fundraising Regulator's key principles and behaviours that are enshrined in the Code of Fundraising Practice. We undertake to comply with relevant laws and regulations, including the Proceeds of Crime Act, Data Protection, Tax and Gift Aid legislation and Charity Commission guidance.

There is a clear commitment to be legal, open, honest and respectful in all aspects of our fundraising activity. Our Fundraising Policies set out our ethical approach, guidance, complaints process and best practice on Fundraising for Trustees, staff and volunteers. We have not received any complaints relating to any of our fundraising activities.

Structure, Governance, and Management

Governing Document

The Charity is a company limited by guarantee and is governed by its Memorandum and Articles dated 9th February 2016 (amended 28th September 2023) and is registered with the Charity Commission.

During the year a special resolution was made to amend the Memorandum and Articles of Association for the organisation. The change made has altered the make up of the Board of Directors to better reflect the work of the charity.

Governance

The Board has a mix of representatives from business, professional disciplines, public services and others with suitable skills and experience. On-going training of Trustees takes place and on appointment, an induction is given by the Chief Executive. The Audit and Risk Sub-Committee meets as required, with delegated duties approved by the full Board. In addition, ad hoc task and finish subgroups of the Board are convened with members of the Senior Management Team to expedite the execution of duties. In May 2023 a Remuneration and HR Sub-Group was formally established, reporting to the Audit and Risk Sub-Committee. Additionally, a St Mary's Sub-Group continues to oversee a proposed capital development in Eccles. This Sub-Group reports directly to the Board.

Risk Management

The Trustees have examined the major strategic, business, and operational risks that the Charity faces and confirm that systems have been established to enable regular reviews to be carried out so that necessary steps can be taken to manage these risks. The Trustees are satisfied that reasonable steps are being taken to limit the likelihood and the impact of the risks identified.

Trustee Recruitment

The recruitment of new Trustees is via advertising campaigns using social media and Greater Manchester VCSE and private sector networks to ensure that vacancies are disseminated across our communities. Potential new members of the Trustee Board are invited to discuss the role informally with the Chair or Vice-Chair and CEO before attending a Trustee Board meeting as an observer. Successful candidates are appointed as Trustees following a unanimous vote by the Board. The Board meets, formally, five times during each financial year.

Trustee Training

An induction process is in place, whereby new Trustees receive support from the CEO, the Chair and another fellow Trustee. Trustees also receive a comprehensive briefing pack on appointment containing information about the organisation and guidance on the role of a trustee from the Charity Commission, including the Charity Governance Code.

The Board arranges an annual strategy and training day, attended by senior managers and Trustees. The purpose of these sessions, in addition to discussing wider strategic themes, is to give Trustees hands-on experience of the Charity's work and the services delivered. In addition, the opening agenda item at each Board meeting is a showcase by staff and/or services users on a particular programme or initiative.

Structure, Governance and Management Continued

Directors and Trustees

The Directors of the Charitable Company (the Charity) are its Trustees for the purpose of Charity Law and throughout this Report are collectively referred to as the Trustees. The Trustees who served the company during the period were as follows:

Key management personnel: Trustees and Directors

Chair:	M Marfleet
Trustees:	N Bhatty (appointed 20 July 2023) M Caslake (appointed 28 September 2023) D Eames (appointed 20 July 2023) K Francis D Graham (resigned 28 September 2023) K McDermott M-G Nkeshimana P Openshaw E Potier (Vice Chair) K Potier de la Morandiere K Stansfield

Key management personnel: Principal staff

Chief Executive Officer:	P East
Senior Management Team:	M Langhorn - Deputy CEO J Damen – Operations Manager (Youth) H Garry – Business Development Manager M Palmer – Business Manager S Sheehy – Operations Manager (Targeted Youth Support)

Reference and Administrative Details

Reference and administrative details are shown in the schedule of members of the board and professional advisers on page 1 of the Financial Statements.

Statement of Trustees' Responsibilities

The Trustees (who are also the Directors of Salford Foundation Limited for the purposes of Company Law) are responsible for preparing the Report of the Trustees and the Financial Statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

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

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and 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; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The Trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the Charitable Company and to enable them to ensure that the Financial Statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the Charitable Company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Insofar as the Trustees are aware:

- There is no relevant audit information of which the Charitable Company's auditors are unaware of; and
- the Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

This report has been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small companies.

Approved by order of the Board of Trustees on 26th September 2024 and signed on its behalf by:

M Marfleet
Chair

Report of the Independent Auditors to the Members of Salford Foundation Limited
For the year ended 31 March 2024

Opinion

We have audited the financial statements of Salford Foundation Limited (the 'charitable company') for the year-ended 31 March 2024 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement, and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2024 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditors responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the directors with respect to going concern are described in the relevant sections of this report.

Other information

The other information comprises the information included in the Report of the Trustees other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinion on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Report of the Trustees for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Report of the Trustees has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Report of the Trustees.

We have nothing to report in respect of the following matters where the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to take advantage of the small companies exemption from the requirement to prepare a Strategic Report or in preparing the Report of the Trustees.

Responsibilities of trustees

As explained more fully in the Statement of Trustees' Responsibilities, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an Auditor's Report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Details of the extent to which the audit was considered capable of detecting irregularities, including fraud and non-compliance with laws and regulations are set out below.

Extent to which the audit was considered capable of detecting irregularities, including fraud

We identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, and then design and perform audit procedures responsive to those risks, including obtaining audit evidence that is sufficient and appropriate to provide a basis for our opinion.

Identifying and assessing potential risks related to irregularities

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud and non-compliance with the laws and regulations, we considered the following:

- the nature of the sector, control environment and company performance;
- the company's own assessment of the risks that irregularities may occur either as a result of fraud or error;
- the results of our enquiries of management and the trustees of their own identification and assessment of the risks of irregularities;
- any matters we identified having obtained and reviewed the company's documentation of their policies and procedures relating to:
- identifying, evaluating and complying with laws and regulations and whether they were aware of any instances of non-compliance;
- detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected or alleged fraud;
- the internal controls established to mitigate risks of fraud or non-compliance with laws and regulations; and
- the matters discussed among the audit engagement team regarding how and where fraud might occur in the financial statements and any potential indicators of fraud.

As a result of these procedures, we considered the opportunities and incentives that may exist within the organisation for fraud and identified the greatest potential for fraud in relation to the timing of the recognition of income in particular in relation to deferred income. In common with all audits under ISAs (UK), we are also required to perform specific procedures to respond to the risk of management override and we identified risk in relation to the posting of unusual journals and the manipulation of accounting estimates.

We also obtained an understanding of the legal and regulatory frameworks that the company operates in, focusing on provisions of those laws and regulations that had a direct effect on the determination of material amounts and disclosures in the financial statements. The key laws and regulations we considered in this context included Safeguarding, the Financial Reporting Standard applicable in the UK (FRS 102) (effective 1 January 2019) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK (FRS 102), and the Companies Act 2006.

In addition, we considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which may be fundamental to the company's ability to operate or to avoid a material penalty. These included Data Protection Regulations.

Audit response to risks identified

As a result of performing the above, we identified the timing of the recognition of revenue as the key audit matter related to the potential risk of fraud.

In addition to the above, our procedures to respond to risks identified included the following:

- reviewing the financial statement disclosures and testing to supporting documentation to assess compliance with relevant laws and regulations described above as having a direct effect on the financial statements;
- enquiring of management and the trustees concerning actual and potential litigation and claims;
- performing analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud;
- reading minutes of meetings of those charged with governance and reviewing correspondence with relevant authorities where matters identified were significant; and
- in addressing the risk of fraud through management override of controls, testing the appropriateness of journal entries and other adjustments; assessing whether the judgements made in making accounting estimates are indicative of a potential bias; and evaluating the business rationale of any significant transactions that are unusual or outside the normal course of business.

We also communicated relevant identified laws and regulations and potential fraud risks to all engagement team members and remained alert to any indications of fraud or non-compliance with laws and regulations throughout the audit.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at www.frc.org.uk/auditorsresponsibilities. This description forms part of our Report of the Independent Auditors.

Report of the Independent Auditors to the Members of Salford Foundation Limited [Continued]

For the year ended 31 March 2024

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

A R Buckley

Alison Buckley (Senior Statutory Auditor)
For and on behalf of Mitchell Charlesworth (Audit) Limited
3rd Floor
44 Peter Street
Manchester
M2 5GP

30.09.24

Statement of Financial Activities
(Incorporating an Income and Expenditure Account)
For the year ended 31 March 2024

	Notes	Unrestricted Funds £	Restricted Funds £	2024 Total Funds £	Unrestricted Funds £	Restricted Funds £	2023 Total Funds £
Income							
Donations	5	26,339	-	26,339	22,285	-	22,285
Charitable activities							
Charitable objects	6	2,360,422	830,212	3,190,634	2,346,878	607,831	2,954,709
Investment income	7	57,831	-	57,831	18,943	-	18,943
Other income	8	20,424	50,000	70,424	10,010	-	10,010
Total Income		2,465,016	880,212	3,345,228	2,398,116	607,831	3,005,947
Expenditure							
Cost of raising funds							
Fundraising costs	9	21,003	-	21,003	17,232	-	17,232
Charitable activities							
Charitable objects	10	2,554,148	712,137	3,266,285	2,188,231	594,881	2,783,112
Total expenditure		2,575,151	712,137	3,287,288	2,205,463	594,881	2,800,344
Net income		(110,135)	168,075	57,940	192,653	12,950	205,603
Transfers between funds	15	-	-	-	-	-	-
Net movement of funds for the year		(110,135)	168,075	57,940	192,653	12,950	205,603
Reconciliation of funds							
Total funds brought forward		2,577,031	108,590	2,685,621	2,384,378	95,640	2,480,018
Total funds carried forward		2,466,896	276,665	2,743,561	2,577,031	108,590	2,685,621

All income and expenditure has arisen from continuing activities.

The notes form part of these financial statements.

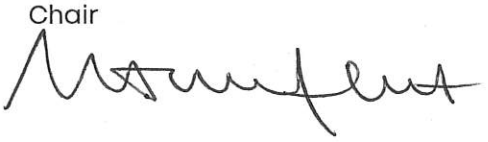
Balance Sheet
As at 31 March 2024

	Note	2024 £	2024 £	2023 £	2023 £
Fixed assets					
Tangible assets	16		753,092		809,823
Current assets					
Debtors	17	163,408		156,105	
Cash at bank and in hand		2,330,438		2,494,947	
		2,493,846		2,651,052	
Creditors: Amounts falling due within one year	18	(503,377)		(775,254)	
Net current assets			1,990,469		1,875,798
Net assets			2,743,561		2,685,621
Funds					
Restricted income funds	19		276,662		108,590
Unrestricted income funds					
General	19	1,039,652		1,129,575	
Designated	19	1,427,247		1,447,456	
Net current assets			2,466,899		2,577,031
Total funds			2,743,561		2,685,621

These financial statements have been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to charitable small companies.

The financial statements were approved by the Board of Trustees on 26th September 2024 and were signed on its behalf by:

M Marfleet
Chair



The notes form part of these financial statements.

Cash Flow Statement
For the year ended 31 March 2024

	Notes	2024	2023
		£	£
Cash flows from operating activities:			
Cash (used in)/generated from operations	24	(213,142)	419,423
Net cash provided by operating activities		(213,142)	419,423
Cash flows from investing activities:			
Interest from investments		57,831	18,943
Purchase of property, plant, and equipment		(9,198)	(35,191)
Net cash used in investing activities		48,633	(16,248)
Change in cash and cash equivalents in the reporting period		(164,509)	403,175
Cash and cash equivalents at the beginning of the reporting period		2,494,947	2,091,772
Cash and cash equivalents at the end of the reporting period		2,330,438	2,494,947

The notes form part of these financial statements.

1. General information

Salford Foundation Limited is a company limited by guarantee, incorporated in England and Wales under the Companies Act 2006. Details of the registered office address can be found on page 8 and a description of its principal activities in the Trustees' Report.

2. Accounting policies

Basis of preparation

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK (FRS 102) (effective 1 January 2019) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK (FRS 102) and the Companies Act 2006.

The financial statements are prepared in sterling, which is the functional currency of the charity. Monetary amounts in these financial statements are rounded to the nearest £.

Salford Foundation Limited meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note(s).

Going concern

At the time of approving the financial statements, the Trustees have a reasonable expectation that the company has adequate resources to continue in operational existence for the foreseeable future. Thus, the Trustees continue to adopt the going concern basis of accounting in preparing the financial statements.

Income

All income is recognised in the Statement of Financial Activities once the charity has entitlement to the funds, it is probable that the income will be received, and the amount can be measured reliably.

Income from government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received, and the amount can be measured reliably and is not deferred. Grants are deferred to future periods only when this is specified or agreed by the funder or other preconditions of the fund are not yet met.

Donations are recognised when the charity has been notified in writing of both the amount and settlement date. In the event that a donation is subject to conditions that require a level of performance before the charity is entitled to the funds, the income is deferred and not recognised until either those conditions are fully met, or the fulfilment of those conditions is wholly within the control of the charity, and it is probable that those conditions will be fulfilled in the reporting period.

Investment income is recognised on a receivable basis.

Expenditure

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required, and the amount of the obligation can be measured reliably. Expenditure is classified under the following activity headings:

- Charitable activities include expenditure associated with the provision of charitable objectives and include both the direct costs and support costs relating to these activities.
- Support costs include central functions and have been allocated to activity cost categories either directly, where identifiable, or on a basis pro-rata with headcount or staff resources absorbed by that activity.
- Grants offered subject to conditions which have not been met at the year-end date are noted as a commitment but not accrued as expenditure.
- Termination benefits are amounts payable as a result of a decision by the Charity to terminate employment before the normal retirement date. The costs are charged on an accruals basis to the relevant service line in the Statement of Financial Activities when the Charity is demonstrably committed to the termination of the employment.

Funds structure

- Restricted funds are funds subject to specific restrictive conditions imposed by the donor or by the purpose of the contract / monies received. The purpose and use of restricted funds is set out in note 19 to the financial statements.
- General funds are unrestricted funds, which are available for use at the discretion of the Trustees in furtherance of the general objectives of the charity.
- Designated funds are funds which have been allocated or designated for specific purposes by the charity out of unrestricted funds. A description of the intended use of the designated funds is set out in note 19 to the financial statements.

Tangible fixed assets

Tangible fixed assets are measured at cost less accumulated depreciation and any accumulated impairment loss. Depreciation is provided evenly on the cost of tangible fixed assets to write them down to their estimated residual values over their expected useful lives. Assets are capitalised if their cost is £1,000 or over.

The principal terms used are:

Freehold property - 50 years
Freehold property improvements - 4 years
Leasehold property improvements - 2 years
Computers and office equipment - 2 to 8 years

2. Accounting policies [Continued]

Gains or losses arising on the disposal of tangible fixed assets are determined as the difference between the disposal proceeds and the carrying amount of the assets and are recognised as part of the surplus or deficit for the year.

Leasing commitments
Rentals paid under operating leases are charged to the Statement of Financial Activities on a straight-line basis over the period of the lease.

Pension costs and other post -retirement benefits
The charitable company operates a defined contribution pension scheme. Contributions to the charitable pension scheme are charged to the Statement of Financial Activities in the period to which they relate.

Financial instruments
Financial assets and financial liabilities are recognised when the charity becomes a party to the contractual provisions of the instrument. All financial assets and liabilities are initially measured at transaction price (including transaction costs). The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

Trade and other debtors are recognised at the settlement amount due.

Cash at bank and cash in hand includes cash and short-term highly liquid investments with a maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

Creditors and accruals are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably.

Taxation
The charity is exempt from corporation tax on its charitable activities.

3. Legal status of the charity

The charity is a private company limited by guarantee and consequently does not have share capital. Each of the members are liable to contribute an amount not exceeding £1 towards the assets of the charity in the event of liquidation.

4. Judgements and key sources of estimation uncertainty

In the application of the charity's accounting policies, the Trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

5. Donations

Donations	Unrestricted Funds £	Restricted Funds £	Total Funds 2024 £	Unrestricted Funds £	Restricted Funds £	Total Funds 2023 £
Donations	26,339	-	26,339	22,285	-	22,285

6. Income from charitable activities

Income from charitable activities	Unrestricted Funds £	Restricted Funds £	Total Funds 2024 £	Unrestricted Funds £	Restricted Funds £	Total Funds 2023 £
Aspirations & Opportunities	359,827	19,479	379,306	705,482	29,978	735,460
Targeted Youth Support	468,351	382,124	850,475	322,600	251,544	574,144
Women's Services	1,281,145	267,609	1,548,754	1,059,195	212,757	1,271,952
Targeted Adult Support	251,099	161,000	412,099	259,601	113,552	373,153
	2,360,422	830,212	3,190,634	2,346,878	607,831	2,954,709

7. Investment income

Investment income	Unrestricted Funds £	Restricted Funds £	Total Funds 2024 £	Unrestricted Funds £	Restricted Funds £	Total Funds 2023 £
Interest received	57,831	-	57,831	18,943	-	18,943

8. Other income

Other income	Unrestricted Funds £	Restricted Funds £	Total Funds 2024 £	Unrestricted Funds £	Restricted Funds £	Total Funds 2023 £
Sundry income	20,424	50,000	70,424	10,010	-	10,010
	20,424	50,000	70,424	10,010	-	10,010

9. Cost of raising funds

	Unrestricted Funds 2024 £	Unrestricted Funds 2023 £
Wages and salaries	18,443	15,191
General management	2,560	2,041
	21,003	17,232

10. Analysis of charitable expenditure - current year

	Allocation Basis	Aspirations & Opportunities £	Targeted Youth Support £	Women's Services £	Targeted Adult Support £	Other Charitable Activities £	Total 2024 £
Staff costs	Direct	283,514	553,148	425,995	220,188	54,718	1,537,563
Service delivery costs	Direct	27,577	77,038	993,308	50,074	59,612	1,207,609
Support costs	Note 11	103,636	201,528	103,195	112,754	-	521,113
Total		414,727	831,714	1,522,498	383,016	114,330	3,266,285

Analysis of charitable expenditure - prior year

	Allocation Basis	Aspirations & Opportunities £	Targeted Youth Support £	Women's Services £	Targeted Adult Support £	Other Charitable Activities £	Total 2023 £
Staff costs	Direct	341,496	355,702	333,030	220,172	5,192	1,255,592
Service delivery costs	Direct	61,374	65,494	832,907	47,361	60,088	1,067,224
Support costs	Note 11	141,236	141,288	81,594	96,178	-	460,296
Total		544,106	562,484	1,247,531	363,711	65,280	2,783,112

Expenditure on charitable activities was £3,266,285 (2023: £2,783,112) of which £2,554,148 was unrestricted (2023: £2,188,231) and £712,137 restricted (2023: £594,881).

11. Analysis of governance and support costs - current year

The charity allocates its support costs as shown in the table below and then further apportions those costs between the charitable activities undertaken (see note 10). Expenditure is allocated to the particular activity where the cost relates directly to that activity. Certain expenditure is directly attributable to, and therefore allocated to, charitable activities. Other costs, which are attributable to more than one activity, are apportioned across cost categories. The basis of allocation reflects the staffing resources in that activity either by headcount or by time spent.

Support costs	General support £	Governance costs £	2024 Totals £
Wages and salaries	294,875	-	294,875
Depreciation	5,767	-	5,767
Facilities, property and insurance costs	94,749	686	95,435
General management	29,180	12,000	41,180
IT and communications	56,296	-	56,296
Office costs	8,310	-	8,310
Other staff support costs	19,250	-	19,250
	508,427	**12,686**	**521,113**

Analysis of governance and support costs - prior year

Support costs	General support £	Governance costs £	2023 Totals £
Wages and salaries	261,130	-	261,130
Depreciation	4,091	-	4,091
Facilities, property, and insurance costs	80,293	555	80,848
General management	24,904	10,686	35,590
IT and communications	51,102	-	51,102
Office costs	9,308	-	9,308
Other staff support costs	18,227	-	18,227
	449,055	11,241	460,296

12. Net income/(expenditure)

	2024 £	2023 £
Net income/(expenditure) is stated after charging/(crediting):		
Auditors' remuneration	9,500	8,485
Depreciation - owned assets	65,929	58,124

13. Trustees' remuneration and benefits

There were no trustees' remuneration or other benefits for the year ended 31 March 2024 nor for the year ended 31 March 2023.

Trustees' expenses

There were no trustees' expenses paid for the year ended 31 March 2024 nor for the year ended 31 March 2023.

14. Staff costs

	2024 £	2023 £
Wages and salaries	1,633,635	1,360,158
Social security costs	135,313	105,525
Other pension costs	81,093	66,230
	1,850,041	1,531,913

The average monthly number of employees during the year was as follows:

	2024 No	2023 No
Charitable activities	65	53
Support staff	10	8
Temporary programme staff	-	52
	75	113

The average full-time equivalent number of core permanent and support staff was 66 (2023: 61). No temporary programme staff were employed in 2023/24. In order to operate the reduced NCS programme in 2022/23, of the 52 temporary programme staff employed during the summer and autumn programmes, the average number of FTE employees was 5.

Included in wages and salaries is an amount of £14,932 (2023: £3,756) relating to redundancy costs. The amount of accrued redundancy costs at the balance sheet date was £81 (2023: £Nil).

14. Staff costs [Continued]

The number of employees whose employee benefits (excluding employer pension costs) exceeded £60,000 was:

	2024 No	2023 No
£60,000 - £69,999	1	1

The total amount of employee benefits received by the key management personnel was £295,360 (2023: £282,257).

15. Transfers between Funds

Transfers totalling £3 (2023: £Nil) were made from unrestricted funds to restricted funds to reflect minor overspends on projects. Further transfers of £125,000 (2023: £156,957) were made from general unrestricted funds to designated unrestricted funds following board approval of the designation of funds.

16. Tangible fixed assets

	Freehold Property £	Freehold Property Improvements £	Leasehold Property Improvements £	Office and Computer Equipment £	Total £
Cost					
At 1 April 2023	927,098	133,212	7,818	62,142	1,130,270
Additions	-	-	-	9,198	9,198
Disposals	-	-	-	(1,857)	(1,857)
At 31 March 2024	927,098	133,212	7,818	69,483	1,137,611
Depreciation					
At 1 April 2023	233,269	46,843	1,303	39,032	320,447
Charge for year	18,542	33,303	3,909	10,175	65,929
Disposals	-	-	-	(1,857)	(1,857)
At 31 March 2024	251,811	80,146	5,212	47,350	384,519
Net book value					
At 31 March 2024	675,287	53,066	2,606	22,133	753,092
At 31 March 2023	693,829	86,369	6,515	23,110	809,823

17. Debtors: Amounts falling due within one year	2024 £	2023 £
Trade debtors	84,778	82,101
Accrued income	44,130	37,458
Prepayments	32,904	36,546
Other Debtors	1,596	-
	163,408	156,105

18. Creditors: Amounts falling due within one year	2024 £	2023 £
Trade creditors	212,745	232,665
Other taxes & social security	44,606	25,381
Accruals	21,900	49,561
Deferred income	224,126	467,647
	503,377	775,254

Deferred income includes £224,126 (2023: £467,647) relating to funding received in advance on contracts.

	2024 £	2023 £
Balance brought forward	467,647	197,040
Utilised in period	(467,647)	(197,040)
Added in period	224,126	467,647
	224,126	467,647

19. Movement in funds - Current year	At 1 April 2023 £	Net movement in funds £	Transfers between funds £	At 31 March 2024 £
Unrestricted funds				
General fund	1,129,575	35,074	(124,997)	1,039,652
Designated funds				
Freehold Property	693,826	(18,542)	-	675,284
Planned Maintenance	170,053	(30,667)	-	139,386
St Mary's Redevelopment Fund	100,000	-	125,000	225,000
Beneficiary Emergency Response Fund	29,119	(5,701)	-	23,418
Strategy Fund	197,693	(36,405)	-	161,288
Infrastructure & Restructure Costs	256,765	(59,420)	-	197,345
GMIRS Beneficiary Fund	-	5,526	-	5,526
Total designated funds	1,447,456	(145,209)	125,000	1,427,247
Total unrestricted funds	2,577,031	(110,135)	3	2,466,899
Restricted funds				
BUPA - Evolve	562	(466)	1	97
BUPA - Positive Pathways	9,500	(9,500)	-	-
BUPA – Leap	-	4,312	-	4,312
BUPA – Literacy Lookout	-	10,000	-	10,000
BUPA – Creative Health	-	5,686	-	5,686
Co-op Foundation - Leap	33,378	(33,374)	(4)	0
Garfield Weston	-	50,000	-	50,000
GMCA - Capital	23,852	(7,043)	-	16,809
JABBS Foundation - WRNA	-	93,027	-	93,027
Nationwide – Homeless Prevention	-	44,903	-	44,903
RHS Community Gardening Project	1,193	443	-	1,636
Salford CVS and The Albert Gubay Charitable Foundation	16,025	(1,636)	-	14,389
The Booth Charities - Leadership Academy	46	(46)	-	-
Youth Endowment Fund - Another Chance	24,034	11,769	-	35,803
Total restricted funds	108,590	168,075	(3)	276,662
Total funds	2,685,621	57,940	-	2,743,561

19. Movement in funds - Current year [Continued]

Net movement in funds, included in the above are as follows:	Incoming Resources £	Resources Expended £	Movement in funds £
Unrestricted funds			
General Fund	2,452,516	(2,417,442)	35,074
Freehold Property	-	(18,542)	(18,542)
Planned Maintenance	-	(30,667)	(30,667)
St Mary's Redevelopment Fund	-	-	-
Beneficiary Emergency Response Fund	-	(5,701)	(5,701)
Strategy Fund	2,500	(38,905)	(36,405)
Infrastructure and Restructure Costs	-	(59,420)	(59,420)
GMIRS Beneficiary Fund	10,000	(4,474)	5,526
Total Unrestricted Funds	2,465,016	(2,575,151)	(110,135)
Restricted funds			
BUPA – Evolve	-	(466)	(466)
BUPA – Positive Pathways	-	(9,500)	(9,500)
BUPA – Leap	9,479	(5,167)	4,312
BUPA – Literacy Lookout	10,000	-	10,000
BUPA – Creative Health	10,000	(4,314)	5,686
Co-op Foundation - Leap	-	(33,374)	(33,374)
Garfield Weston	50,000	-	50,000
GMCA - Capital	-	(7,043)	(7,043)
JABBS Foundation - WRNA	167,609	(74,582)	93,027
Lottery - Indigo	100,000	(100,000)	-
Nationwide – Homeless Prevention	50,000	(5,097)	44,903
RHS Community Gardening Project	1,000	(557)	443
Salford CVS and The Albert Gubay Charitable Foundation	100,000	(101,636)	(1,636)
The Booth Charities - Leadership Academy	-	(46)	(46)
Youth Endowment Fund - Another Chance	382,124	(370,355)	11,769
Total restricted funds	880,212	(712,137)	168,075
Total funds	3,345,228	(3,287,288)	57,940

19. Movement in funds - Prior year [Continued]	At 1 April 2022 £	Net movement in funds £	Transfers between funds £	At 31 March 2023 £
Unrestricted funds				
General fund	981,291	305,241	(156,957)	1,129,575
Designated funds				
Freehold Property	712,368	(18,542)	-	693,826
Planned Maintenance	200,719	(30,666)	-	170,053
St Mary's Redevelopment Fund	100,000	-	-	100,000
Beneficiary Emergency Response Fund	30,000	(881)	-	29,119
Strategy Fund	250,000	(52,307)	-	197,693
Restructure Costs	80,000	(5,192)	136,466	211,274
Infrastructure Projects Fund	30,000	(5,000)	20,491	45,491
Total designated funds	1,403,087	(112,588)	156,957	1,447,456
Total unrestricted funds	2,384,378	192,653	-	2,577,031

19. Movement in funds - Prior year [Continued]

	At 1 April 2022 £	Net movement in funds £	Transfers between funds £	At 31 March 2023 £
BBC Children in Need - Leadership Academy	57	(57)	-	-
BUPA - Evolve	1,089	(527)	-	562
BUPA - Indigo	-	-	-	-
BUPA - Positive Pathways	6,028	3,472	-	9,500
Co-op Foundation - Leap	38,598	(5,220)	-	33,378
GMCA - Capital	-	23,852	-	23,852
GMWSA - Personnel Development	-	-	-	-
Jobcentre Plus - Pathways to Employment	-	-	-	-
Lottery - Indigo	-	-	-	-
Nationwide - Pathways Home	37,093	(37,093)	-	-
NHS Salford CCG/Salford CVS - The Shed	-	-	-	-
Princes Trust - Find My Future	5,909	(5,909)	-	-
RHS Community Gardening Project	3,000	(1,807)	-	1,193
Salford CVS - Positive Pathways	21	(21)	-	-
Salford CVS - Rise	2,047	(2,047)	-	-
Salford CVS and The Albert Gubay Charitable Foundation	-	16,025	-	16,025
The Booth Charities - Leadership Academy	5,979	(5,933)	-	46
Workers' Educational Association - Learning City	(4,181)	4,181	-	-
Youth Endowment Fund - Another Chance	-	24,034	-	24,034
Total restricted funds	95,640	12,950	-	108,590
Total funds	2,480,018	205,603	-	2,685,621

Net movement in funds, included in the above are as follows:	Incoming Resources £	Resources Expended £	Movement in funds £
Unrestricted funds			
General Fund	2,393,116	(2,087,875)	305,241
Freehold Property	-	(18,542)	(18,542)
Planned Maintenance	-	(30,666)	(30,666)
St Mary's Redevelopment Fund	-	-	-
Beneficiary Emergency Response Fund	5,000	(5,881)	(881)
Strategy Fund	-	(52,307)	(52,307)
Restructure Costs	-	(5,192)	(5,192)
Infrastructure Projects Fund	-	(5,000)	(5,000)
Total Unrestricted Funds	2,398,116	(2,205,463)	192,653

Notes to the Financial Statements [Continued]
For the year ended 31 March 2024

19. Movement in funds - Prior year [Continued]	Incoming Resources £	Resources Expended £	Movement in funds £
Restricted funds			
BBC Children in Need - Leadership Academy	-	(57)	(57)
BUPA - Evolve	-	(527)	(527)
BUPA - Indigo	9,985	(9,985)	-
BUPA - Positive Pathways	9,500	(6,028)	3,472
Co-op Foundation - Leap	29,978	(35,198)	(5,220)
GMCA - Capital	42,987	(19,135)	23,852
GMWSA - Personnel Development	8,889	(8,889)	-
Jobcentre Plus - Pathways to Employment	30,240	(30,240)	-
Lottery - Indigo	100,000	(100,000)	-
Nationwide - Pathways Home	-	(37,093)	(37,093)
NHS Salford CCG/Salford CVS - The Shed	34,792	(34,792)	-
Princes Trust - Find My Future	53,761	(59,670)	(5,909)
RHS Community Gardening Project	-	(1,807)	(1,807)
Salford CVS - Positive Pathways	-	(21)	(21)
Salford CVS - Rise	-	(2,047)	(2,047)
Salford CVS and The Albert Gubay Charitable Foundation	25,000	(8,975)	16,025
The Booth Charities - Leadership Academy	28,750	(34,683)	(5,933)
Workers' Educational Association - Learning City	11,156	(6,975)	4,181
Youth Endowment Fund - Another Chance	222,793	(198,759)	24,034
Total restricted funds	607,831	(594,881)	12,950
Total funds	3,005,947	(2,800,344)	205,603

Designated funds:

Freehold property: Amount invested by the charity in freehold property.

Planned maintenance: Amount set aside to carry out maintenance and renewals at Foundation House.

St Mary's Redevelopment Fund: A fund established in 2020/21 to fund a new permanent location for our Women's Centre. During 2021/22 the St Mary's location ceased to operate, and the plans for a new building are still being made and finalised.

Beneficiary Emergency Response Fund: a three-year fund established in 2022 for the purpose of offering support to Salford Foundation services users by offering an immediate financial intervention to address an urgent issue and to offer summer breaks and respite to family groups.

Strategy Fund: a fund established in 2022 for an estimated two-year period to provide specific bridge and match funding for services where limited external funding can be secured.

19. Movement in funds [Continued]

Infrastructure Projects Fund/Restructure Costs: a two-year fund established in 2022 to support anticipated infrastructure development projects (including volunteer management, digital developments and marketing projects), along with a staffing restructure and pay and grading review.

GMIRS Beneficiary Fund: a fund established in 2024 for the purpose of offering support to improve the personal wellbeing of male offenders.

Restricted funds:

Restricted funds are grants and contracts received for specific projects.

BUPA - Evolve: A project part funded by the BUPA Foundation as part of their Mid-life Mental Health funding programme. The project provides mental well-being and recovery support to women who are experiencing problems due to changes in their personal and family life.

BUPA - Positive Pathways: A project funded by the BUPA Foundation supporting women in Salford who are experiencing poverty, social and digital exclusion and poor mental health.

BUPA – LEAP: a transition project, funded by the BUPA foundation, for Year 6 primary school pupils delivered by peer mentors in Year 8. It addresses the challenges and fears Year 6's face when moving to high school.

BUPA – Literacy Lookout: A project funded by the BUPA Foundation, to deliver a social action education project over a 6-month period involving 8 schools to introduce young people to recycling in their environment.

BUPA – Creative Health: Funding from the BUPA Foundation, towards funding The Creative Health project, developing environmental awareness and increased access to future opportunities within the Green Economy.

Co-op Foundation - Leap: A project providing peer-to-peer support to improve the wellbeing of students during the transition from primary school to high school - funded by the Co-op Foundation/Big Lottery Fund #iwill School Transitions fund grant.

Garfield Weston: A grant from the Garfield Weston Foundation, funding organisational core costs, particularly in respect of sustaining and developing our Targeted Adult Services.

GMCA Capital: Funding from Greater Manchester Combined Authority (GMCA) as part of the HMPPS funding to support Reducing Women's Reoffending and Greater Manchester Integrated Rehabilitation Service. This funding is specifically to provide auxiliary equipment that will enhance the service delivery offer to a person on probation.

19. Movement in funds [Continued]

JABBS Foundation – Women's Risk Needs Assessment (WRNA): A research project, funded by The JABBS Foundation, appraising the support Women's Centres provide to criminal justice involved women. Using an extended risk and needs assessment the Research Group will seek to further the case for Women's Centres as a viable alternative to custody for women. In doing so, it will offer the opportunity for selected partner Women's Centres to reflect on 'what works' in terms of their own casework practice and current interventions to inform the effective delivery of Centre services.

Lottery - Indigo (Freedom Academy): A project funded by the National Lottery Community Fund to provide support for women in Salford, Greater Manchester who have experienced domestic violence and/or abuse.

Nationwide – Homeless Prevention: A project, funded by the Nationwide Community Grants programme, to prevent vulnerable and socially isolated men from losing their homes and support them to thrive within their home environment and gain sustainable life skills.

RHS Community Gardening Project: Funded by the RHS for gardening projects for the women's outdoor space, The Shed outdoor space and the internal space.

Salford CVS and The Albert Gubay Charitable Foundation - Pathways to Employment: Funded by Salford CVS and The Albert Gubay Charitable Foundation, supports those furthest from the job market towards gaining training, skills, volunteering, work experience and employment

The Booth Charities - Leadership Academy: Funded by The Booth Charities, is for vulnerable and disadvantaged young women aged 14 to 16 across Salford, who are deemed at risk of domestic abuse.

Youth Endowment Fund - Another Chance: A programme to support young people aged 10-13 at risk of youth violence and school exclusion.

20. Analysis of net assets between funds - current year	General Fund £	Designated Funds £	Restricted Funds £	Total 2024 £
Tangible fixed assets	60,999	675,284	16,809	753,092
Cash at bank and in hand	1,318,619	751,963	259,856	2,330,438
Other net current (liabilities) / assets	(339,969)	-	-	(339,969)
	1,039,649	1,427,247	276,665	2,743,561

Analysis of net assets between funds - prior year	General Fund £	Designated Funds £	Restricted Funds £	Total 2023 £
Tangible fixed assets	92,145	693,826	23,852	809,823
Cash at bank and in hand	1,656,579	753,630	84,738	2,494,947
Other net current (liabilities) / assets	(619,149)	-	-	(619,149)
	1,129,575	1,447,456	108,590	2,685,621

21. Ultimate controlling party

The charitable company is under the control of the Trustees who are also the members of the company.

22. Pension scheme

The charity operates a defined contribution pension scheme. The pension cost charge for the period represents contributions payable by the charity to the scheme and amounted to £81,093 (2023: £66,230).

There were no outstanding or prepaid contributions at either the beginning or end of the financial year.

23. Related party transactions

Salford Foundation are a founding member of The Greater Women's Support Alliance (GMWSA), a charity established to relieve the needs of females in Greater Manchester though the provision of services and support to females with multiple and complex needs, with a view to the preservation and protection of the wellbeing of such females and the preservation of public order. Salford Foundation can appoint one trustee to the board of GMWSA and during the financial year to 31 March 2024, the Salford Foundation Board and GMWSA had one Trustee in common, K Potier de la Morandiere. Income of £89,032 (2023 - £93,527) was received in the year from the GMWSA. The Trustee had no involvement in the transaction, being excluded from negotiations with GMWSA.

24. Reconciliation of net income to net cash flow from operating activities

	2024 £	2023 £
Net income for the reporting period (as per the Statement of Financial Activities)	57,940	205,603
Adjustments for:		
Depreciation charges	65,929	58,124
Interest from investments	(57,831)	(18,943)
(Increase) / Decrease in debtors	(7,303)	(4,473)
Increase / (Decrease) in creditors	(271,877)	179,112
Net cash provided by operating activities	(213,142)	419,423

Analysis of changes in net funds - current year

	At 1 April 2023 £	Cash Flow £	At 31 March 2024 £
Net cash			
Cash at bank and in hand	2,494,947	(164,509)	2,330,438

Analysis of changes in net funds - prior year

	At 1 April 2022 £	Cash Flow £	At 31 March 2023 £
Net cash			
Cash at bank and in hand	2,091,772	403,175	2,494,947

SALFORD FOUNDATION LIMITED

England & Wales - Charity number 1002482

Accounts

Registered Company Number: 02472369 (England and Wales)
Registered Charity Number: 1002482

salford foundation

Annual Report 2022/23

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For the year ended 31 March 2023

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Everything we do is driven and guided by our core values:

Welcoming
Our doors are open to anyone who wishes to contribute to or use the service. Whatever your issue or situation, we welcome you and want you to feel at home.

Leading by Example
We aim to change the lives of young people and adults by inspiring and empowering them to succeed with confidence, through good leadership.

Working Together
We believe that real results come from people working collaboratively and creating solutions together... and by having some fun while we do it.

Professional & Responsible
We aspire to be the very best we can be. We provide a consistent experience, operating quality systems and standards.

Proud & Passionate
We are hugely passionate about our Foundation, and want to do great work that we all feel immensely proud of.

Proactive & Dynamic
We are solution-focused and use creativity and proactivity to constantly find better ways of working.

salford foundation

IMPACT REPORT

2022/23

We worked with

12,789

people across **29** projects

'We just can't believe we have received all this help and for free. My wife is over the moon with her new income from Carers Allowance, it makes her feel more independent. The improvements are already helping us to manage our energy usage better.'

"I feel empowered by sharing my experiences. I have embraced who I am, and I am a stronger person."

7,958 people with improved education, employment and training outcomes

9,832 people improved their interpersonal skills and abilities

421 people developed their digital skills

636 people supported to achieve better housing

708 people supported to reduce their offending

9,024 people supported to improve their personal health and wellbeing

2,356 people supported in our Women's and Survivors' Services

572 people improved finances & debt

144 social action projects completed

415 Volunteers provided

20,311 hours of support to our people and projects

849 partners worked with across the region

www.salfordfoundation.org.uk

Reference and Administrative Details
For the year ended 31 March 2023

Board of Trustees	N Bhatty D Eames K S Francis D Graham M Marfleet K McDermott M G Nkeshimana P Openshaw E Potier Dr K Potier de la Morandiere Dr K Stansfield
Company Secretary	P East
Registered Office	Foundation House 3 Jo Street Salford M5 4BD
Registered Company Number	02472369 (England and Wales)
Registered Charity Number	1002482
Senior Statutory Auditor	A Buckley
Auditor	Mitchell Charlesworth (Audit) Limited 3rd Floor 44 Peter Street Manchester M2 5GP
Bankers	Santander UK Plc Bootle Merseyside L30 4GB

Report of the Trustees
For the year ended 31 March 2023

The Trustees, who are also directors of the charity for the purposes of the Companies Act 2006, present their Report with the Financial Statements of the Charity for the year ended 31 March 2023. The Trustees have adopted the provisions of Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019).

Objectives and Activities

Objects

To act as a resource for young people aged 5-25 living in Salford, Greater Manchester, and the North West by providing advice and assistance and organising programmes of physical, educational, and other activities as a means of:

- advancing in life and helping young people by developing their skills, capacities, and capabilities to enable them to participate in society as independent, mature, and responsible individuals
- advancing education
- relieving unemployment
- providing recreational and leisure time activity in the interests of social welfare for people living in the area of benefit who have need by reason of their youth, age, infirmity or disability, poverty or social and economic circumstances with a view to improving the conditions of life of such persons.

To promote social inclusion for the public benefit by preventing people from becoming socially excluded, relieving the needs of those people who are socially excluded and assisting them to integrate into society in Salford, Greater Manchester, and the North West.

- For the purpose of this clause 'socially excluded' means being excluded from society, or parts of society, as a result of one of more of the following factors: unemployment; financial hardship; youth or old age; ill health (physical or mental); substance abuse or dependency including alcohol and drugs; discrimination on the grounds of sex, race, disability, ethnic origin, religion, belief, creed, sexual orientation or gender re-assignment; poor educational or skills attainment; relationship and family breakdown; poor housing (housing that does not meet basic habitable standards); crime (either as a victim of crime or as an offender rehabilitating into society).

Public Benefit

The Trustees confirm that we have paid due regard to the Charity Commission guidance on public benefit reporting in reviewing the Charity's aims and objectives and in planning its future activities. This report reviews what we have achieved and the outcomes of our work in the reporting period. The review also outlines how future planned activities will contribute to the Charity's aims and objectives.

Achievements and Performance

This report highlights the successes and challenges we have faced during the year April 2022 to March 2023. We have had a successful year, directly supporting 12,789 children, young people, and adults – an increase of 99% on the number of people we were able to support in the previous year. We have accomplished this through running 29 distinct projects in Salford, Greater Manchester, Cheshire, and Lancashire.

We are grateful for the service of our Trustees throughout the year and extend our thanks to Ms K Prayle, Ms C Ramsden and Mr C Tennent who stepped down from their roles in the course of the year. All our Trustees have brought a range of skills, experience and passion which have helped to guide and shape our strategy and its good governance.

Key successes in the last year - operationally and strategically - include:

- Continuing to deliver a broad and stable range of services: meeting the changing needs of beneficiaries; and innovating with new projects
- Significantly increased turnover (reaching £3m for the first time in our history) and a corresponding increase in our beneficiary numbers
- Successfully launching and leading the 'Safe in Salford' domestic abuse partnership, in collaboration with three other specialist charities
- Successfully increasing our reach through the STEER project, launching additional work in Trafford and Wigan, whilst making strong progress with our Youth Endowment Fund pilot study
- Launching the Blocks mentoring project for 10-12 year olds with 10 primary schools in north and east Manchester
- The lease and renovation of 6 Acton Square as an additional premises from which to deliver services, making this the home for The Shed and allied Targeted Adult Support projects
- Consolidating and diversifying our 'Aspirations and Opportunities' projects, enabling us to maintain capacity and output when the major NCS contract came to an end
- Significant growth in partnerships with other charities as a primary means of operational delivery and a strategic approach to achieve our objectives
- Increasing our GM footprint and profile with the expansion of service delivery into 6 of the 10 local authority areas, whilst maintaining our integral Salford identity and focus
- Continued and consolidated staff involvement through our Workplace Engagement Group, our Equality, Diversity and Inclusion Staff Group and the implementation of actions flowing from our first comprehensive Staff Survey
- Achieving the Real Living Wage Foundation, GM Good Employment Charter and All Equals Charter accreditations
- Preparing a new 'Competencies Framework' for staff, to be implemented from 1st April 2023
- Completing a comprehensive Pay and Grading Review, for implementation from 1st April 2023
- Reviewing and renewing our approach to staff learning and development
- Completion of our organisation restructure, with the appointment of a Deputy CEO and the agreement to invest £257k of reserves over 2 years from April 2023 to improve our core infrastructure
- Successful implementation of our 2021-2024 Strategy and transition to our 2023-25 Interim Strategy.

Achievements and Performance Continued

Challenges

Although our successes and achievements have been broad and deep, we remain acutely aware of and attuned to the risks we face. Additional challenges have also emerged within the year, not least a clearer need and demand profile of those who are facing longer-term disadvantage because of the impacts of the 2020 pandemic on certain groups, that has been further exacerbated by the 'cost-of-living crisis.' This is leading to a general picture of demand growing and needs becoming more complex. Changes within the economy have made the task of recruiting, training and retaining suitably skilled and experienced staff more challenging. We are mindful that the year ahead will be more challenging financially, with an unprecedented commitment to fund services and core costs from our reserves; a forecast deficit at the end of the year; and significant inflationary pressures.

In spite of challenges and inevitable uncertainties, we conclude the year in a position of considerable strength, ready to face difficulties and to celebrate even greater success next year, as we continue to create opportunities that help people to build better futures for themselves, their families and communities.

The Work of the Charity

Our work this year has been delivered through four thematic areas:

- Aspirations and Opportunities
- Targeted Youth Support
- Women's and Survivors' Services
- Targeted Adult Support

Aspirations and Opportunities

Our Aspirations and Opportunities work has diversified. It has included National Citizen Service (NCS), and a range of careers aspiration and work readiness programmes. However, we have also developed additional projects focused on children and young people's personal and social development.

National Citizen Service

We successfully delivered the NCS programme to 769 young people from Salford and Trafford this year, through distinct programmes run in the summer and autumn periods and through the 'Skills Booster' programme in schools. This was the first time since 2019 (i.e. since the pandemic) that we were able to deliver a fully face-to-face programme and also marked the return of the popular residential element of the programme.

We are extremely proud that our young people delivered a total of 49 social projects, equating to 17,160 hours of time that they invested in improving our local communities. In so doing, we also worked in collaboration with a wide range of voluntary and community organisations, adding value to the great work that they are each doing already. Our partnerships with schools in Salford and Trafford and with both Salford and Trafford Colleges have been of paramount importance in enabling young people to access the programme and we are grateful to them for their assistance.

The Work of the Charity Continued

Young people and their parents have continued to provide exceptional feedback about their NCS experience, which gives a real sense of the impact that taking part has had on them. Full inclusion of all participants regardless of background, ability or need has remained a key priority for NCS. This has frequently then become a focus for the young peoples' chosen social action projects. This year, one team concluded that transition into employment often relies on 'who you know rather than what you know.' They therefore launched their own project convincing businesses to give up their time to support young peoples' career aspirations and linking them into priority schools in disadvantaged areas. Not only did they work on this through the course of their NCS experience in the summer, they have continued to meet and create opportunities, becoming a 'Youth Board' for our Raising Aspirations projects. One of the young people said "The entire NCS was amazing. We're determined to keep this project going in the long run." This exemplified one of the core aims of NCS – to inspire and enable long-term active citizenship. One of the group's parents said NCS is "... a great experience. It's a chance to make new friends and gain independence."

NCS in its current format came to an end this year as the NCS Trust reconfigures its delivery methods. We are proud to have supported 10,001 young people since its inception, in 2012, to complete their NCS journey.

We have continued our focus on raising the aspirations of children and young people through our 'Raising Aspirations' projects in schools and colleges; our financial education programmes; and our 'LEAP' programme addressing the challenges of the transition from primary to high school. These programmes collectively provided inspirational experiences to 7,898 children and young people across Greater Manchester.

Work Readiness

Our Business Education Partnership (BEP) has provided work-related preparation and activities to 6,037 students this year. This work has been carried out in schools across Greater Manchester, funded in part by The JD Sports Foundation. We have seen a trend of a 'pandemic deficit,' with students less knowledgeable and skilled to make the transition into employment due to the interruptions they have experienced in their education. We are therefore very grateful for the wide range of business volunteers who have joined us to support students with their career aspirations and work readiness skills. 320 volunteers gave their time and skills to support our work-readiness projects this year. This has included 'world of work days,' mentoring and mock interviews for Year 10 and 11 students. After taking part in a mentoring programme at Ladybridge High School in Bolton, one student commented: "We all felt involved and engaged in all the sessions. There wasn't a single session I didn't enjoy. I was sad to see our mentors go at the end of the last session. I've learnt about resilience, communication and the importance of trying hard at school."

Build Back Better

Funding from BNY Mellon for our 'Build Back Better' programme has allowed us to deliver a bespoke work readiness programme to use in our work with 16-18 year olds. This has included introductions to new career pathways, such as the local growth in tech opportunities. Also, we have focused on self-employment and entrepreneurialism as another career pathway for young people to explore. Activities and experiences have included specialist insight into international TV and video trends from K7 Media, a MediaCityUK-based company for students studying media at Pendleton College, and a deep-dive into the range of careers within cyber-security for students at Salford's Future Skills campus delivered by Greater Manchester Police's cyber-crime team.

The Work of the Charity Continued

LEAP

The 'LEAP' project is funded by the #iwill fund and the Co-op Foundation and aims to help Year 6 students with their transition to high school. Appreciating that students who have recently made that transition are 'experts by experience' the project trains mentors in Year 8, enabling them to provide direct support to the Year 6 students. This includes the Year 8 students completing a mentoring qualification, awarded by ASDAN. In the course of the year, 636 students have taken part from high schools in Salford including The Albion and The Lowry academies and their feeder primary schools. The project has enabled Year 8 students to give very contextualised advice that has really addressed some of the issues and concerns that are most pressing to the Year 6 students and which may be less apparent to supporting adults. One participant said "I wouldn't be able to stand up in front of a room full of people and talk; I wouldn't be able to support other children... if I hadn't taken part in the LEAP project. This project has helped me with my confidence." Another said "My favourite part was seeing the relief on the Year 6s faces when we talked about high school, as they now knew it was going to be ok."

Money Matters

Throughout the year we have delivered the 'Money Matters' programme, upskilling older teenagers to navigate the financial opportunities and challenges that will face them in the years ahead. In the light of the 'cost-of-living crisis' that the country has been experiencing during the last year, young people have been keener than ever to learn financial literacy skills. This year, this has included a particular stream of activity focused on young people leaving the care system. On completing a Money Matters workshop, one young person said "I feel like I'll be better informed to make positive financial decisions in my future. It's made me feel more confident about managing my money well."

Positive Masculinity

This year we have built on our significant NCS experience and looked to develop projects that enable young people to continue delivering social action projects and focusing on key personal and social development themes that they identify as being most pertinent to their lives. High-profile stories in the media such as the murder of Sarah Everard and the increasing impact of social media influencer Andrew Tate led us to develop our positive masculinity 'Boys to Men' project in Salford and Bolton. We have been working with groups of 10 to 14 year-olds to recast masculinity in a positive light and to enable young people themselves to proactively undermine misogynistic attitudes and behaviours with their peers. This project has been funded because it is recognised that 'prevention and early intervention' is a vital part of our collective gender-based violence strategy. To date, we have worked with 162 pupils in schools. There have been early, encouraging signs of young people's capacity to move away from stereotypes and recast a more positive view of the masculinity they wish to embody. When asked to define masculinity at the end of their sessions, one primary school student said: "Masculinity means being a responsible man and being nice to other people and being kind to them and being responsible for looking after your family." Another said: "It means to accept your choices and own up to your mistakes and to be a good friend and to respect others."

The Work of the Charity Continued

Positive Action (including Risky Behaviours)

We have also delivered a range of projects enabling young people to explore and take action on a range of 'risky behaviours,' including racism, homophobia, substance misuse, vaping, gambling and gaming. Towards the end of the year we received funding from Ofcom to launch an 'Online Harms' project. This is enabling us to explore a range of themes such as cyber-bullying, radicalisation, fake news, social media influencers and artificial intelligence. The overarching aim is to enable young people to become critical consumers, able to navigate the raft of online content they are bombarded with on an hourly basis. 123 young people took part in these projects during the year and we look forward to developing our Online Harms project in particular in the year ahead.

Targeted Youth Support

Providing targeted youth support has remained a high priority, as we help young people to navigate the additional challenges that a small but significant proportion of teenagers face – many of which have been heightened during the lockdowns. This year we supported 529 young people.

Youth Endowment Fund

This has been the first year of our Youth Endowment Fund 'Another Chance' project, further developing our STEER work on serious youth violence. We have successfully launched the project in Trafford and Wigan, supporting 104 young people. External evaluation and developing standards of evidence are a core element of the project and we have worked collaboratively with Cordis Bright and Greenwich University throughout the year. Additionally, we have established a pan-Greater Manchester Steering Group of key stakeholders to guide our work. The project has significant potential in the years ahead as we aim to move through the Youth Endowment Fund's progressive standards of evaluation. This year we have been involved in a 'pilot' trial and we have been tracking our progress against a series of success measures. At the end of the year, we are confident that we will have reached the threshold to progress to an 'efficacy' study. This will enable us to support many more young people in three additional local authority areas in Greater Manchester, across the next two years. Accordingly, the Youth Endowment Fund will become one of our most significant 'anchor' projects.

The project is already making a significant difference to young people with complex needs. For instance, 'Kai' was referred as he was at risk of permanent exclusion from school due to fighting and threats to harm. He had already been excluded from one school due to attending with a knife and there were major concerns about his involvement in criminality in the community. Kai has completed intensive work on issues including emotional regulation, safety planning, and choices and consequences. He is now making good progress at school; consciously making positive decisions about his actions and associates; and has aspirations for his future as an HGV driver. We plan to help many young people like Kai to build better futures for themselves in the years ahead.

The Work of the Charity Continued

STEER

The Youth Endowment Fund project is based on our original STEER programme for young people affected by gangs and serious violence. This work has continued through separate funding sources in Salford and Bolton, supporting a further 82 young people. Working with young people with some of the most entrenched and enduring challenges is never easy, but we have continued to see strong results and a significant impact on life chances.

'Casey' was referred to STEER as he was alleged to have carried a firearm to threaten another young person and he was reported to the police. He was receiving regular fixed-term exclusions from school and was at risk of permanent exclusion. He was known to be hanging around with negative and older peers. Casey was supported by his mentor to understand child criminal exploitation and how to protect himself against it. He did significant work around safety mapping and developed his understanding of safe places and safe people within his community. Casey has managed to dissociate from his previous negative 'friends'. He has settled down at school, attending regularly on a full timetable and preparing for his upcoming exams. He has just completed his application to join the army.

Blocks Manchester

During autumn 2022 we were successful in bidding to run a new early-intervention mentoring project in north and east Manchester, we have called 'Blocks.' The project is funded by the GMCA Violence Reduction Unit and focuses on 9-12 year olds who may be showing early risks of involvement in crime and violence. Through our learning on STEER and Youth Endowment Fund, and our experience with other projects such as Engage Trafford, Blocks Salford and RISE (see below) we firmly believe that early identification and intervention approaches are critical. We have been working in partnership with 10 primary schools, with our mentors co-located in the school settings. Due to the project's profile within the Greater Manchester system and its potential to scale and spread, we have set up a Strategic Steering Group of stakeholders to help guide its development. Additionally, the project is being evaluated by Manchester Metropolitan University.

'Adi' was referred to Blocks as his primary school were concerned about his peer associations outside of school and his vulnerability to exploitation due to low self-esteem. His mother has experienced drug abuse and his father has previously been involved with gangs. Their relationship became domestically abusive and violent when Adi was younger – something which has clearly left him with trauma. Adi's mentor has worked intensively with him around forming relationships, identifying positive peers, and recognising and responding to risk factors he experiences outside of school. Adi is now much more settled and confident. His confidence and self-esteem have grown and he is looking forward to his transition to high school – whereas he was previously very anxious and worried about this move. Adi said: "When I go and talk to [my mentor] and say my problems out loud, it makes me realise I'm not the only person in the world who feels this way and it makes me feel better."

The Work of the Charity Continued

Ordsall and Langworthy Youth Partnership

We have continued to lead the 'Orsdall and Langworthy Youth Partnership' throughout the year, working with other local organisations including Salford Community Leisure, Oasis Community Hub and Manchester United Foundation. Together, we are implementing a community-based solution to tackling youth violence, which includes open-access youth work sessions and targeted support for young people with further challenges. Within the partnership, we have provided STEER support to an additional cohort of 45 young people specifically from Ordsall and Langworthy. During the course of the year our partnership has expanded to include a range of smaller youth organisations, including those with BAME specialisms such as Warm Hut and Europia. Our local area of benefit has also expanded to include the community of Charlestown.

Engage Trafford

Our 'Engage Trafford' targeted mentoring project has supported 95 young people throughout the year. Young people themselves and parents have been extremely grateful for the support provided and articulate about the change that has been made possible. Responding to the worsening mental health of children and young people since the pandemic has been a key theme for Engage this year. On completing the programme, one participant said: "My anxiety has improved, my attitude has improved, and my happiness has improved." Another young man had not attended school for 6 months due to his anxiety and associated issues. He now has excellent attendance and says he can "cope better with stress." His mum has spoken of the huge difference the improvements for her son have made to family life.

Other Targeted Youth Support Projects

We have also supported young people through a range of smaller projects, including a version of Blocks in Salford; RISE (supporting children affected by domestic abuse); the Leadership Academy (supporting young women at risk of exploitation and not succeeding in education); and our support programme for young people at risk of permanent exclusion from their further education college. Collectively, these projects supported 104 young people.

Women's and Survivors' Services

This year we have continued to expand and differentiate our offer to vulnerable and disadvantaged women in Salford. Through 7 distinct projects, we have supported 2,363 people – a very significant increase on the 422 women we were able to support last year. Our progress and developments have been driven by our Women's Services Board with significant input from the staff team.

Safe In Salford

We have delivered our first year of the 'Safe in Salford' domestic abuse services. We are the lead provider in the service model, working collaboratively with our sub-contracted partners Trafford Domestic Abuse Services (TDAS); Talk, Listen, Change (TLC); and the Pankhurst Trust Manchester Women's Aid (PTMWA). This has been a significant step-change for the provision of domestic abuse services in Salford. These were previously commissioned separately and were not always able to provide joined-up working for individuals and families affected in ways that could deliver improved outcomes and impacts. Collectively, we have delivered services to high-risk survivors; survivors identified through their contact with their GP surgery; children and young people who have witnessed domestic abuse; medium-risk survivors and perpetrators. We have also introduced new and enhanced partnership working, including co-location, with Greater Manchester Police, housing and mental health teams.

The Work of the Charity Continued

During the year we supported 1,590 people. This has been a fantastic, collective achievement. Many individuals have shared with us the impact that our support has had. A woman who was supported to flee her shared home with her abusive partner to new, safe accommodation, said: "I want to say a heartfelt thank you. [My son] and I are safe. And I feel free, even though I just left." Another said: "My practitioner helped me to understand what domestic abuse was. I can now have healthier relationships. The sessions were easy to understand and I didn't feel judged."

However, we have become increasingly aware through the course of the year that many more people are experiencing domestic abuse and need to access our services. We have worked with our commissioners and partners throughout the year to make improvements to the wider determinants affecting domestic abuse – something which will continue into our next 4 years of service provision as Safe in Salford becomes another 'anchor' project within our portfolio of services.

Indigo

We have also continued to deliver our National Lottery Community-funded (NLCF) 'Indigo' project throughout the year. We have experienced extremely high demand for the service and supported 252 women – a 107% increase on last year. In spite of this, waiting lists remain significant. Additionally, we estimate that there have been 362 indirect beneficiaries due to the positive impacts on families. This includes children returned to their families following court proceedings or a complete discharge from social services oversight and intervention. The use of peer ambassadors and educators has also been a key approach, involving women who are 'experts by experience.' 16 women have contributed 388 hours of voluntary support.

'Sheila' was one beneficiary. She is 67 years old and was in an abusive relationship for 21 years. Having left the relationship, Sheila was supported to navigate complex relationship boundaries with her former partner and their wider social circle. She was helped to understand how coercive and controlling behaviour had affected her and how to become more resilient to this in the future. She was also helped with the guilt she felt upon ending the relationship. She now has improved relationships with friends and family. She has joined a carers group and is volunteering for Age Concern. Sheila says: "My friends have noticed how much brighter and happier I am."

Together Women Project

We have continued to support women in the criminal justice system through our 'Together Women Project,' working collaboratively with the Probation service and as part of the Greater Manchester Women's Support Alliance (GMWSA). This year, we supported 160 women in all parts of the criminal justice system, from leaving prison to exiting police cells without charge.

The women we support often live extremely challenging lives and are both the perpetrators and victims of crime. Many are affected by issues such as domestic abuse, adverse mental health, drug and alcohol problems and caring responsibilities. For many, their needs have been further exacerbated by the longer-term social impacts of the pandemic. Providing holistic support is therefore both challenging and of critical importance.

The Work of the Charity Continued

One woman who was supported this year was 'Lisa.' Lisa was referred by Probation after her conviction for assaulting an emergency services worker. Lisa was severely alcohol dependent and therefore referred to drug and alcohol services for detox and treatment. She had accrued significant debts due to her addiction and therefore was referred internally to our debt worker to negotiate payment plans against her priority debts. Lisa came to the centre one day and was extremely ill. She did not want to go to hospital but was convinced to do so by her keyworker. She was suffering organ failure and needed 8 weeks of care in hospital. Lisa is now back at home and abstinent. Lisa still has a long way to go, but she is making good progress in all areas of her life. She said: "TWP literally saved my life!"

Pathways and Learning City

This year we have run three distinct Pathways projects, focused on employability; housing and homelessness; and mental health and wellbeing. Along with our small Learning City project, they have collectively supported 360 women. Our Pathways projects have been a crucial part of our women's offer, providing a route into services for women with specific support needs and less complexity, whilst providing a route back to the community for women exiting our more complex services such as Indigo and TWP. The feedback from the women on the impact the projects have had on them has been consistent, as has their gratitude. "I feel so grateful for the support you gave me. Before [I came to the project] I was depressed and lonely. I feel happier and empowered. I will make better decisions in the future."

Targeted Adult Support

Our other programmes for adults facing significant challenges have provided invaluable support to 946 people in Salford, Greater Manchester, Cheshire, Lancashire, and Cumbria.

The Shed

Throughout the year we have continued to develop The Shed, supporting 171 men. We come into contact with many men who have complex and multiple needs. Common themes for these men are recent experience of the criminal justice system, worklessness and mental health problems.

The project has experienced two very significant developments in the course of the year. First, we have acquired a new premises on a peppercorn rent from Salford City Council and have moved the project to its own 'home' at 6 Acton Square. We internally renovated the Georgian terraced property before moving in in the autumn. The new facilities are providing an excellent base for the project, with room to grow and diversify in the years ahead. Second, we were successful in our bid to run the Integrated Rehabilitation Service focused on 'welfare' for men being supported by the Probation Service in Salford. This has provided us with an 'anchor' funding source, from which we are confident that we can further develop and diversify the range of support we offer through The Shed.

The Work of the Charity Continued

There have been many examples of impactful support provided to men through the course of the year. 'Carl' was jointly referred to the project by Probation and mental health services. He had high levels of anxiety, significant debt and was unemployed. He received an integrated programme of support including counselling sessions, debt work, peer support, employability preparation and the completion of accredited qualifications. Carl's mental health is significantly improved and he has successfully applied for a job in construction. He said that without the support of The Shed he would have remained "lost," not knowing where or how to start turning his life around.

Achieve

Our Achieve keyworkers have supported 432 adults who are current or former prisoners – an increase of 154% on last year. During the year this has been a mix of community-based support, telephone mentoring and support provided in the prisons as they slowly reopened fully to support services following Covid restrictions. The work is concerned with helping people to take the first steps towards life outside prison and to productive journeys towards employment, instilling hope and a positive belief in the possibility of creating alternative futures. As one of our beneficiaries said, "You've been a great help. You've made me feel normal again and helped me move on into employment. Thank you for taking the time to listen."

Money, Debt and Fuel Poverty

Our work focusing on financial inclusion, debt reduction and fuel poverty has continued to be highly valued by people who are living in significant poverty. 249 people have been supported by our work in Salford. Helping people in the most challenging of material circumstances, when they are making choices - for instance between being warm or eating - which most of us can barely imagine, is both humbling and vital.

'Gemma' was looking after her 8 year-old child and her 90 year-old mother in law. She could not work due to her caring responsibilities and her husband was in a low-paid job. Their windows and boiler were in poor repair, consequently leaving them cold and damp and with high fuel bills. Through our worker's support, the family received free double glazing replacement and a new boiler. Gemma was due significant additional benefits she had not been claiming, amounting to £9,912 per year. Her husband said: "We just can't believe we've received all this help and for free. My wife is over the moon with her new income from Carers Allowance. It makes her feel more independent. The home improvements are already helping us manage our energy usage better."

Employability Support

We have continued to provide employability support through the 'Find My Future' project for young people and latterly through the Salford Education, Skills and Employability Project. The latter is funded by the Albert Gubay Charitable Foundation and will enable us to support people towards employability for three years, with a particular focus on women, domestic abuse survivors and people in the criminal justice system. We are working in partnership with other local charities to deliver the project, including Loaves and Fishes, Mustard Tree, the Broughton Trust and Groundwork.

Future Plans: Opportunities and Risks

Strategic Priorities

We have continued to implement our 2021-24 strategy, 'Building Better Futures Together' and have adopted an interim strategy for 2023-25. This sets out our key opportunities and our approach to helping our communities. Amongst our priorities, we will focus particularly on:

- Improving our core infrastructure that supports our operations, enabling us to incrementally grow our scale and reach
- The further development of our 'Aspirations and Opportunities' and 'Targeted Adult Support' services
- Analysing and pivoting to address the changing political, economic and social climate, in readiness to develop a new Strategy after the next general election.

Resources

In so doing, we have committed to using our resources – finance, people and buildings – as proactively and collaboratively as possible to help people create lasting change in their lives. We will continue to adapt the usage of our renovated and reconfigured space at Foundation House and will use this as a co-located space for staff from other charities with whom we are working in partnership to deliver domestic abuse services. We will continue to adapt and develop our use of 6 Acton Square, which we leased during the year. We will also continue with our plans to build a new women's centre in Eccles, in partnership with Salford City Council and ForViva.

Use of Reserves

To enable our work to develop and grow we will continue to invest in our work from our own reserves. Designated reserves are held to support this and include: a Strategy Fund to invest in our own operational projects; a Beneficiary Emergency Response Fund to help those facing particularly extenuating circumstances; an Infrastructure fund – to ensure we can make investments in the core capacity of our charity, so that we are more effective and efficient in delivering services and helping people; and a Restructure Fund is to support the staffing restructure and pay and grading review.

Risk Management

We recognise that the years ahead are not without risks for our charity. We continue to monitor these carefully through our Risk Register, with oversight from our Audit and Risk Sub-Committee. Achieving a balanced budget and covering all of our operational costs will remain challenging in the year ahead. Increasingly, recruitment of staff is a significant challenge as the number of vacancies outstrips the number of people seeking work. We are particularly mindful of the current inflationary pressures and cost-of-living crisis which carries with it the risk of excessive demand on our services as the volume of people requiring our help is anticipated to increase. As we face the future, we will remain mission-focused and endeavour to find the right balance between being courageous in meeting the needs of our beneficiaries and also being financially prudent. In so doing, we are well served by our healthy reserves position which provides a very firm foundation from which to balance our risks and opportunities and to plot our course in the next few years ahead.

Financial Review

Results for the Year

2022/23 has been a year of change for the Foundation with the start of some new significant projects, including 'Safe in Salford', alongside the end of some, such as NCS. Alongside these project changes, we have successfully continued to renovate our head office at Foundation House as well as refurbish a new property at Acton Square. These changes are all reflected in the financial performance for the year.

Turnover has significantly increased in the year to 31 March 2023, increasing by 96% to a total of over £3m. An increase has been noted across all areas of operations, but most significantly in our Women's and Survivors' Services which more than tripled in turnover in the 12-month period, recording £1.2m compared to £274k in the previous year. This was mainly due to the launch of the 'Safe in Salford' domestic abuse partnership which operates in collaboration with 3 other specialist charities. Other significant changes to operations this year include the launch of a large STEER project with our Youth Endowment Fund pilot study and the Blocks mentoring project in Manchester. Both projects have helped to increase the Targeted Youth income by 50% from £384k to £574k.

In correlation with the increased income, the expenditure of the organisation has also increased in the year, from £1.6m to £2.8m. Although not directly proportional with the increased income recorded, there has been a significant rise in staff costs by 22% to £1.5m (2022: £1.2m). Service delivery costs have increased reflecting the higher number of projects operating during the year. In addition, support costs have risen by 12% up to £460k from £410k, again reflecting the growth in the organisation.

During the year property refurbishment has continued at Foundation House with the reconfiguration of the Jill Rogerson Women's Centre, and as noted above, alongside this, we have internally renovated 6 Acton Square. Both building projects have received funding to enable some of the works to be completed.

Despite the positive financial results for 2022/23 and the known continuation of many of the new, larger projects, the Trustees have agreed a deficit budget for the coming financial year. Various factors have been considered in the preparation not just including the inflationary pressures and cost-of-living crisis that is being felt across all businesses. From April 2023 a comprehensive Pay and Grading review was implemented which has resulted in increased staffing costs across the organisation that cannot always be covered by the individual funding already in place. Additionally, as the organisation prepares to sustain its current size along with controlled future growth, the core infrastructure is to be improved to support this. In addition, the organisation restructure, including the appointment of a Deputy CEO, was also implemented from April 2023.

Financial Review Continued

Reserves

Each financial year the Audit and Risk Committee and Trustees review our Reserves Policy to establish the level of free reserves needed to enable us to operate effectively and responsibly; representing the funds that might be needed: to support expenditure in the event of reduced income or changes in circumstances; and to support expenditure that might be needed to help develop the charitable offer.

A free reserve range of £650,000 to £850,000 was established to take account of anticipated future income and its volatility, the environment, the needs of current and future beneficiaries and the levels of known liabilities. The reserves are intended to provide for contingencies; to absorb setbacks, mitigate for risks and also to be able to take advantage of change and opportunities.

In considering the appropriate level of reserves, the Trustees take into account the nature of funds and funding received by the Charity and its operations, the assessment of risks to the Charity's activities, income and expenditure and the anticipated future requirements of the organisation's plans and budgets.

The Trustees monitor the level of reserves through financial reporting by the organisation's Senior Management Team to the Audit and Risk Sub-Committee and through the Board's normal cycle of business. In the event that the level of appropriate reserves cannot be met, the Trustees will establish an intended course of action to bring the level of reserves up to the required level over a period of time. In the event that the level of reserves exceeds the level considered appropriate by the Trustees, the funds will be deployed in the best interests of the Charity, which may include investment in new services or designation of funds for a particular project.

At 31 March 2023, the Charity's total funds were £2,686k (2022: £2,480k) consisting of: £109k restricted reserves (2022: £96k). £693k fixed asset reserve (2022: £712k) and £754k in other designated reserves (2022: £691k). The remainder of £1,130k represents the available free reserves (2022: £981k) which is above the current set target range.

As noted above, the Trustees have agreed a deficit budget for the coming financial year. The use of the free reserves alongside specific designated funds will allow us to continue to meet the needs of our beneficiary groups through 2023/24 and beyond despite the financial prospects for the year. As well as supporting our beneficiary groups, the free reserves will also support the priorities made in our interim strategy for 2023-25 including improving the core infrastructure that supports our operations, further develop our 'Aspirations and Opportunities' and 'Targeted Adult Support' services, and analyse and pivot to address the changing political, economic and social climate.

Going concern

We continue to adopt the going concern basis in preparing this annual report and financial statements. The level of free reserves at the year end and cash held, alongside the current business plan for 2023/24, levels of funding already agreed and planned use of reserves, the Trustees consider there is a reasonable expectation that the Foundation has adequate resources to continue to support its charitable objectives for the foreseeable future. There are no material uncertainties that would impact on the Charity's ability to continue.

Financial Review Continued

Fundraising

As part of our income diversification strategy, we anticipate small year-on-year growth in donations from individuals and companies as a result of our fundraising activity. We do not undertake direct fundraising, do not use professional fundraisers and do not use commercial participators to generate fundraised income.

We are committed to fundraising best practice and comply with the Fundraising Regulator's key principles and behaviours that are enshrined in the Code of Fundraising Practice. We undertake to comply with relevant laws and regulations, including the Proceeds of Crime Act, Data Protection, Tax and Gift Aid legislation and Charity Commission guidance.

There is a clear commitment to be legal, open, honest and respectful in all aspects of our fundraising activity. Our Fundraising Policies set out our ethical approach, guidance, complaints process and best practice on Fundraising for Trustees, staff and volunteers. We have not received any complaints relating to any of our fundraising activities.

Structure, Governance, and Management

Governing Document

The Charity is a company limited by guarantee and is governed by its Memorandum and Articles dated 9th February 2016 and is registered with the Charity Commission.

Governance

The Board has a mix of representatives from business, education, and the community. On-going training of Trustees takes place and on appointment, an induction is given by the Chief Executive. The Audit and Risk Sub-Committee meets as required, with delegated duties approved by the full Board. In addition, ad hoc task and finish subgroups of the Board are convened with members of the Senior Management Team to expedite the execution of duties. During the financial year preparatory work was undertaken for the establishment of a Remuneration and HR Group which will formally launch in 2023 and report to the Audit and Risk Sub-Committee.

Risk Management

The Trustees have examined the major strategic, business, and operational risks that the Charity faces and confirm that systems have been established to enable regular reviews to be carried out so that necessary steps can be taken to manage these risks. The Trustees are satisfied that reasonable steps are being taken to limit the likelihood and the impact of the risks identified.

Trustee Recruitment

The recruitment of new Trustees is via advertising campaigns using social media and Greater Manchester VCSE and private sector networks to ensure that vacancies are disseminated across our communities. Potential new members of the Trustee Board are invited to discuss the role informally with the Chair or Vice-Chair and CEO before attending a Trustee Board meeting as an observer. Successful candidates are appointed as Trustees following a unanimous vote by the Board. The Board meets, formally, five times during each financial year.

Structure, Governance and Management Continued

Trustee Training

An induction process is in place, whereby new Trustees receive support from the CEO, the Chair and another fellow Trustee. Trustees also receive a comprehensive briefing pack on appointment containing information about the organisation and guidance on the role of a trustee from the Charity Commission, including the Charity Governance Code.

The Board arranges an annual strategy and training day, attended by senior managers and Trustees. The purpose of these sessions, in addition to discussing wider strategic themes, is to give Trustees hands-on experience of the Charity's work and the services delivered. In addition, the opening agenda item at each Board meeting is a showcase by staff and/or services users on a particular programme or initiative.

Directors and Trustees

The Directors of the Charitable Company (the Charity) are its Trustees for the purpose of Charity Law and throughout this Report are collectively referred to as the Trustees. The Trustees who served the company during the period were as follows:

Key management personnel: Trustees and Directors

Chair:	E Potier
Trustees:	N Bhatty (appointed 20 July 2023) D Eames (appointed 20 July 2023) K Francis D Graham M Marfleet K McDermott (appointed 14 July 2022) M-G Nkeshimana P Openshaw K Potier de la Morandiere K Prayle (resigned 8 December 2022) C Ramsden (resigned 2 March 2023) K Stansfield C Tennent (resigned 2 March 2023)

Key management personnel: Principal staff

Chief Executive Officer:	P East
Senior Management Team:	M Langhorn - Operations Manager (Women's Services) (Deputy CEO from 1st April 2023) J Damen – Operations Manager (Youth) H Garry – Business Development Manager M Palmer – Business Manager S Sheehy – Operations Manager (Targeted Youth Support)

Reference and Administrative Details

Reference and administrative details are shown in the schedule of members of the board and professional advisers on page 1 of the Financial Statements.

Statement of Trustees' Responsibilities

The Trustees (who are also the Directors of Salford Foundation Limited for the purposes of Company Law) are responsible for preparing the Report of the Trustees and the Financial Statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

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

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and 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; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The Trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the Charitable Company and to enable them to ensure that the Financial Statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the Charitable Company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Insofar as the Trustees are aware:

- There is no relevant audit information of which the Charitable Company's auditors are unaware of; and
- the Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

This report has been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small companies.

Approved by order of the Board of Trustees on 29/09/23 and signed on its behalf by:

M Marfleet
Vice Chair

Report of the Independent Auditors to the Members of Salford Foundation Limited For the year ended 31 March 2023

Opinion

We have audited the financial statements of Salford Foundation Limited (the 'charitable company') for the year-ended 31 March 2023 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement, and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2023 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditors responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the directors with respect to going concern are described in the relevant sections of this report.

Other information

The other information comprises the information included in the Report of the Trustees other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinion on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Report of the Trustees for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Report of the Trustees has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Report of the Trustees.

We have nothing to report in respect of the following matters where the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to take advantage of the small companies exemption from the requirement to prepare a Strategic Report or in preparing the Report of the Trustees.

Report of the Independent Auditors to the Members of Salford Foundation Limited For the year ended 31 March 2023

Responsibilities of trustees

As explained more fully in the Statement of Trustees' Responsibilities, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an Auditor's Report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Details of the extent to which the audit was considered capable of detecting irregularities, including fraud and non-compliance with laws and regulations are set out below.

Extent to which the audit was considered capable of detecting irregularities, including fraud

We identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, and then design and perform audit procedures responsive to those risks, including obtaining audit evidence that is sufficient and appropriate to provide a basis for our opinion.

Identifying and assessing potential risks related to irregularities

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud and non-compliance with the laws and regulations, we considered the following:

- the nature of the sector, control environment and company performance;
- the company's own assessment of the risks that irregularities may occur either as a result of fraud or error;
- the results of our enquiries of management and the trustees of their own identification and assessment of the risks of irregularities;
- any matters we identified having obtained and reviewed the company's documentation of their policies and procedures relating to:
- identifying, evaluating and complying with laws and regulations and whether they were aware of any instances of non-compliance;
- detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected or alleged fraud;
- the internal controls established to mitigate risks of fraud or non-compliance with laws and regulations; and
- the matters discussed among the audit engagement team regarding how and where fraud might occur in the financial statements and any potential indicators of fraud.

As a result of these procedures, we considered the opportunities and incentives that may exist within the organisation for fraud and identified the greatest potential for fraud in relation to the timing of the recognition of income in particular in relation to deferred income. In common with all audits under ISAs (UK), we are also required to perform specific procedures to respond to the risk of management override and we identified risk in relation to the posting of unusual journals and the manipulation of accounting estimates.

We also obtained an understanding of the legal and regulatory frameworks that the company operates in, focusing on provisions of those laws and regulations that had a direct effect on the determination of material amounts and disclosures in the financial statements. The key laws and regulations we considered in this context included Safeguarding, the Financial Reporting Standard applicable in the UK (FRS 102) (effective 1 January 2019) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK (FRS 102), and the Companies Act 2006.

In addition, we considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which may be fundamental to the company's ability to operate or to avoid a material penalty. These included Data Protection Regulations.

Audit response to risks identified

As a result of performing the above, we identified the timing of the recognition of revenue as the key audit matter related to the potential risk of fraud.

In addition to the above, our procedures to respond to risks identified included the following:

- reviewing the financial statement disclosures and testing to supporting documentation to assess compliance with relevant laws and regulations described above as having a direct effect on the financial statements;
- enquiring of management and the trustees concerning actual and potential litigation and claims;
- performing analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud;
- reading minutes of meetings of those charged with governance and reviewing correspondence with relevant authorities where matters identified were significant; and
- in addressing the risk of fraud through management override of controls, testing the appropriateness of journal entries and other adjustments; assessing whether the judgements made in making accounting estimates are indicative of a potential bias; and evaluating the business rationale of any significant transactions that are unusual or outside the normal course of business.

We also communicated relevant identified laws and regulations and potential fraud risks to all engagement team members and remained alert to any indications of fraud or non-compliance with laws and regulations throughout the audit.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at www.frc.org.uk/auditorsresponsibilities. This description forms part of our Report of the Independent Auditors.

Report of the Independent Auditors to the Members of Salford Foundation Limited For the year ended 31 March 2023

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

A Buckley

Alison Buckley (Senior Statutory Auditor)
For and on behalf of Mitchell Charlesworth (Audit) Limited
3rd Floor
44 Peter Street
Manchester
M2 5GP

29.09.23

SALFORD FOUNDATION LIMITED

Statement of Financial Activities
(Incorporating an Income and Expenditure Account)
For the year ended 31 March 2023

	Notes	Unrestricted Funds £	Restricted Funds £	2023 Total Funds £	Unrestricted Funds £	Restricted Funds £	2022 Total Funds £
Income							
Donations	5	22,285	-	**22,285**	36,310	500	36,810
Charitable activities							
Charitable objects	6	2,346,878	607,831	**2,954,709**	1,158,670	301,854	1,460,524
Investment income	7	18,943	-	**18,943**	7,042	-	7,042
Other income	8	10,010	-	**10,010**	14,403	15,000	29,403
Total Income		2,398,116	607,831	**3,005,947**	1,216,425	317,354	1,533,779
Expenditure							
Cost of raising funds							
Fundraising costs	9	17,232	-	**17,232**	14,860	-	14,860
Charitable activities							
Charitable objects	10	2,188,231	594,881	**2,783,112**	1,255,320	331,810	1,587,130
Total expenditure		2,205,463	594,881	**2,800,344**	1,270,180	331,810	1,601,990
Net income		192,653	12,950	**205,603**	(53,755)	(14,456)	(68,211)
Transfers between funds	15	-	-	-	(5,259)	5,259	-
Net movement of funds for the year		192,653	12,950	**205,603**	(59,014)	(9,197)	(68,211)
Reconciliation of funds							
Total funds brought forward		2,384,378	95,640	**2,480,018**	2,443,392	104,837	2,548,229
Total funds carried forward		2,577,031	108,590	**2,685,621**	2,384,378	95,640	2,480,018

All income and expenditure has arisen from continuing activities.

The notes form part of these financial statements.

Balance Sheet
As at 31 March 2023

	Note	2023 £	2023 £	2022 £	2022 £
Fixed assets					
Tangible assets	16		809,823		832,756
Current assets					
Debtors	17	156,105		151,632	
Cash at bank and in hand		2,494,947		2,091,772	
		2,651,052		2,243,404	
Creditors: Amounts falling due within one year	18	(775,254)		(596,142)	
Net current assets			1,875,798		1,647,262
Net assets			2,685,621		2,480,018
Funds					
Restricted income funds	19		108,590		95,640
Unrestricted income funds					
General	19	1,129,575		981,291	
Designated	19	1,447,456		1,403,087	
Net current assets			2,577,031		2,384,378
Total funds			2,685,621		2,480,018

These financial statements have been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to charitable small companies.

The financial statements were approved by the Board of Trustees on 29/09/23 and were signed on its behalf by:

M Marfleet
Vice Chair

The notes form part of these financial statements.

Cash Flow Statement
For the year ended 31 March 2023

	Notes	2023	2022
		£	£
Cash flows from operating activities:			
Cash generated/(used) from operations	24	419,423	(268,213)
Net cash provided by operating activities		419,423	(268,213)
Cash flows from investing activities:			
Interest from investments		18,943	7,042
Purchase of property, plant, and equipment		(35,191)	(125,909)
Net cash used in investing activities		(16,248)	(118,867)
Change in cash and cash equivalents in the reporting period		403,175	(387,080)
Cash and cash equivalents at the beginning of the reporting period		2,091,772	2,478,852
Cash and cash equivalents at the end of the reporting period		2,494,947	2,091,772

The notes form part of these financial statements.

Notes to the Financial Statements
For the year ended 31 March 2023

1. General information

Salford Foundation Limited is a company limited by guarantee, incorporated in England and Wales under the Companies Act 2006. Details of the registered office address can be found on page 1 and a description of its principal activities in the Trustees' Report.

2. Accounting policies

Basis of preparation

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK (FRS 102) (effective 1 January 2019) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK (FRS 102) and the Companies Act 2006.

The financial statements are prepared in sterling, which is the functional currency of the charity. Monetary amounts in these financial statements are rounded to the nearest £.

Salford Foundation Limited meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note(s).

Going concern

At the time of approving the financial statements, the Trustees have a reasonable expectation that the company has adequate resources to continue in operational existence for the foreseeable future. Thus, the Trustees continue to adopt the going concern basis of accounting in preparing the financial statements.

Income

All income is recognised in the Statement of Financial Activities once the charity has entitlement to the funds, it is probable that the income will be received, and the amount can be measured reliably.

Income from government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received, and the amount can be measured reliably and is not deferred. Grants are deferred to future periods only when this is specified or agreed by the funder or other preconditions of the fund are not yet met.

Donations are recognised when the charity has been notified in writing of both the amount and settlement date. In the event that a donation is subject to conditions that require a level of performance before the charity is entitled to the funds, the income is deferred and not recognised until either those conditions are fully met, or the fulfilment of those conditions is wholly within the control of the charity, and it is probable that those conditions will be fulfilled in the reporting period.

2. Accounting policies [Continued]

Investment income is recognised on a receivable basis.

Expenditure

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required, and the amount of the obligation can be measured reliably. Expenditure is classified under the following activity headings:

- Charitable activities include expenditure associated with the provision of charitable objectives and include both the direct costs and support costs relating to these activities.
- Support costs include central functions and have been allocated to activity cost categories either directly, where identifiable, or on a basis pro-rata with headcount or staff resources absorbed by that activity.
- Grants offered subject to conditions which have not been met at the year-end date are noted as a commitment but not accrued as expenditure.
- Termination benefits are amounts payable as a result of a decision by the Charity to terminate employment before the normal retirement date. The costs are charged on an accruals basis to the relevant service line in the Statement of Financial Activities when the Charity is demonstrably committed to the termination of the employment.

Funds structure

- Restricted funds are funds subject to specific restrictive conditions imposed by the donor or by the purpose of the contract / monies received. The purpose and use of restricted funds is set out in note 20 to the financial statements.
- General funds are unrestricted funds, which are available for use at the discretion of the Trustees in furtherance of the general objectives of the charity.
- Designated funds are funds which have been allocated or designated for specific purposes by the charity out of unrestricted funds. A description of the intended use of the designated funds is set out in note 20 to the financial statements.

Tangible fixed assets

Tangible fixed assets are measured at cost less accumulated depreciation and any accumulated impairment loss. Depreciation is provided evenly on the cost of tangible fixed assets to write them down to their estimated residual values over their expected useful lives. Assets are capitalised if their cost is £1,000 or over.

The principal terms used are:

Freehold property - 50 years
Freehold property improvements – 4 years
Leasehold property improvements – 2 years
Computers and office equipment - 2 to 8 years

2. Accounting policies [Continued]

Gains or losses arising on the disposal of tangible fixed assets are determined as the difference between the disposal proceeds and the carrying amount of the assets and are recognised as part of the surplus or deficit for the year.

Leasing commitments

Rentals paid under operating leases are charged to the Statement of Financial Activities on a straight-line basis over the period of the lease.

Pension costs and other post-retirement benefits

The charitable company operates a defined contribution pension scheme. Contributions to the charitable pension scheme are charged to the Statement of Financial Activities in the period to which they relate.

Financial instruments

Financial assets and financial liabilities are recognised when the charity becomes a party to the contractual provisions of the instrument. All financial assets and liabilities are initially measured at transaction price (including transaction costs). The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

Trade and other debtors are recognised at the settlement amount due.

Cash at bank and cash in hand includes cash and short-term highly liquid investments with a maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

Creditors and accruals are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably.

Taxation

The charity is exempt from corporation tax on its charitable activities.

3. Legal status of the charity

The charity is a private company limited by guarantee and consequently does not have share capital. Each of the members are liable to contribute an amount not exceeding £1 towards the assets of the charity in the event of liquidation.

4. Judgements and key sources of estimation uncertainty

In the application of the charity's accounting policies, the Trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

5. Donations	Unrestricted Funds £	Restricted Funds £	Total Funds 2023 £	Unrestricted Funds £	Restricted Funds £	Total Funds 2022 £
Donations	22,285	-	22,285	36,310	500	36,810

6. Income from charitable activities	Unrestricted Funds £	Restricted Funds £	Total Funds 2023 £	Unrestricted Funds £	Restricted Funds £	Total Funds 2022 £
Aspirations & Opportunities	705,482	29,978	735,460	545,950	34,963	580,913
Targeted Youth Support	322,600	251,544	574,144	353,497	30,363	383,860
Women's Services	1,059,195	212,757	1,271,952	104,983	168,780	273,763
Targeted Adult Support	259,601	113,552	373,153	154,240	67,748	221,988
	2,346,878	607,831	2,954,709	1,158,670	301,854	1,460,524

7. Investment income	Unrestricted Funds £	Restricted Funds £	Total Funds 2023 £	Unrestricted Funds £	Restricted Funds £	Total Funds 2022 £
Interest received	18,943	-	18,943	7,042	-	7,042

8. Other income

	Unrestricted Funds	Restricted Funds	Total Funds 2023	Unrestricted Funds	Restricted Funds	Total Funds 2022
	£	£	£	£	£	£
Sundry income	10,010	-	10,010	7,210	-	7,210
Building refurbishment	-	-	-	7,193	15,000	22,193
	10,010	-	10,010	14,403	15,000	29,403

9. Cost of raising funds

	Unrestricted Funds 2023	Unrestricted Funds 2022
	£	£
Wages and salaries	15,191	14,644
General management	2,041	216
	17,232	14,860

10. Analysis of charitable expenditure - current year

	Allocation Basis	Aspirations & Opportunities £	Targeted Youth Support £	Women's Services £	Targeted Adult Support £	Other Charitable Activities £	Total 2023 £
Staff costs	Direct	341,496	355,702	333,030	220,172	5,192	1,255,592
Service delivery costs	Direct	61,374	65,494	832,907	47,361	60,088	1,067,224
Support costs	Note 11	141,236	141,288	81,594	96,178	-	460,296
Total		544,106	562,484	1,247,531	363,711	65,280	2,783,112

Analysis of charitable expenditure - prior year

	Allocation Basis	Aspirations & Opportunities £	Targeted Youth Support £	Women's Services £	Targeted Adult Support £	Other Charitable Activities £	Total 2022 £
Staff costs	Direct	370,247	251,600	182,153	178,672	40,082	1,022,754
Service delivery costs	Direct	57,856	20,426	13,598	22,322	40,364	154,566
Support costs	Note 11	178,585	97,966	79,264	53,995	-	409,810
Total		606,688	369,992	275,015	254,989	80,446	1,587,130

Expenditure on charitable activities was £2,783,112 (2022 - £1,587,130) of which £2,188,231 was unrestricted (2022 - £1,255,320) and £594,881 restricted (2022 - £331,810).

11. **Analysis of governance and support costs - current year**

The charity allocates its support costs as shown in the table below and then further apportions those costs between the charitable activities undertaken (see note 10). Expenditure is allocated to the particular activity where the cost relates directly to that activity. Certain expenditure is directly attributable to, and therefore allocated to, charitable activities. Other costs, which are attributable to more than one activity, are apportioned across cost categories. The basis of allocation reflects the staffing resources in that activity either by headcount or by time spent.

Support costs	General support	Governance costs	2023 Totals
	£	£	£
Wages and salaries	261,130	-	261,130
Depreciation	4,091	-	4,091
Facilities, property and insurance costs	80,293	555	80,848
General management	24,904	10,686	35,590
IT and communications	51,102	-	51,102
Office costs	9,308	-	9,308
Other staff support costs	18,227	-	18,227
	449,055	11,241	460,296

Analysis of governance and support costs - prior year

Support costs	General support	Governance costs	2022 Totals
	£	£	£
Wages and salaries	217,244	-	217,244
Depreciation	21,829	-	21,829
Facilities, property, and insurance costs	68,130	528	68,658
General management	23,409	10,380	33,789
IT and communications	48,195	-	48,195
Office costs	6,683	-	6,683
Other staff support costs	13,412	-	13,412
	398,902	10,908	409,810

12. **Net income/(expenditure)**

	2023	2022
	£	£
Net income/(expenditure) is stated after charging/(crediting):		
Auditors' remuneration	8,485	8,240
Depreciation - owned assets	58,124	37,405
Other operating leases	-	576

13. Trustees' remuneration and benefits

There were no trustees' remuneration or other benefits for the year ended 31 March 2023 nor for the year ended 31 March 2022.

Trustees' expenses

There were no trustees' expenses paid for the year ended 31 March 2023 nor for the year ended 31 March 2022.

14. Staff costs

	2023 £	2022 £
Wages and salaries	1,360,158	1,114,562
Social security costs	105,525	83,811
Other pension costs	66,230	56,269
	1,531,913	1,254,642

The average monthly number of employees during the year was as follows:

	2023 No	2022 No
Charitable activities	53	46
Support staff	8	7
Temporary programme staff	52	47
	113	100

The average full-time equivalent number of core permanent and support staff was 61 (2022 - 53). In order to operate the reduced NCS programme in 2022/23, of the 52 temporary programme staff employed during the summer and autumn programmes (2022 - 47), the average number of FTE employees was 5 (2022 - 3).

Included in wages and salaries is an amount of £3,756 (2022 - £nil) relating to redundancy costs. The amount of accrued redundancy costs at the balance sheet date was £nil (2022 - £nil).

The number of employees whose employee benefits (excluding employer pension costs) exceeded £60,000 was:

	2023 No	2022 No
£60,000 - £69,999	1	1

The total amount of employee benefits received by the key management personnel was £282,257 (2022 - £262,902).

15. Transfers between Funds

Transfers totalling £nil (2022 - £5,259) were made from unrestricted funds to restricted funds to reflect minor overspends on projects. Further transfers of £156,957 (2022 - £2,115) were made from general unrestricted funds to designated unrestricted funds following board approval of the designation of funds.

16. Tangible fixed assets

	Freehold Property	Freehold Property Improvements	Leasehold Property Improvements	Office and Computer Equipment	Total
	£	£	£	£	£
Cost					
At 1 April 2022	927,098	119,795	-	48,186	1,095,079
Additions	-	13,417	7,818	13,956	35,191
At 31 March 2023	927,098	133,212	7,818	62,142	1,130,270
Depreciation					
At 1 April 2022	214,727	15,217	-	32,379	262,323
Charge for year	18,542	31,626	1,303	6,653	58,124
At 31 March 2023	233,269	46,843	1,303	39,032	320,447
Net book value					
At 31 March 2023	693,829	86,369	6,515	23,110	809,823
At 31 March 2022	712,371	104,578	-	15,807	832,756

17. Debtors: Amounts falling due within one year

	2023	2022
	£	£
Trade debtors	82,101	48,743
Accrued income	37,458	62,538
Prepayments	36,546	40,351
	156,105	151,632

18. Creditors: Amounts falling due within one year

	2023 £	2022 £
Trade creditors	232,665	48,444
Other taxes & social security	25,381	-
Accruals	49,561	350,658
Deferred income	467,647	197,040
	775,254	596,142

Deferred income includes £467,647 (2022 - £197,040) relating to funding received in advance on contracts.

Balance brought forward	197,040	385,770
Utilised in period	(197,040)	(385,770)
Added in period	467,647	197,040
	467,647	197,040

19. Movement in funds - Current year

	At 1 April 2022 £	Net movement in funds £	Transfers between funds £	At 31 March 2023 £
Unrestricted funds				
General fund	981,291	305,241	(156,957)	1,129,575
Designated funds				
Freehold Property	712,368	(18,542)	-	693,826
Planned Maintenance	200,719	(30,666)	-	170,053
St Mary's Redevelopment Fund	100,000	-	-	100,000
Beneficiary Emergency Response Fund	30,000	(881)	-	29,119
Strategy Fund	250,000	(52,307)	-	197,693
Restructure Costs	80,000	(5,192)	136,466	211,274
Infrastructure Projects Fund	30,000	(5,000)	20,491	45,491
Total designated funds	1,403,087	(112,588)	156,957	1,447,456
Total unrestricted funds	2,384,378	192,653	-	2,577,031

19. Movement in funds [Continued] - Current year

	At 1 April 2022	Net movement in funds	Transfers between funds	At 31 March 2023
	£	£	£	£
BBC Children in Need - Leadership Academy	57	(57)	-	-
BUPA - Evolve	1,089	(527)	-	562
BUPA – Indigo	-	-	-	-
BUPA - Positive Pathways	6,028	3,472	-	9,500
Co-op Foundation - Leap	38,598	(5,220)	-	33,378
GMCA - Capital	-	23,852	-	23,852
GMWSA - Personnel Development	-	-	-	-
Jobcentre Plus – Pathways to Employment	-	-	-	-
Lottery - Indigo	-	-	-	-
Nationwide - Pathways Home	37,093	(37,093)	-	-
NHS Salford CCG/Salford CVS – The Shed	-	-	-	-
Princes Trust - Find My Future	5,909	(5,909)	-	-
RHS Community Gardening Project	3,000	(1,807)	-	1,193
Salford CVS – Positive Pathways	21	(21)	-	-
Salford CVS - Rise	2,047	(2,047)	-	-
Salford CVS and The Albert Gubay Charitable Foundation	-	16,025	-	16,025
The Booth Charities - Leadership Academy	5,979	(5,933)	-	46
Workers' Educational Association - Learning City	(4,181)	4,181	-	-
Youth Endowment Fund – Another Chance	-	24,034	-	24,034
Total restricted funds	95,640	12,950	-	108,590
Total funds	2,480,018	205,603	-	2,685,621

19. Movement in funds [Continued] - Current year

	Incoming Resources £	Resources Expended £	Movement in funds £
Net movement in funds, included in the above are as follows:			
Unrestricted funds			
General Fund	2,393,116	(2,087,875)	305,241
Freehold Property	-	(18,542)	(18,542)
Planned Maintenance	-	(30,666)	(30,666)
St Mary's Redevelopment Fund	-	-	-
Beneficiary Emergency Response Fund	5,000	(5,881)	(881)
Strategy Fund	-	(52,307)	(52,307)
Restructure Costs	-	(5,192)	(5,192)
Infrastructure Projects Fund	-	(5,000)	(5,000)
Total Unrestricted Funds	2,398,116	(2,205,463)	192,653
Restricted funds			
BBC Children in Need - Leadership Academy	-	(57)	(57)
BUPA - Evolve	-	(527)	(527)
BUPA – Indigo	9,985	(9,985)	-
BUPA - Positive Pathways	9,500	(6,028)	3,472
Co-op Foundation - Leap	29,978	(35,198)	(5,220)
GMCA - Capital	42,987	(19,135)	23,852
GMWSA - Personnel Development	8,889	(8,889)	-
Jobcentre Plus – Pathways to Employment	30,240	(30,240)	-
Lottery - Indigo	100,000	(100,000)	-
Nationwide - Pathways Home	-	(37,093)	(37,093)
NHS Salford CCG/Salford CVS – The Shed	34,792	(34,792)	-
Princes Trust - Find My Future	53,761	(59,670)	(5,909)
RHS Community Gardening Project	-	(1,807)	(1,807)
Salford CVS – Positive Pathways	-	(21)	(21)
Salford CVS - Rise	-	(2,047)	(2,047)
Salford CVS and The Albert Gubay Charitable Foundation	25,000	(8,975)	16,025
The Booth Charities - Leadership Academy	28,750	(34,683)	(5,933)
Workers' Educational Association - Learning City	11,156	(6,975)	4,181
Youth Endowment Fund – Another Chance	222,793	(198,759)	24,034
Total restricted funds	607,831	(594,881)	12,950
Total funds	3,005,947	(2,800,344)	205,603

19. Movement in funds (Continued) - prior year

	At 1 April 2021 £	Net movement in funds £	Transfers between funds £	At 31 March 2022 £
Unrestricted funds				
General fund	922,156	62,279	(3,144)	981,291
Designated funds				
Freehold Property	730,910	(18,542)	-	712,368
Planned Maintenance	193,790	6,929	-	200,719
Puccini's Event	1,045	(1,045)	-	-
Hardship Fund	14,356	(14,356)	-	-
Programmes Investment Fund	281,135	(89,020)	(192,115)	-
Coronavirus Response Fund	200,000	-	(200,000)	-
St Mary's Redevelopment Fund	100,000	-	-	100,000
Beneficiary Emergency Response Fund	-	-	30,000	30,000
Strategy Fund	-	-	250,000	250,000
Restructure Costs	-	-	80,000	80,000
Infrastructure Projects Fund	-	-	30,000	30,000
Total designated funds	1,521,236	(116,034)	(2,115)	1,403,087
Total unrestricted funds	2,443,392	(53,755)	(5,259)	2,384,378

19. Movement in funds (Continued) - prior year

	At 1 April 2021	Net movement in funds	Transfers between funds	At 31 March 2022
	£	£	£	£
BBC Children in Need - Leadership Academy	1,712	(1,655)	-	57
BUPA - Evolve	6	1,083	-	1,089
BUPA - Positive Pathways	33,898	(27,870)	-	6,028
Co-op Foundation - Leap	34,963	3,635	-	38,598
GMCA - Domestic Abuse Emergency Grant	206	(206)	-	-
Lottery - Indigo	-	-	-	-
Lottery 2	692	(692)	-	-
Ministry of Justice – Covid	-	-	-	-
Nationwide - Pathways Home	-	37,093	-	37,093
Princes Trust - Better Build Back Youth Salford	6,433	(10,366)	3,933	-
Princes Trust - Find My Future	-	5,909	-	5,909
RHS Community Gardening Project	-	3,000	-	3,000
Salford CVS – Positive Pathways	-	21	-	21
Salford CVS - Rise	19,898	(17,851)	-	2,047
The Booth Charities - Leadership Academy	-	5,979	-	5,979
Workers' Educational Association - Learning City	-	(4,181)	-	(4,181)
Workers' Educational Association – Training	1,490	(2,816)	1,326	-
Youth Endowment Fund - YEF	5,539	(5,539)	-	-
Total restricted funds	104,837	(14,456)	5,259	95,640
Total funds	2,548,229	(68,211)	-	2,480,018

19. Movement in funds [Continued] - prior year

	Incoming Resources £	Resources Expended £	Movement in funds £
Net movement in funds, included in the above are as follows:			
Unrestricted funds			
General Fund	1,199,115	(1,136,836)	62,279
Freehold Property	-	(18,542)	(18,542)
Planned Maintenance	17,310	(10,381)	6,929
Puccini's Event	-	(1,045)	(1,045)
Hardship Fund	-	(14,356)	(14,356)
Programmes Investment Fund	-	(89,020)	(89,020)
Total Unrestricted Funds	1,216,425	(1,270,180)	(53,755)
Restricted funds			
BBC Children in Need - Leadership Academy	-	(1,655)	(1,655)
BUPA - Evolve	1,500	(417)	1,083
BUPA - Positive Pathways	750	(28,620)	(27,870)
Clothworkers' Foundation	15,000	(15,000)	-
Co-op Foundation - Leap	34,963	(31,328)	3,635
GMCA - Domestic Abuse Emergency Grant	-	(206)	(206)
Lottery - Indigo	100,000	(100,000)	-
Lottery 2	-	(692)	(692)
Ministry of Justice - Covid	11,672	(11,672)	-
Nationwide - Pathways Home	39,868	(2,775)	37,093
Princes Trust - Better Build Back Youth Salford	-	(10,366)	(10,366)
Princes Trust - Find My Future	56,240	(50,331)	5,909
RHS Community Gardening Project	3,000	-	3,000
Salford CVS – Positive Pathways	10,000	(9,979)	21
Salford CVS - Rise	-	(17,851)	(17,851)
The Booth Charities - Leadership Academy	23,097	(17,118)	5,979
Workers' Educational Association - Learning City	4,990	(9,171)	(4,181)
Workers' Educational Association – Training	9,008	(11,824)	(2,816)
Youth Endowment Fund - YEF	7,266	(12,805)	(5,539)
Total restricted funds	317,354	(331,810)	(14,456)
Total funds	1,533,779	(1,601,990)	(68,211)

19. Movement in funds [Continued]

Designated funds:

Freehold property: Amount invested by the charity in freehold property.

Planned maintenance: Amount set aside to carry out maintenance and renewals at Foundation House.

St Mary's Redevelopment Fund: A fund established in 2020/21 to fund a new permanent location for our Women's Centre. During 2021/22 the St Mary's location ceased to operate, and the plans for a new building are still being made and finalised.

Beneficiary Emergency Response Fund: a three-year fund established in 2022 for the purpose of offering support to Salford Foundation services users by offering an immediate financial intervention to address an urgent issue and to offer summer breaks and respite to family groups.

Strategy Fund: a fund established in 2022 for an estimated two-year period to provide specific bridge and match funding for services where limited external funding can be secured.

Restructure Costs: a two-year fund established in 2022 to support a staffing restructure and pay and grading review.

Infrastructure Projects Fund: a fund established in 2022 for an estimated two-year period to support anticipated infrastructure development projects (including volunteer management, digital developments and marketing projects).

Restricted funds:

Restricted funds are grants and contracts received for specific projects.

BBC Children in Need - Leadership Academy: A BBC Children in Need funded project working with targeted year 10 and 11 girls in Salford schools who are experiencing: negative relationships, violence, low aspirations and a lack of positive role models.

BUPA - Evolve: A project part funded by the BUPA UK Foundation as part of their Mid-life Mental Health funding programme. The project provides mental well-being and recovery support to women who are experiencing problems due to changes in their personal and family life.

BUPA - Indigo: Funding from the BUPA UK Foundation for two peer mentors with lived experience of domestic abuse, who will receive training and development and lead on group health and wellbeing activities within the Indigo project, including reaching the broader community with engagement and awareness campaigns.

BUPA - Positive Pathways: A project funded by the BUPA UK Foundation supporting women in Salford who are experiencing poverty, social and digital exclusion and poor mental health.

Clothworkers Foundation: Funded by The Clothworkers' Foundation, to refurbish and repurpose Foundation house to better serve the needs of the charity.

Co-op Foundation - Leap: A project providing peer-to-peer support to improve the wellbeing of students during the transition from primary school to high school - funded by the Co-op Foundation/Big Lottery Fund #iwill School Transitions fund grant.

19. Movement in funds [Continued]

Restricted funds (continued):

GMCA - Domestic Abuse emergency grant: funding received via GMCA Police and Crime Commissioner to provide domestic abuse services and support.

GMCA Capital: Funding from Greater Manchester Combined Authority (GMCA) as part of the HMPPS funding to support Reducing Women's Reoffending and Greater Manchester Integrated Rehabilitation Service. This funding is specifically to provide auxiliary equipment that will enhance the service delivery offer to a person on probation.

GMWSA Personnel Development: Funded by the Greater Manchester Women's Support Alliance (GMWSA) to give additional benefits to women.

Jobcentre Plus – Pathways to Employment: Funded by Jobcentre Plus, to help to improve employment outcomes or prospects of future employment outcomes for long-term unemployed individuals and groups facing the most complex and intractable barriers to work and to help individuals access and/or re-integrate into the labour market.

Lottery - Indigo (Freedom Academy): A project funded by the National Lottery Community Fund to provide support for women in Salford, Greater Manchester who have experienced domestic violence and/or abuse.

Lottery 2 - National Lottery Community Fund: two emergency grants received to deliver services aimed to support our community (via Women's Services, Rise and The Shed) during the Covid-19 crisis.

Ministry Of Justice - Covid: Women's Community Sector Funding of core costs.

Nationwide - Pathways Home: Funded by Nationwide, aimed at women aged 18+ who are living in Salford (or returning), who are at risk of homelessness, in insecure temporary or emergency accommodation and/or who would benefit from independent living skills to make a house a home. Pathways Home aims to prevent and reduce the risk of homelessness and create a stable home environment.

NHS Salford CCG/Salford CVS - The Shed: Funded by NHS Salford CCG with support from Salford CVS, aims to engage and support socially isolated and/or unemployed men in Salford who have complex needs.

Princes Trust - Better Build Back Youth Salford: Funded by The Princes Trust, BBYS is an employability programme, focussing on helping NEET young people in Salford back into education or work.

Princes Trust - Find My Future: Funded by Princes Trust, FMF is an employability programme, focussing on helping NEET young people in Salford back in to work, further education and training.

RHS Community Gardening Project: Funded by the RHS for gardening projects for the women's outdoor space, The Shed outdoor space and the internal space.

19. **Movement in funds [Continued]**

Restricted funds (continued):

Salford CVS - Positive Pathways: A project funded by Salford CVS to employ, train and develop a part time Peer Mentor to deliver weekly group sessions to support the mental health of Salford women heavily affected by Covid-19.

Salford CVS - Rise: Funding received from the Salford CVS CV-19 Recovery Fund to support the Rise project which works with young people who have witnessed, or been a victim of, historical and significant family conflict at home/ domestic abuse.

Salford CVS and The Albert Gubay Charitable Foundation - Pathways to Employment: Funded by Salford CVS and The Albert Gubay Charitable Foundation, supports those furthest from the job market towards gaining training, skills, volunteering, work experience and employment.

The Booth Charities - Leadership Academy: Funded by The Booth Charities, is for vulnerable and disadvantaged young women aged 14 to 16 across Salford, who are deemed at risk of domestic abuse.

Workers' Educational Association - Learning City: Funded by Workers' Educational Association to engage with adult women with complex needs in Salford, with the aim to empower women to have the confidence, curiosity and skills to explore new learning and work opportunities. Learners develop transferable skills using creative engagement activities, digital, enterprise and employability workshops, employer engagement and peer support.

Workers' Educational Association – Training: Employability and training programme for unemployed and socially excluded men.

Youth Endowment Fund – Another Chance: A programme to support young people aged 10-13 at risk of youth violence and school exclusion.

Youth Endowment Fund – YEF: A programme to support young people aged 10-13 at risk of youth violence and school exclusion.

20. Analysis of net assets between funds - current year

	General Fund £	Designated Funds £	Restricted Funds £	Total 2023 £
Tangible fixed assets	92,145	693,826	23,852	809,823
Cash at bank and in hand	1,656,579	753,630	84,738	2,494,947
Other net current (liabilities) / assets	(619,149)	-	-	(619,149)
	1,129,575	1,447,456	108,590	2,685,621

Analysis of net assets between funds - prior year

	General Fund £	Designated Funds £	Restricted Funds £	Total 2022 £
Tangible fixed assets	120,388	712,368	-	832,756
Cash at bank and in hand	1,305,413	690,719	95,640	2,091,772
Other net current (liabilities) / assets	(444,510)	-	-	(444,510)
	981,291	1,403,087	95,640	2,480,018

21. Ultimate controlling party

The charitable company is under the control of the Trustees who are also the members of the company.

22. Pension scheme

The charity operates a defined contribution pension scheme. The pension cost charge for the period represents contributions payable by the charity to the scheme and amounted to £66,230 (2022 - £56,269).

There were no outstanding or prepaid contributions at either the beginning or end of the financial year.

23. Related party transactions

Salford Foundation are a founding member of The Greater Women's Support Alliance (GMWSA), a charity established to relieve the needs of females in Greater Manchester though the provision of services and support to females with multiple and complex needs, with a view to the preservation and protection of the wellbeing of such females and the preservation of public order. Salford Foundation can appoint one trustee to the board of GMWSA and during the financial year to 31 March 2023, the Salford Foundation Board and GMWSA had one Trustee in common, K Potier de la Morandiere. Income of £93,527 was received in the year from the GMWSA. The Trustee had no involvement in the transaction, being excluded from negotiations with GMWSA.

24. Reconciliation of net income to net cash flow from operating activities

	2023	2022
	£	£
Net income for the reporting period (as per the Statement of Financial Activities)	205,603	(68,211)
Adjustments for:		
Depreciation charges	58,124	37,405
Interest from investments	(18,943)	(7,042)
(Increase / Decrease in debtors	(4,473)	37,280
Increase / (Decrease) in creditors	179,112	(267,645)
Net cash provided by operating activities	419,423	(268,213)

25. Analysis of changes in net funds - current year

	At 1 April 2022	Cash Flow	At 31 March 2023
	£	£	£
Net cash			
Cash at bank and in hand	2,091,772	403,175	2,494,947

Analysis of changes in net funds - prior year

	At 1 April 2021	Cash Flow	At 31 March 2022
	£	£	£
Net cash			
Cash at bank and in hand	2,478,852	(387,080)	2,091,772

SALFORD FOUNDATION LIMITED

England & Wales - Charity number 1002482

Accounts

salford foundation

Annual Report 2021/22

Registered Company Number: 02472369 (England and Wales)
Registered Charity Number: 1002482

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Everything we do is driven and guided by our core values:

Welcoming
Our doors are open to anyone who wishes to contribute to or use the service. Whatever your issue or situation, we welcome you and want you to feel at home.

Leading by Example
We aim to change the lives of young people and adults by inspiring and empowering them to succeed with confidence, through good leadership.

Working Together
We believe that real results come from people working collaboratively and creating solutions together... and by having some fun while we do it.

Professional & Responsible
We aspire to be the very best we can be. We provide a consistent experience, operating quality systems and standards.

Proud & Passionate
We are hugely passionate about our Foundation, and want to do great work that we all feel immensely proud of.

Proactive & Dynamic
We are solution-focused and use creativity and proactivity to constantly find better ways of working.

salford foundation

IMPACT REPORT

2021/22

We worked with

7,143

people across our **28** projects

"Before, I was getting in trouble with the police and living recklessly. Now, I'm getting back in society as a good person. I'm dealing with my issues. It's helping me to be positive and happy again."

"I feel like I can start to look after myself again. I can afford to buy decent food and keep my gas and electricity going. I couldn't have done any of this without your help. I wouldn't have known where to start."

3,821
people supported to achieve education, employment and training outcomes

754
supported with financial literacy and debt

98%
of our staff report they are proud or very proud of the difference their work makes
2022 staff survey

630
young people completed **115** social action projects

501
people supported to reduce their offending

233
young people completed a mentoring project

3,712
people supported to improve their health and wellbeing

4,597
people improved their interpersonal skills and abilities

265
people increased their digital skills

422
women supported in our women's centre projects

Volunteers provided

15,622

hours of support to our people and projects

@salford_foundation
@salfordfoundation
www.salfordfoundation.org.uk
@salford_FDN
@salfordfoundation
enquiries@salfordfoundation.org.uk

Registered Charity Number 1002482

Reference and Administrative Details
For the Year Ended 31 March 2022

Board of Trustees

Chair

E Potier

Trustees

J C Davies
K S Francis
D Graham
K McDermott
M Marfleet
M G Nkeshimana
P Openshaw
Dr K Potier de la Morandiere
K Prayle
C Ramsden
K Stansfield
C Tennent

Company Secretary

P East

Registered Company Number

02472369 (England and Wales)

Registered Charity Number

1002482

Registered Office

Foundation House
3 Jo Street
Salford
M5 4BD

Auditor

Mitchell Charlesworth (Audit) Limited
44 Peter Street
Manchester
M2 5GP

Bankers

Santander UK Plc
Bootle
Merseyside
L30 4GB

Senior Statutory Auditor

Alison Buckley

Report of the Trustees
For the Year Ended 31 March 2022

The trustees, who are also directors of the charity for the purposes of the Companies Act 2006, present their report with the financial statements of the charity for the year ended 31 March 2022. The trustees have adopted the provisions of Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019).

Objectives and activities

Objects

To act as a resource for young people aged 5-25 living in Salford, Greater Manchester, and the North West by providing advice and assistance and organising programmes of physical, educational, and other activities as a means of:

- advancing in life and helping young people by developing their skills, capacities, and capabilities to enable them to participate in society as independent, mature, and responsible individuals
- advancing education
- relieving unemployment
- providing recreational and leisure time activity in the interests of social welfare for people living in the area of benefit who have need by reason of their youth, age, infirmity or disability, poverty or social and economic circumstances with a view to improving the conditions of life of such persons.

To promote social inclusion for the public benefit by preventing people from becoming socially excluded, relieving the needs of those people who are socially excluded and assisting them to integrate into society in Salford, Greater Manchester, and the North West.

- For the purpose of this clause 'socially excluded' means being excluded from society, or parts of society, as a result of one of more of the following factors: unemployment; financial hardship; youth or old age; ill health (physical or mental); substance abuse or dependency including alcohol and drugs; discrimination on the grounds of sex, race, disability, ethnic origin, religion, belief, creed, sexual orientation or gender re-assignment; poor educational or skills attainment; relationship and family breakdown; poor housing (that is housing that does not meet basic habitable standards); crime (either as a victim of crime or as an offender rehabilitating into society).

Public benefit

The trustees confirm that we have paid due regard to the Charity Commission guidance on public benefit reporting in reviewing the charity's aims and objectives and in planning its future activities. This report reviews what we have achieved and the outcomes of our work in the reporting period. The review also outlines how future planned activities will contribute to the charity's aims and objectives.

Achievements and Performance

This report highlights the successes and challenges we have faced during the year April 2021 to March 2022. We have had a successful year, directly supporting 6,416 children, young people, and adults, and reaching 7,143 people overall. We have done this through running 28 distinct projects in Salford, Greater Manchester, Cheshire, and Lancashire.

We are grateful for the service of our trustees throughout the year and extend our thanks to Ms S Wilson-Gibbons who stepped down from her role in the course of the year. All our trustees have brought a range of skills, experience and passion which has helped to guide and shape the Foundation's strategy and its good governance.

Key successes in the last year, operationally and strategically include:

Continuing to deliver all services throughout the various lockdown restrictions; meeting the changing needs of beneficiaries; and emerging in a strong position in terms of the breadth and scope of our services

Launching new projects for young people, including 'Find My Future,' 'Risky Behaviours,' 'LEAP' and the Ordsall and Langworthy Youth Partnership

Successful ongoing implementation of our 2021-24 Strategy – Building Better Futures Together, with the Board and SMT

Diversifying and consolidating our women's services offer with a broader range and longevity of funding streams; and taking further steps towards a new women's centre building

Securing the new 'Safe in Salford' domestic abuse contract as the lead provider, in partnership with three other local charities, with an initial 5-year contract term from April 2022

Securing a significant multi-annual investment from April 2022 from the Youth Endowment Fund to grow and develop our work supporting people affected by serious youth violence across Greater Manchester

Completing implementation of our Equality, Diversity and Inclusion policy and action plan and achieving 'All Equals Charter' accreditation

Reconfiguring and renovating our facilities at Foundation House, including the relocation of our women's centre and providing a bespoke location for our men's project, 'The Shed'

Sustained, better use of our designated reserves, including our Programme Investment Fund and Coronavirus Response Fund, in order to fully utilise our assets to achieve our mission

Receiving excellent feedback from our staff team as part of our first formal staff survey, with 98% of our staff reporting that they are proud or very proud of the difference their work makes

Challenges

Although our successes and achievements have been broad and deep, we remain acutely aware of and attuned to the risks we face. Additional challenges have emerged within the year and towards the year end. Not least amongst these is inflationary pressure. Although this has the potential to impact the Foundation as a charity, we are more acutely aware of the impact this is likely to have on the level and extent of need amongst our beneficiaries. Our capacity and ability to help everyone who needs our support is likely to be significantly challenged, especially as we move into the autumn and winter.

As vacancies have exceeded the number of people seeking employment across the whole economy, we also face challenges in filling all roles with sufficiently skilled and experienced personnel. Although our reserves position remains healthy, we are mindful of the degree to which we have utilised our reserves in order to achieve our charitable objectives in the past two years in particular. In due course, we anticipate the need to replenish our reserves to an acceptable level, to remain in line with our stated policy.

In spite of challenges and inevitable uncertainties, we conclude the year in a position of considerable strength, ready to face difficulties and to celebrate even greater success next year, as we continue to create opportunities that help people to build better futures for themselves, their families and communities.

The Work of the Charity

Our work this year has been delivered through four thematic areas:

- **Aspirations and Opportunities**
- **Targeted Youth Support**
- **Women's Services**
- **Targeted Adult Support**

Aspirations and Opportunities

Our Aspirations and Opportunities work has spanned a breadth of areas, including National Citizen Service (NCS), and a range of careers aspiration and work readiness programmes.

National Citizen Service

We successfully delivered the NCS programme to **630** young people from Salford and Trafford this year, through distinct programmes run in the summer and autumn periods and through the 'Skills Booster' programme in schools. Programmes were significantly different again this year as a blended model of face-to-face and digital work was again required and the residential element of the programme was unable to go ahead for the second year in succession.

The Work of the Charity continued

We are extremely proud that our young people delivered a total of **32** social projects, equating to **12,810** hours of time that they invested in improving our local communities. In so doing, we also worked in collaboration with a wide range of voluntary and community organisations, adding value to the great work that they are each doing already. Our partnerships with schools in Salford and Trafford and with both Salford and Trafford Colleges have been of paramount importance in enabling young people to access the programme and we are grateful to them for their assistance.

Young people and their parents have continued to provide exceptional feedback about their NCS experience, which gives a real sense of the impact that taking part has had on them. Full inclusion of all participants regardless of background, ability or need has remained a key priority for NCS.

Thomas's Story

One young man, 'Thomas,' was initially reticent to take part in the programme. He is deaf, uses hearing aids and had particularly low self-esteem due to bullying he had experienced in the past. Project staff engaged with Thomas and his parents to understand what adjustments could be made to ensure Thomas could take part fully and confidently. This included simple adjustments such as staff using face masks with clear panels to aid lip-reading. Thomas took full part in all aspects of the programme and his team's social action project included raising funds for 'Families Together' who work with the British Red Cross to help immigrant families who have been separated. Thomas said: **"I have grown massively in confidence and I forever owe you guys for that".**

We have continued our focus on raising the aspirations of children and young people in schools through our 'Raising Aspirations' projects in schools and colleges; our financial education programmes; and our new 'LEAP' programme addressing the challenges of the transition from primary to high school. These programmes collectively provided inspirational experiences to **4,191** children and young people across Greater Manchester.

LEAP

The LEAP project is funded by the Co-op Foundation and aims to help Year 6 students with their transition to high school. Appreciating that students who have recently made that transition are 'experts by experience' the project trains mentors in Year 8, enabling them to provide direct support to the Year 6 students. This includes the Year 8 students completing a mentoring qualification, awarded by ASDAN. In the course of the year, **371** students have taken part from The Albion, The Lowry and Oasis Academies and their feeder primary schools. The project has enabled Year 8 students to give very contextualised advice that has really addressed some of the issues and concerns that are most pressing to the Year 6 students and which may be less apparent to supporting adults.

Teagan's & Kelsey's Feedback

'Teagan,' a Year 8 student, said: **"We talked with them about bullying and if they were confident about high school. We did interviews with them to understand what they were nervous about."** Another key area of advice has been around friendship groups. Kelsey said: **"When I was in Year 6 I was scared that no-one was going to like me. Now, I've got lots of friends! Stick with the friends that you trust."**

Work Readiness

Our Business Education Partnership (BEP) has provided work-related preparation and activities to **3,090** students this year. This work has been carried out in schools across Greater Manchester, funded primarily by BNY Mellon and The JD Foundation. This year it has been possible to return to the majority of this work being delivered face-to-face (following the move to digital delivery during the pandemic). We are very grateful for the wide range of business volunteers who have joined us to support students with their careers aspirations and work readiness skills.

Build Back Better

Funding from BNY Mellon for our 'Build Back Better' programme has allowed us to design a bespoke work readiness programme to use in our work with 16-18 year olds. Amongst a range of other businesses, JD Sports have worked with us to create a bespoke interview preparation programme. This involved an introduction to the range of specific roles available within a complex business such as JD Sports; the sharing of actual job descriptions and person specifications which young people expressed an interest in; exploration of the precise skills and attributes the business were seeking in candidates; culminating in mock interviews for a precise job role. JD Sports have delivered this series of activities at both Salford and Bury Colleges.

Our more traditional 'Business Education Partnership' activities (which we have been delivering for over 30 years) continue to go from strength to strength, proving popular with schools, students and businesses. This has included 'world of work days' and initial mock interviews for Year 10 and 11 students.

> **The students gained an understanding of different career options. The event gave them an insight into different professionals' journeys into paid employment. I enjoyed inspiring young people!**
> Volunteer at World of Work Day,
> Dixons Brooklands Academy, Wythenshawe

Money Matters

Throughout the year we have delivered the 'Money Matters' programme, upskilling older teenagers to navigate the financial opportunities and challenges that will face them in the years ahead. This year, this has included a particular stream of activity focused on young people leaving the care system. A further innovation has been an initial pilot of amending the resources so that they are appropriate for use with younger age groups. An initial pilot was undertaken at St Thomas of Canterbury Primary School in Broughton, assisted by business volunteers from Keepmoat Homes and Eurovia Ltd.

Risky Behaviours

In the latter half of the year we began working with Salford City Council to deliver a pilot 'Risky Behaviours' programme, delivering workshops in a school and community setting to primary and early secondary pupils. Working with **119** pupils in group settings, sessions used social action as a vehicle for young people to explore societal and community issues leading to young people collaborating in the creation of youth-led solutions. Projects focused on a range of issues from misogyny/everyday sexism to racism, homophobia, anti-social behaviour, substance misuse, LGBTQ+, smoking, obesity, mental health, teenage pregnancy and online harms. One Year 8 participant commented: **"I didn't realise that some things I say and do could be considered as homophobia and hurt someone."**

Kickstart Scheme

As part of the COVID 'build back period' we were able to offer five young people a Kickstart placement working with us on digital marketing, business administration and youth social action. Within Aspirations and Opportunities, our Kickstart team mobilised social action projects and worked with **122** young people to create a quick difference in their local communities.

Targeted Youth Support

Providing targeted youth support has remained a high priority, as we help young people to navigate the additional challenges that a small but significant proportion of teenagers face, many of which have been heightened during lockdown. This year we supported **467** young people.

STEER

STEER, our project working with young people affected by gangs and serious violence continues to make a significant difference. This year we supported **99** young people in Salford and Bolton. Working with young people with some of the most entrenched and enduring challenges is never easy, but we have continued to see strong results and a significant impact on life opportunities.

'Simon' had entered the project with significant challenges, including violent episodes inside and outside the family home and a significant number of 'missing from home' episodes. This escalated to a period of planned respite care away from the family in another part of the country. Simon is now making good progress, he has returned home and his familial relationships are significantly improved. His mum said: **"My home is so much more peaceful now. Thank you"**.

Ordsall and Langworthy Youth Partnership

An addition to our Targeted Youth Support provision this year has been the Orsdall and Langworthy Youth Partnership. We have led a partnership of charities and community groups, including Foundation 92, Salford Community Leisure, Oasis Community Hub and Manchester United Foundation. Together, we are piloting a community-based solution to tackle youth violence, which includes open-access youth work sessions and targeted support for young people with further challenges. Within the partnership, we have provided STEER support to an additional cohort of young people specifically from Ordsall and Langworthy.

Liam's Story

'Liam' was supported by the project, having been identified by the Police as a young man who was at significant risk and causing numerous problems in the local community. His school attendance was also very poor. Through the support he has received he has made fantastic progress. All agencies are reporting significantly decreased levels of concern for Liam and his school attendance has improved massively.

> **I am proud of myself for getting this far. It feels good to achieve something!**
> Liam

Engage Trafford

Our 'Engage Trafford' targeted mentoring project has supported **167** young people throughout the year. Young people themselves and parents have been extremely grateful for the support provided and articulate about the change that has been made possible. An 8 year-old said: **"I now know when is a good time to say sorry and even how to stop the arguments from happening in the first place."** A 16 year-old who was at risk of becoming NEET (Not in Education, Employment or Training) when he joined the programme commented: **"Honestly, you are like the only person my mum has got in to help me who has actually made a real difference to my life. Thanks so much, you have been great. Engage Trafford has got me through my GCSEs and helped me get on my first course which will give me a better chance of getting on an apprenticeship."** A similar project in Salford supported 30 young people in the first half of the year.

RISE

Following analysis of the numbers of young people accessing our targeted services who had experienced or witnessed domestic abuse, we continued with our RISE project throughout the year, supporting **70** young people. RISE aims to increase young people's awareness and understanding of trauma and adverse childhood experiences, enabling more positive, safe and aspirational choices which shape their future and build resilience. Many young people who have experienced domestic abuse lack the ability to trust adults as stable and reliable role models. Trauma often leads to trigger experiences, which prevent them taking part in everyday activities, not least attending school.

Robin's Story

'Robin' had struggled to attend school consistently due to his trauma and this had spiralled into patterns of school avoidance and very poor attendance. Through working both on the underlying experiences, his emotional responses and the pragmatics of healthy routines, Robin was supported to build trust, improve his family relationships and dramatically increase his school attendance. He said: **"When I feel angry or stressed, the breathing techniques I've learnt have helped me. You've helped me a lot to see the positives over the negatives of going to school."**

The Leadership Academy

Amongst other projects in our Targeted Youth Support team, The 'Leadership Academy' project (working with young women who are at risk of coercion, exploitation, and limited aspirations) has supported **59** people over 6 months of the year, with new funding received from The Booth Charities. The project has taken a strengths-based approach to supporting the girls in the areas of positive relationships, raising aspirations and interpersonal skills. Work has been undertaken with girls and young people in high schools and college settings in Salford.

Jasmine's Story

"Jasmine" was referred to the project as there were concerns about her relationships with young men and her lack of aspirations. She was at times very loud and boisterous in college and at other times quiet and withdrawn. The pastoral team had tried a number of interventions, but none had proved consistent or effective. The Leadership Academy helped Jasmine through the combination of a consistent female mentor and the opportunity to reflect and learn honestly with young women who had similar experiences. Her pastoral leader commented: **"Jasmine has shown significant improvement since being involved. Her confidence has sky-rocketed. This is reflected in her ability now to step out of her comfort zone and apply for higher education."**

College Support

We have continued to provide support to young people at risk of dropping out of Salford College, due to a range of complex factors. This year we supported **26** students.

Youth Endowment Fund

In the latter half of the year a significant amount of preparatory work was undertaken with the Youth Endowment Fund for a potential new project to further develop our STEER work on serious youth violence. A co-designed project with external evaluators (Cordis Bright and Greenwich University) has been developed which will result in the further roll-out of STEER across Greater Manchester to a further **784** young people over the next three years, commencing 1st April 2022. Standards of evaluative evidence will also be a central facet of the project, with STEER having the opportunity to become a national exemplar project in terms of 'what works' for young people experiencing serious violence. This welcome expansion builds on the incremental development of our STEER programme since 2017.

Women's Services

This year we have continued to expand and differentiate our offer to vulnerable and disadvantaged women in Salford. Through 6 distinct projects, we have supported **422** women. Our progress and developments have been driven by our Women's Services Board with significant input from the staff team.

Together Women Project

We have continued to support women in the criminal justice system through our 'Together Women Project,' (TWP) working collaboratively with the Community Rehabilitation Company and the National Probation Service. This year, we supported **154** women in all parts of the criminal justice system, from leaving prison to exiting police cells without charge.

Our women often live extremely challenging lives and are both the perpetrators and victims of crime. Many are affected by issues such as domestic abuse, adverse mental health, drug and alcohol problems and caring responsibilities. For many, their needs have been further exacerbated by the social impacts of the pandemic. Providing holistic support is therefore both challenging and of critical importance.

Belinda's Story

One woman who was supported this year and whose experience is typical was 'Belinda.' Belinda was referred by Probation after being set significant requirements by the Crown Court, with 3-monthly reviews. Belinda had narrowly avoided a custodial sentence and had been substance-dependent for 28 years. She had recently separated from a long-term, controlling relationship through bereavement. TWP linked Belinda in effectively with drug and alcohol services and provided a range of wrap-around support. This included debt and benefits support, learning activities, health interventions and weekly keyworker support and coaching. 9 months on, Belinda is entirely substance free and is making fantastic progress in all aspects of her life. Her sentencing judge at the Crown Court has said he is "astounded" by her progress.

Indigo

This year saw a step-change in our domestic abuse work with the launch in April of our National Lottery Community Funded (NLCF) 'Indigo' project. Having funded our domestic abuse work through a number of short-term or more general funding streams for many years, this marked the first substantial and significant investment in our domestic abuse work, with the NLCF committing to a 3-year project. In the course of the year, we have supported 122 women. Additionally, there have been many indirect beneficiaries due to the positive impacts on families. This includes 23 children returned to their families following court proceedings or a complete discharge from social services oversight and intervention. The use of peer ambassadors and educators has also been a key approach, utilising women who are 'experts by experience.' 15 women have contributed 210 hours of voluntary support.

Michelle's Story

'Michelle' was one beneficiary. She was mandated to attend Indigo as part of her child protection working agreement, which she needed to comply with in order to maintain custody of her children. Indigo helped her to fully understand the nature and extent of the domestic abuse she had experienced and to take the final step to fully disengage from all contact with her abusive partner. Her children are now no longer subject to a child protection plan due to the excellent progress she has made. Michelle said: **"One thing's for sure: I'm never going back to that relationship. I've moved on now and I'm not that person anymore. Indigo has answered so many of the questions I had. It's amazing."**

The Work of the Charity continued

Safe in Salford

During the second half of the year we worked collaboratively with Trafford Domestic Abuse Services (TDAS); Talk, Listen, Change (TLC); and the Pankhurst Trust to design a new, collaborative approach to delivering domestic abuse services in Salford. We were successful in winning the tender to deliver domestic abuse services, in which we will fulfil the role of lead provider. This will create a further step change in our domestic abuse provision, with effect from 1st April 2022. Our initial contract term is for five years. Through this partnership, we have the opportunity to make an enduring change on the domestic abuse picture in Salford.

Pathways

Our Pathways projects have supported women with a wide variety of issues including health and wellbeing; loneliness; work readiness; mental health and, from the end of year we began to mobilise employment and housing support. This year we have grown our 'Pathways' provision to three distinct and separately funded projects, with funding for two of these projects continuing into 2022/23. Together, they supported **72** women.

Nicole's Story

One beneficiary, Nicole, said: **"Before coming to the women's centre I was getting in trouble with the police and living recklessly. I was angry with myself and other people due to feeling a failure in dealing with my issues. I've been supported into getting back in Society as a good person, and even giving others support."**

Learning City

Through funding from Salford City Council and the Workers' Educational Association we have also continued with our 'Learning City' projects, supporting **74** women. This has helped women who are furthest from the labour market and who have had negative experiences of formal education to re-engage with their learning and development. One participant said: **"I have learnt how to send an email, follow a recipe, and how to manage my money using an online chart. My keyworker also put me in touch with a scheme to get my bike fixed. That helps me get to college. I am so much happier when I am learning."**

Jill Rogerson Centre

Following a long period of delivering our women's services from the St Mary's Centre in Eccles, we relocated the centre to Foundation House in August (having undertaken refurbishment work). In February we renamed the centre as 'The Jill Rogerson Centre,' in memory of our dearly loved and deeply respected former Deputy Chief Executive. We were delighted that Jill's daughter and mother were able to join us for this special occasion. Work has continued to progress with ForViva and Salford City Council towards the establishment of a new, purpose-built women's centre in Eccles.

Targeted Adult Support

Our other programmes for adults facing significant challenges have provided invaluable support to **465** people in Salford, Greater Manchester, Cheshire, Lancashire, and Cumbria.

Achieve

Our Achieve keyworkers have supported **170** adults who are current or former prisoners. During the year this has been a mix of community-based support, telephone mentoring and support provided in the prisons as they slowly reopened again to visitors following COVID restrictions. The work is concerned with helping people to take the first steps towards life outside prison and to productive journeys towards employment, instilling hope and a positive belief in the possibility of creating alternative futures. As one of our beneficiaries said, **"Talking to someone who listens, doesn't judge, and gives support and advice... has helped me start to rebuild my future."**

Money, Debt and Fuel Poverty

Our work focusing on financial inclusion, debt reduction and fuel poverty has continued to be highly valued by people who are living in significant poverty. **168** people have been supported by our work in Salford. Helping people in the most challenged of material circumstances, when they are making choices. For instance between being warm or eating, which most of us can barely imagine, is both humbling and vital.

Joanne's Story

'Joanne' had worked all of her life but health conditions had forced her to stop earlier in the year. She had become depressed and attempted suicide. She had rent arrears and a range of debts. Joanne was not on the correct benefit payments and was supported to apply for three additions to her basic Universal Credit payment. Negotiations were also carried out on her behalf with her landlord to clear her rent arrears over a manageable period of time. Joanne was also supported with food vouchers and energy top-ups from our Discretionary Fund (a designated reserve fund) to assist her over the Christmas period. Following her Work Capability Assessment, Joanne was awarded a further £336 per month in benefit payments. She also used part of her back-dated lump sum to pay a substantial amount of her rent arrears. Joanne said: **"I feel like I can start to look after myself again. I can buy decent food and keep my gas and electricity going. I couldn't have done any of this without your help. I wouldn't have known where to start."**

The Shed

Throughout the year we have continued to develop The Shed, supporting **68** men. We come into contact with many men who have complex and multiple needs. Common themes for these men are recent experience of the criminal justice system, worklessness and mental health problems.

Tom's Story

One man we have helped this year is 'Tom.' Tom is 62 years old and the full time carer for his terminally ill wife. Tom was referred to us by the Greater Manchester Mental Health Team. Tom wanted to volunteer in the community and gained his food hygiene and first aid qualifications with us. This has enabled him to begin volunteering at his local community café. Tom has also been receiving person-centred therapy sessions with one of our volunteer counsellors from Salford University and says that these sessions **"are helping me deal with difficult situations."** Tom has also greatly enjoyed the social side of The Shed and his contact with other men: **"It breaks up my week. I enjoy the banter, a brew and a chat."** This year The Shed has mainly been funded from our reserves, through our designated Programme Investment Fund, as we continue to work towards its sustainability.

Build Back Youth Salford and Find My Future

We have continued to support young people who are not in education, employment or training through the Build Back Youth Salford and Find My Future projects. This year, we have supported **59** young adults, focusing particularly on the construction and hospitality industries. One young man who we helped to find work was 'Cameron.' He said: **"I've had my job for just over 4 months now and I feel I have learnt a lot. But there is still loads to learn over the next 4 years of my apprenticeship. I feel fulfilled in this job and where I currently am now to where I was this time last year and my family can see how much I have changed. I will finally be starting my driving lessons this week and hope to obtain my driving licence this year."**

Future Plans: Opportunities and Risks

Strategic Priorities

We have continued to implement our 2021-24 strategy, 'Building Better Futures Together' and will maintain this focus in the year ahead. This sets out our key opportunities and our approach to helping our communities recover from the social effects of Covid, which are long-lasting for many of the people we help. Amongst our priorities, we will focus particularly on:

- helping young people recover from the societal and structural impacts of Covid
- delivering domestic abuse services
- developing The Shed project

Resources

In so doing, we have committed to using our resources including finance, people and buildings as proactively and collaboratively as possible to help people create lasting change in their lives. We will continue to adapt the usage of our renovated and reconfigured space at Foundation House and for the first time will use this as a co-located space for staff from other charities with whom we are working in partnership to deliver domestic abuse services. We will also continue with our plans to build a new women's centre in Eccles, in partnership with Salford City Council and For Housing.

Areas of Work

This is in addition to our plans to continue developing our four main areas of work: Aspirations and Opportunities; Targeted Youth Support; Women's Services; and Targeted Adult Support. In particular, we will seek to diversify and develop our Aspirations and Opportunities and Targeted Adult Support services.

Use of Reserves

To enable our work to develop and grow we will continue to invest in our work from our own reserves. At the end of the year we have reconfigured our designated funds for these purposes, with a two-year spending plan for £390k. This includes a Strategy Fund to invest in our own operational projects; a Beneficiary Emergency Response Fund to help those facing particularly extenuating circumstances; and an Infrastructure fund – to ensure we can make investments in the core capacity of our charity, so that we are more effective and efficient in delivering services and helping people.

Risk Management

We recognise that the years ahead are not without risks for our charity. We continue to monitor these carefully through our risk register, with oversight from our Audit and Risk Sub-committee. Achieving a balanced budget and covering all of our operational costs will remain challenging in the year ahead. Increasingly, recruitment of staff is a significant challenge as the number of vacancies outstrips the number of people seeking work. We are particularly mindful of the current inflationary pressures and cost of living crisis which carries with it the risk of excessive demand on our services as the volume of people requiring our help is anticipated to increase. As we face the future, we will remain mission-focused and endeavour to find the right balance between being courageous in meeting the needs of our beneficiaries and also being financially prudent. In so doing, we are well served by our healthy reserves position which provides a very firm foundation from which to balance our risks and opportunities and to plot our course in the next few years ahead.

Financial Review

Principal funding sources

We continue to derive our income from a number of sources. We generate income for the delivery of services for our diverse suite of projects from a range of partners, i.e. statutory bodies, corporates and trusts and foundations. Our funding model is predominantly a mixture of Payment by Results contracts and traditional grant funding.

Results for the year

The Coronavirus pandemic has continued to have an impact on the results for the year to 31 March 2022 as the organisation has adapted to changes in working practices and funding changes and opportunities during the year. This combined with the reconfiguration and renovation of Foundation House has resulted in a deficit on activities in the year of £68,211 (2021: surplus £154,315).

Total income has declined by 8% to £1,533,779 (2021: £1,675,927). Income across our Youth Services fell by 20% compared with the previous year, particularly in our Raising Aspirations work following the end of two Careers and Enterprise Company funded projects which came to an end in March 2021. This loss in income was partially offset by increased work in our Women's and Targeted Adult Support services and in our donated income.

Expenditure has increased by 5% to £1,601,990 (2021: £1,521,612). Our biggest element of expenditure is staff costs, which increased by 3% to £1,254,642 (2021: £1,220,041) driven largely by increased sessional staff costs on our NCS Summer and Autumn programmes, and an additional support post for fundraising activity. Direct costs of providing support remained static overall, with savings in our Raising Aspirations and Targeted Youth work offset with increases in our Universal Youth and Adult Inclusion services. Support costs (excluding staffing) have increased by 29% reflecting increased investment in our IT infrastructure and our Foundation House refurbishment project.

Despite securing new contracts, for 2022/23 the trustees have agreed a deficit budget for the year. Inflationary pressures and the cost of living crisis combined with the continued effect of the Coronavirus pandemic, will impact upon our own expenditure despite the increased demand for the services we offer. We continue to seek funding for the vital services we provide, but undertake to invest in specific areas of work via our designated and free reserves. During the year, we have reviewed the designated funds held. This has led to transfers between funds to establish amounts for a Beneficiary Emergency Response Fund, Strategy Fund, Infrastructure Projects Fund and Restructure Costs to allow us to continue to respond to these needs.

Reserves

Each financial year the Audit and Risk Committee and the trustees review our Reserves Policy to establish the level of free reserves needed to enable us to operate effectively and responsibly; representing the funds that might be needed: to support expenditure in the event of reduced income or changes in circumstances; and to support expenditure that might be needed to help develop the charitable offer.

Financial Review continued

A free reserve range of £650,000 to £850,000 was established to take account of anticipated future income and its volatility, the environment, the needs of current and future beneficiaries and the levels of known liabilities. The reserves are intended to provide for contingencies; to absorb setbacks, mitigate for risks and also to be able to take advantage of change and opportunities.

In considering the appropriate level of reserves, the trustees have taken account of the nature of funds and funding received by the charity and its operations, the assessment of risks to the charity's activities, income and expenditure and the anticipated future requirements of the organisation's plans and budgets.

The trustees monitor the level of reserves through financial reporting by the organisation's Senior Management Team to the Audit and Risk Committee and through the Board's normal cycle of business. In the event that the level of appropriate reserves cannot be met, the trustees will establish an intended course of action to bring the level of reserves up to the required level over a period of time. In the event that the level of reserves exceeds the level considered appropriate by the trustees, the funds will be deployed in the best interests of the charity, which may include investment in new services or designation of funds for a particular project.

At 31 March 2022, the charity's total funds were £2,480,018 (2021: £2,548,229) made up of: £95,640 restricted reserves (2021: £104,837), £712,368 fixed asset reserves (2021: £730,910) and £690,719 designated reserves (2021: £790,326). The remainder, £981,291 represented the available free reserves (2021: £922,156), above the Foundation's set target range.

As we forecast a deficit for the upcoming year, the usage of specific designated funds available and free reserves above the range required by our reserves policy, will allow us to continue to meet the needs of our beneficiary groups through 2022/23.

Financial Review continued

Going concern

Our free reserves at the year-end amount to £981,291 (2021: £922,156). After consideration of the current business plan for 2022/23, levels of agreed funding, planned usage of reserves, and taking into account the continued effect of Coronavirus, the trustees consider there is a reasonable expectation that the Foundation has adequate resources to continue to support its charitable objectives for the foreseeable future. There are no material uncertainties that would impact on the charity's ability to continue. Accordingly, we continue to adopt the going concern basis in preparing this annual report and financial statements.

Fundraising

As part of our income diversification strategy, we anticipate small year on year growth, in donations from individuals as a result of our fundraising activity. We do not undertake direct fundraising, do not use professional fundraisers and do not use commercial participators to generate fundraised income.

We are committed to fundraising best practice and comply with the Fundraising Regulator's key principles and behaviours that are enshrined in the Code of Fundraising Practice. We undertake to comply with relevant laws and regulations, including the Proceeds of Crime Act, Data Protection, Tax and Gift Aid legislation and Charity Commission guidance.

There is a clear commitment to be legal, open, honest and respectful in all aspects of our fundraising activity. Our Fundraising Policies set out our ethical approach, guidance, complaints process and best practice on Fundraising for trustees, staff and volunteers. We have not received any complaint relating to any of our fundraising activities.

Structure, Governance and Management

Governing document

The charity is a company limited by guarantee and is governed by its Memorandum and Articles dated 9th February 2016 and is registered with the Charity Commission.

Governance

The board has a mix of representatives from business, education, and the community. On-going training of trustees takes place and on appointment, an induction is given by the Chief Executive. The Audit, Risk and Remuneration Committee meet as required, with delegated duties approved by the full board. In addition, ad hoc task and finish subgroups of the board are convened with members of the Senior Management Team to expedite the execution of duties. During the financial year one such group met in respect of the Foundation's property development strategies.

Trustee Recruitment

The recruitment of new trustees is via an advertising campaign using social media and Greater Manchester VCSE networks to ensure that vacancies are disseminated across our communities. Potential new members of the Trustee board are invited to discuss the role informally with the Chair and CEO before attending a Trustee Board meeting as an observer. Successful candidates are appointed as trustees following a unanimous vote by the board. The board meets, formally, five times during each financial year.

Trustee Training

An induction process is in place, whereby new trustees receive support from the CEO, the Chair and another fellow trustee. Trustees also receive a comprehensive briefing pack on appointment containing information about the organisation and guidance on the role of a trustee from the Charity Commission, including the Charity Governance Code.

The Board arranges an annual strategy and training day, attended by senior managers and trustees. The purpose of these sessions, in addition to discussing wider strategic themes, is to give trustees hands-on experience of the organisation's work and the services delivered. In addition, the opening agenda item at each board meeting is a showcase by staff and/or services users on a particular programme or initiative.

Structure, Governance and Management

Reference and administrative details

Reference and administrative details are shown in the schedule of members of the board and professional advisers on page 4 of the financial statements.

Directors and Trustees

The directors of the charitable company (the charity) are its trustees for the purpose of charity law and throughout this report are collectively referred to as the trustees. The trustees who served the company during the period were as follows:

Key management personnel: Trustees and Directors

Chair: E Potier

Trustees:
J C Davies
K S Francis
D Graham
K McDermott (appointed 14/07/22)
M Marfleet
M G Nkeshimana (appointed 15/07/21)
P Openshaw
K Prayle (appointed 15/07/21)
Dr K Potier de la Morandiere
C H Ramsden
Dr K Stansfield (appointed 01/06/21)
C Tennent
S E Wilson-Gibbons (resigned 24/09/21)

Key management personnel: Principal staff

Chief Executive Officer: P East

Risk management

The Trustees have examined the major strategic, business, and operational risks that the Charity faces and confirm that systems have been established to enable regular reviews to be carried out so that necessary steps can be taken to manage these risks. The Trustees are satisfied that reasonable steps are being taken to limit the likelihood and the impact of the risks identified.

Statement of Trustees' Responsibilities

The trustees (who are also the directors of Salford Foundation Limited for the purposes of company law) are responsible for preparing the Report of the Trustees and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

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

- select suitable accounting policies and then apply them consistently.
- observe the methods and principles in the Charities SORP.
- make judgements and 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; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charitable company and to enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Insofar as the trustees are aware:

- There is no relevant audit information of which the charitable company's auditors are unaware of; and
- the trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

This report has been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small companies.

Approved by order of the Board of Trustees on 22 September 2022 and signed on its behalf by:

E Potier
Chair

Report of the Independent Auditors to the Members of Salford Foundation Limited For the year ended 31 March 2022

Opinion

We have audited the financial statements of Salford Foundation Limited (the 'charitable company') for the year ended 31 March 2022 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement, and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2022 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended.
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditors responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the directors with respect to going concern are described in the relevant sections of this report.

Report of the Independent Auditors to the Members of Salford Foundation Limited For the year ended 31 March 2022

Other information

The other information comprises the information included in the Report of the Trustees other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinion on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Report of the Trustees for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Report of the Trustees has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Report of the Trustees.

We have nothing to report in respect of the following matters where the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to take advantage of the small companies exemption from the requirement to prepare a Strategic Report or in preparing the Report of the Trustees.

Report of the Independent Auditors to the Members of Salford Foundation Limited For the year ended 31 March 2022

Responsibilities of trustees

As explained more fully in the Statement of Trustees' Responsibilities, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an Auditor's Report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Details of the extent to which the audit was considered capable of detecting irregularities, including fraud and non-compliance with laws and regulations are set out below.

Extent to which the audit was considered capable of detecting irregularities, including fraud

We identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, and then design and perform audit procedures responsive to those risks, including obtaining audit evidence that is sufficient and appropriate to provide a basis for our opinion.

Identifying and assessing potential risks related to irregularities

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud and non-compliance with the laws and regulations, we considered the following:

- the nature of the sector, control environment and company performance;
- the company's own assessment of the risks that irregularities may occur either as a result of fraud or error;
- the results of our enquiries of management and the trustees of their own identification and assessment of the risks of irregularities;
- any matters we identified having obtained and reviewed the company's documentation of their policies and procedures relating to:
- identifying, evaluating and complying with laws and regulations and whether they were aware of any instances of non-compliance;
- detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected or alleged fraud;
- the internal controls established to mitigate risks of fraud or non-compliance with laws and regulations; and
- the matters discussed among the audit engagement team regarding how and where fraud might occur in the financial statements and any potential indicators of fraud.

As a result of these procedures, we considered the opportunities and incentives that may exist within the organisation for fraud and identified the greatest potential for fraud in relation to the timing of the recognition of income in particular in relation to deferred income. In common with all audits under ISAs (UK), we are also required to perform specific procedures to respond to the risk of management override and we identified risk in relation to the posting of unusual journals and the manipulation of accounting estimates.

We also obtained an understanding of the legal and regulatory frameworks that the company operates in, focusing on provisions of those laws and regulations that had a direct effect on the determination of material amounts and disclosures in the financial statements. The key laws and regulations we considered in this context included Safeguarding, the Financial Reporting Standard applicable in the UK (FRS 102) (effective 1 January 2019) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK (FRS 102), and the Companies Act 2006.

In addition, we considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which may be fundamental to the company's ability to operate or to avoid a material penalty. These included Data Protection Regulations.

Audit response to risks identified

As a result of performing the above, we identified the timing of the recognition of revenue as the key audit matter related to the potential risk of fraud.

In addition to the above, our procedures to respond to risks identified included the following:

- reviewing the financial statement disclosures and testing to supporting documentation to assess compliance with relevant laws and regulations described above as having a direct effect on the financial statements;
- enquiring of management and the trustees concerning actual and potential litigation and claims;
- performing analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud;
- reading minutes of meetings of those charged with governance and reviewing correspondence with relevant authorities where matters identified were significant; and
- in addressing the risk of fraud through management override of controls, testing the appropriateness of journal entries and other adjustments; assessing whether the judgements made in making accounting estimates are indicative of a potential bias; and evaluating the business rationale of any significant transactions that are unusual or outside the normal course of business.

We also communicated relevant identified laws and regulations and potential fraud risks to all engagement team members and remained alert to any indications of fraud or non-compliance with laws and regulations throughout the audit.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at www.frc.org.uk/auditorsresponsibilities. This description forms part of our Report of the Independent Auditors.

Report of the Independent Auditors to the Members of Salford Foundation Limited For the year ended 31 March 2022

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

A Buckley

Alison Buckley (Senior Statutory Auditor)
For and on behalf of Mitchell Charlesworth (Audit) Limited
3rd Floor
44 Peter Street
Manchester
M2 5GP

22 September 2022

Statement of Financial Activities

(Incorporating an Income and Expenditure Account)

For the year ended 31 March 2022

	Notes	Unrestricted Funds £	Restricted Funds £	2022 Total Funds £	Unrestricted Funds £	Restricted Funds £	2021 Total Funds £
Income							
Donations	5	36,310	500	36,810	12,227	-	12,227
Charitable activities							
Charitable objects	6	1,158,670	301,854	1,460,524	1,288,643	362,476	1,651,119
Investment income	7	7,042	-	7,042	12,236	-	12,236
Other income	8	14,403	15,000	29,403	345	-	345
Total Income		1,216,425	317,354	1,533,779	1,313,451	362,476	1,675,927
Expenditure							
Cost of raising funds							
Fundraising costs	9	14,860	-	14,860	216	-	216
Charitable activities							
Charitable objects	10	1,255,320	331,810	1,587,130	1,232,998	288,398	1,521,396
Total expenditure		1,270,180	331,810	1,601,990	1,233,214	288,398	1,521,612
Net income		(53,755)	(14,456)	(68,211)	80,237	74,078	154,315
Transfers between funds	16	(5,259)	5,259	-	(398)	398	-
Net movement of funds for the year		(59,014)	(9,197)	(68,211)	79,839	74,476	154,315
Reconciliation of funds							
Total funds brought forward		2,443,392	104,837	2,548,229	2,363,553	30,361	2,393,914
Total funds carried forward		2,384,378	95,640	2,480,018	2,443,392	104,837	2,548,229

All income and expenditure has arisen from continuing activities.

The notes form part of these financial statements.

Balance Sheet
As at 31 March 2022

	Note	2022 £	2022 £	2021 £	2021 £
Fixed assets					
Tangible assets	17		832,756		744,252
Current assets					
Debtors	18	151,632		188,912	
Cash at bank and in hand		2,091,772		2,478,852	
		2,243,404		2,667,764	
Creditors: Amounts falling due within one year	19	(596,142)		(863,787)	
Net current assets			1,647,262		1,803,977
Net assets			2,480,018		2,548,229
Funds					
Restricted income funds	20		95,640		104,837
Unrestricted income funds					
General	20	981,291		922,156	
Designated	20	1,403,087		1,521,236	
Net current assets			2,384,378		2,443,392
Total funds			2,480,018		2,548,229

These financial statements have been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to charitable small companies.

The financial statements were approved by the Board of Trustees on 22 September 2022 **and were signed on its behalf by:**

E Potier
Chair

The notes form part of these financial statements.

Cash Flow Statement
For the year ended 31 March 2022

	Notes	2022 £	2021 £
Cash flows from operating activities:			
(Cash used in) / generated from operations	26	(268,213)	197,644
Net cash provided by operating activities		(268,213)	197,644
Cash flows from investing activities:			
Interest from investments		7,042	12,236
Purchase of property, plant, and equipment		(125,909)	(13,122)
Net cash used in investing activities		(118,867)	(886)
Change in cash and cash equivalents in the reporting period		(387,080)	196,758
Cash and cash equivalents at the beginning of the reporting period		2,478,852	2,282,094
Cash and cash equivalents at the end of the reporting period		2,091,772	2,478,852

The notes form part of these financial statements.

Notes to the Financial Statements
For the year ended 31 March 2022

1. General information

Salford Foundation Limited is a company limited by guarantee, incorporated in England and Wales under the Companies Act 2006. Details of the registered office address can be found on page 1 and a description of its principal activities in the Trustees' Report.

2. Accounting policies

Basis of preparation

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK (FRS 102) (effective 1 January 2019) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK (FRS 102) and the Companies Act 2006.

The financial statements are prepared in sterling, which is the functional currency of the charity. Monetary amounts in these financial statements are rounded to the nearest £.

Salford Foundation Limited meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note(s).

Going concern

At the time of approving the financial statements, the Trustees have a reasonable expectation that the company has adequate resources to continue in operational existence for the foreseeable future. Thus, the Trustees continue to adopt the going concern basis of accounting in preparing the financial statements.

Income

All income is recognised in the Statement of Financial Activities once the charity has entitlement to the funds, it is probable that the income will be received, and the amount can be measured reliably.

Income from government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received, and the amount can be measured reliably and is not deferred. Grants are deferred to future periods only when this is specified or agreed by the funder or other preconditions of the fund are not yet met.

Donations are recognised when the charity has been notified in writing of both the amount and settlement date. In the event that a donation is subject to conditions that require a level of performance before the charity is entitled to the funds, the income is deferred and not recognised until either those conditions are fully met, or the fulfilment of those conditions is wholly within the control of the charity, and it is probable that those conditions will be fulfilled in the reporting period.

Income generated from services within Aspirations and Opportunities is denoted in the Work in Schools and Universal Youth Services activities, Targeted Youth Support work is shown as Youth Intervention Services, and all Women's Services and Targeted Adult Support income is within Adult Inclusion Initiatives.

Investment income is recognised on a receivable basis.

2. **Accounting policies** [Continued]

Expenditure

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required, and the amount of the obligation can be measured reliably. Expenditure is classified under the following activity headings:

- Charitable activities include expenditure associated with the provision of charitable objectives and include both the direct costs and support costs relating to these activities.
- Support costs include central functions and have been allocated to activity cost categories either directly, where identifiable, or on a basis pro-rata with headcount or staff resources absorbed by that activity.
- Grants offered subject to conditions which have not been met at the year-end date are noted as a commitment but not accrued as expenditure.
- Termination benefits are amounts payable as a result of a decision by the Charity to terminate employment before the normal retirement date. The costs are charged on an accruals basis to the relevant service line in the Statement of Financial Activities when the Charity is demonstrably committed to the termination of the employment.

Funds structure

- Restricted funds are funds subject to specific restrictive conditions imposed by the donor or by the purpose of the contract / monies received. The purpose and use of restricted funds is set out in note 20 to the financial statements.
- General funds are unrestricted funds, which are available for use at the discretion of the Trustees in furtherance of the general objectives of the charity.
- Designated funds are funds which have been allocated or designated for specific purposes by the charity out of unrestricted funds. A description of the intended use of the designated funds is set out in note 20 to the financial statements.

Tangible fixed assets

Tangible fixed assets are measured at cost less accumulated depreciation and any accumulated impairment loss. Depreciation is provided evenly on the cost of tangible fixed assets to write them down to their estimated residual values over their expected useful lives. Assets are capitalised if their cost is £1,000 or over.

The principal terms used are:

Freehold property - 50 years
Freehold property improvements – 4 years
Computers and office equipment - 2 to 8 years

Gains or losses arising on the disposal of tangible fixed assets are determined as the difference between the disposal proceeds and the carrying amount of the assets and are recognised as part of the surplus or deficit for the year.

Leasing commitments

Rentals paid under operating leases are charged to the Statement of Financial Activities on a straight-line basis over the period of the lease.

2. **Accounting policies** [Continued]

Pension costs and other post-retirement benefits

The charitable company operates a defined contribution pension scheme. Contributions to the charitable pension scheme are charged to the Statement of Financial Activities in the period to which they relate.

Financial instruments

Financial assets and financial liabilities are recognised when the charity becomes a party to the contractual provisions of the instrument. All financial assets and liabilities are initially measured at transaction price (including transaction costs). The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

Trade and other debtors are recognised at the settlement amount due.

Cash at bank and cash in hand includes cash and short-term highly liquid investments with a maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

Creditors and accruals are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably.

Taxation

The charity is exempt from corporation tax on its charitable activities.

3. **Legal status of the charity**

The charity is a private company limited by guarantee and consequently does not have share capital. Each of the members are liable to contribute an amount not exceeding £1 towards the assets of the charity in the event of liquidation.

4. **Judgements and key sources of estimation uncertainty**

In the application of the charity's accounting policies, the Trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

5. **Donations**

	Unrestricted Funds	Restricted Funds	Total Funds 2022	Unrestricted Funds	Restricted Funds	Total Funds 2021
	£	£	£	£	£	£
Donations	36,310	500	36,810	12,227	-	12,227

Notes to the Financial Statements (Continued)
For the year ended 31 March 2022

6. Income from charitable activities	Unrestricted Funds £	Restricted Funds £	Total Funds 2022 £	Unrestricted Funds £	Restricted Funds £	Total Funds 2021 £
Work in Schools	99,774	34,963	134,737	226,364	34,963	261,327
Youth Intervention Services	353,497	30,363	383,860	348,262	82,993	431,255
Universal Youth Services	446,176	-	446,176	513,880	-	513,880
Adult Inclusion Initiatives	259,223	236,528	495,751	200,137	244,520	444,657
	1,158,670	301,854	1,460,524	1,288,643	362,476	1,651,119

7. Investment income	Unrestricted Funds £	Restricted Funds £	Total Funds 2022 £	Unrestricted Funds £	Restricted Funds £	Total Funds 2021 £
Interest received	7,042	-	7,042	12,236	-	12,236

8. Other income	Unrestricted Funds £	Restricted Funds £	Total Funds 2022 £	Unrestricted Funds £	Restricted Funds £	Total Funds 2021 £
Sundry income	7,210	-	7,210	345	-	345
Building refurbishment	7,193	15,000	22,193	-	-	-
	14,403	15,000	29,403	345	-	345

9. Cost of raising funds	Unrestricted Funds 2022 £	Unrestricted Funds 2021 £
Wages and salaries	14,644	-
General management	216	216
	14,860	216

10. Analysis of charitable expenditure - current year

	Allocation Basis	Work in Schools £	Youth Intervention Services £	Universal Youth Services £	Adult Inclusion Initiatives £	Other Charitable Activities £	Total 2022 £
Staff costs	Direct	103,356	251,600	266,891	360,825	40,082	1,022,754
Service delivery costs	Direct	2,804	20,426	55,052	35,920	40,364	154,566
Support costs	Note 12	22,119	97,966	156,467	133,258	-	409,810
Total		128,279	369,992	478,410	530,003	80,446	1,587,130

Analysis of charitable expenditure - prior year

	Allocation Basis	Work in Schools £	Youth Intervention Services £	Universal Youth Services £	Adult Inclusion Initiatives £	Other Charitable Activities £	Total 2021 £
Staff costs	Direct	167,680	295,475	185,688	310,990	28,966	988,799
Service delivery costs	Direct	11,950	36,892	11,368	67,169	25,081	152,460
Support costs	Note 12	49,072	84,471	162,383	84,211	-	380,137
Total		228,702	416,838	359,439	462,370	54,047	1,521,396

Expenditure on charitable activities was £1,587,130 (2021 - £1,521,396) of which £1,255,320 was unrestricted (2021 - £1,232,998) and £331,810 restricted (2021 - £288,398).

11. Grants payable

	2022 £	2021 £
Charitable objects	-	13,904

The total grants paid to institutions during the year was as follows:

The Salford Foundation Trust	-	13,904

12. Analysis of governance and support costs - current year

The charity allocates its support costs as shown in the table below and then further apportions those costs between the charitable activities undertaken (see note 10). Where practicable any support costs are directly attributed to the activity. Where this is not possible costs are allocated based on staffing resources in that activity, either by headcount or by time spent.

Support costs	General support £	Governance costs £	2022 Totals £
Wages and salaries	217,244	-	217,244
Depreciation	21,829	-	21,829
Facilities, property and insurance costs	68,130	528	68,658
General management	23,409	10,380	33,789
IT and communications	48,195	-	48,195
Office costs	6,683	-	6,683
Other staff support costs	13,412	-	13,412
	398,902	10,908	409,810

Analysis of governance and support costs - prior year

Support costs	General support £	Governance costs £	2021 Totals £
Wages and salaries	231,242	-	231,242
Bad debts	(22,456)	-	(22,456)
Depreciation	18,866	-	18,866
Facilities, property and insurance costs	55,393	481	55,874
General management	22,448	10,080	32,528
IT and communications	48,540	-	48,540
Office costs	7,876	-	7,876
Other staff support costs	7,667	-	7,667
	369,576	10,561	380,137

13. Net income/(expenditure)

	2022 £	2021 £
Net income/(expenditure) is stated after charging/(crediting):		
Auditors' remuneration	8,240	7,800
Depreciation - owned assets	37,405	18,866
Other operating leases	576	2,196

14. Trustees' remuneration and benefits

There were no trustees' remuneration or other benefits for the year ended 31 March 2022 nor for the year ended 31 March 2021.

Trustees' expenses

There were no trustees' expenses paid for the year ended 31 March 2022 nor for the year ended 31 March 2021.

15. Staff costs

	2022	2021
	£	£
Wages and salaries	1,114,562	1,076,963
Social security costs	83,811	83,067
Other pension costs	56,269	60,011
	1,254,642	1,220,041

	2022	2021
	No	No
The average monthly number of employees during the year was as follows:		
Charitable activities	46	47
Support staff	7	5
Temporary programme staff	47	21
	100	73

The average full-time equivalent number of core permanent and support staff was 45 (2021 - 45). In order to operate the reduced NCS programme in 2021/22, of the 47 temporary programme staff employed during the summer and autumn programmes (2021 - 21), the average number of FTE employees was 3 (2021 - 1).

Included in wages and salaries is an amount of £nil (2021 - £1,410) relating to redundancy costs. The amount of accrued redundancy costs at the balance sheet date was £nil (2021 - £1,410).

The number of employees whose employee benefits (excluding employer pension costs) exceeded £60,000 was:	2022 No	2021 No
£60,000 - £69,999	1	-

The total amount of employee benefits received by the key management personnel was £61,565 (2021 - £59,174).

16. Transfers between Funds

Small transfers totalling £5,259 (2021 - £398) in the year were made from unrestricted funds to reflect minor overspends on certain restricted projects.

Notes to the Financial Statements (Continued)
For the year ended 31 March 2022

17. Tangible fixed assets

	Freehold Property £	Freehold Property Improvements	Office and Computer Equipment £	Total £
Cost				
At 1 April 2021	927,098	13,122	203,126	1,143,346
Additions	-	106,673	19,236	125,909
Disposals	-	-	(174,176)	(174,176)
At 31 March 2022	927,098	119,795	48,186	1,095,079
Depreciation				
At 1 April 2021	196,185	-	202,909	399,094
Charge for year	18,542	15,217	3,646	37,405
Disposals	-	-	(174,176)	(174,176)
At 31 March 2022	214,727	15,217	32,379	262,323
Net book value				
At 31 March 2022	712,371	104,578	15,807	832,756
At 31 March 2021	730,913	13,122	217	744,252

18. Debtors: Amounts falling due within one year

	2022 £	2021 £
Trade debtors	48,743	148,343
Accrued income	62,538	30,877
Prepayments	40,351	9,692
	151,632	188,912

19. Creditors: Amounts falling due within one year

	2022 £	2021 £
Trade creditors	48,444	415,177
Accruals	350,658	62,840
Deferred income	197,040	385,770
	596,142	863,787

Deferred income includes £197,040 (2021 - £385,770) relating to funding received in advance on contracts.

Balance brought forward	385,770	817,389
Utilised in period	(385,770)	(809,489)
Added in period	197,040	377,870
	197,040	385,770

Notes to the Financial Statements (Continued)
For the year ended 31 March 2022

20. Movement in funds - Current year

	At 1 April 2021 £	Net movement in funds £	Transfers between funds £	At 31 March 2022 £
Unrestricted funds				
General fund	922,156	62,279	(3,144)	981,291
Designated funds				
Freehold Property	730,910	(18,542)	-	712,368
Planned Maintenance	193,790	6,929	-	200,719
Puccini's Event	1,045	(1,045)	-	-
Hardship Fund	14,356	(14,356)	-	-
Programmes Investment Fund	281,135	(89,020)	(192,115)	-
Coronavirus Response Fund	200,000	-	(200,000)	-
St Mary's Redevelopment Fund	100,000	-	-	100,000
Beneficiary Emergency Response Fund	-	-	30,000	30,000
Strategy Fund	-	-	250,000	250,000
Restructure Costs	-	-	80,000	80,000
Infrastructure Projects Fund	-	-	30,000	30,000
Total designated funds	1,521,236	(116,034)	(2,115)	1,403,087
Total unrestricted funds	2,443,392	(53,755)	(5,259)	2,384,378
Restricted funds				
BUPA - Evolve	6	1,083	-	1,089
BUPA - Positive Pathways	33,898	(27,870)	-	6,028
Salford CVS – Positive Pathways	-	21	-	21
Co-op Foundation - Leap	34,963	3,635	-	38,598
Lottery 2	692	(692)	-	-
Salford CVS - Rise	19,898	(17,851)	-	2,047
Youth Endowment Fund - YEF	5,539	(5,539)	-	-
BBC Children in Need - Leadership Academy	1,712	(1,655)	-	57
Lottery - Indigo	-	-	-	-
GMCA - Domestic Abuse Emergency Grant	206	(206)	-	-
Workers' Educational Association – Training	1,490	(2,816)	1,326	-
Princes Trust - Better Build Back Youth Salford	6,433	(10,366)	3,933	-
Princes Trust - Find My Future	-	5,909	-	5,909
RHS Community Gardening Project	-	3,000	-	3,000
Nationwide - Pathways Home	-	37,093	-	37,093
The Booth Charities - Leadership Academy	-	5,979	-	5,979
Ministry of Justice – Covid	-	-	-	-
Workers' Educational Association - Learning City	-	(4,181)	-	(4,181)
Total restricted funds	104,837	(14,456)	5,259	95,640
Total funds	2,548,229	(68,211)	-	2,480,018

Notes to the Financial Statements (Continued)
For the year ended 31 March 2022

20.	Movement in funds [Continued] - Current year	Incoming Resources £	Resources Expended £	Movement in funds £
	Net movement in funds, included in the above are as follows:			
	Unrestricted funds			
	General Fund	1,199,115	(1,136,836)	62,279
	Freehold Property	-	(18,542)	(18,542)
	Planned Maintenance	17,310	(10,381)	6,929
	Puccini's Event	-	(1,045)	(1,045)
	Hardship Fund	-	(14,356)	(14,356)
	Programmes Investment Fund	-	(89,020)	(89,020)
	Coronavirus Response Fund	-	-	-
	St Mary's Redevelopment Fund	-	-	-
	Beneficiary Emergency Response Fund	-	-	-
	Strategy Fund	-	-	-
	Restructure Costs	-	-	-
	Infrastructure Projects Fund	-	-	-
	Total Unrestricted Funds	1,216,425	(1,270,180)	(53,755)
	Restricted funds			
	BUPA - Evolve	1,500	(417)	1,083
	BUPA - Positive Pathways	750	(28,620)	(27,870)
	Salford CVS – Positive Pathways	10,000	(9,979)	21
	Co-op Foundation - Leap	34,963	(31,328)	3,635
	Lottery 2	-	(692)	(692)
	Salford CVS - Rise	-	(17,851)	(17,851)
	Youth Endowment Fund - YEF	7,266	(12,805)	(5,539)
	BBC Children in Need - Leadership Academy	-	(1,655)	(1,655)
	Lottery - Indigo	100,000	(100,000)	-
	GMCA - Domestic Abuse Emergency Grant	-	(206)	(206)
	Workers' Educational Association – Training	9,008	(11,824)	(2,816)
	Princes Trust - Better Build Back Youth Salford	-	(10,366)	(10,366)
	Princes Trust - Find My Future	56,240	(50,331)	5,909
	RHS Community Gardening Project	3,000	-	3,000
	Nationwide - Pathways Home	39,868	(2,775)	37,093
	The Booth Charities - Leadership Academy	23,097	(17,118)	5,979
	Ministry of Justice - Covid	11,672	(11,672)	-
	Workers' Educational Association - Learning City	4,990	(9,171)	(4,181)
	Clothworkers' Foundation	15,000	(15,000)	-
	Total restricted funds	317,354	(331,810)	(14,456)
	Total funds	1,533,779	(1,601,990)	(68,211)

Notes to the Financial Statements (Continued)
For the year ended 31 March 2022

20. Movement in funds (Continued) - prior year

	At 1 April 2020 £	Net movement in funds £	Transfers between funds £	At 31 March 2021 £
Unrestricted funds				
General fund	883,633	138,921	(100,398)	922,156
Designated funds				
Freehold Property	749,452	(18,542)	-	730,910
Planned Maintenance	193,790	-	-	193,790
Puccini's Event	3,655	(2,610)	-	1,045
Hardship Fund	14,356	-	-	14,356
Programmes Investment Fund	318,667	(37,532)	-	281,135
Coronavirus Response Fund	200,000	-	-	200,000
St Mary's Redevelopment Fund	-	-	100,000	100,000
Total designated funds	1,479,920	(58,684)	100,000	1,521,236
Total unrestricted funds	2,363,553	80,237	(398)	2,443,392
Restricted funds				
Emerge	8,091	(8,174)	83	-
BUPA - Evolve	22,270	(22,264)	-	6
BUPA - Positive Pathways	-	33,898	-	33,898
Co-op Foundation - Leap	-	34,963	-	34,963
Lottery 1 - Women's Services	-	(114)	114	-
Lottery 1 - The Shed	-	(73)	73	-
Lottery 2	-	692	-	692
Salford CVS – Rise	-	19,898	-	19,898
Youth Endowment Fund – YEF	-	5,539	-	5,539
BBC Children in Need - Leadership Academy	-	1,712	-	1,712
Ministry of Justice - Women's Services Grant	-	(127)	127	-
GMCA - Domestic Abuse Emergency Grant	-	206	-	206
Salford CVS - Emergency Beneficiary Support	-	(1)	1	-
Workers' Educational Association – Training	-	1,490	-	1,490
Princes Trust - Better Build Back Youth Salford	-	6,433	-	6,433
Total restricted funds	30,361	74,078	398	104,837
Total funds	2,393,914	154,315	-	2,548,229

20. Movement in funds [Continued] - prior year	Incoming Resources £	Resources Expended £	Movement in funds £
Net movement in funds, included in the above are as follows:			
Unrestricted funds			
General Fund	1,313,451	(1,174,530)	138,921
Freehold Property	-	(18,542)	(18,542)
Puccini's Event	-	(2,610)	(2,610)
Programmes Investment Fund	-	(37,532)	(37,532)
Total Unrestricted Funds	1,313,451	(1,233,214)	80,237
Restricted funds			
Emerge	36,264	(44,438)	(8,174)
Evolve	-	(22,264)	(22,264)
Positive Pathways	33,898	-	33,898
Leap	34,963	-	34,963
Lottery 1 - Women's Services	32,052	(32,166)	(114)
Lottery 1 - The Shed	12,934	(13,007)	(73)
Lottery 2	44,907	(44,215)	692
Rise	19,898	-	19,898
Youth Endowment Fund	26,502	(20,963)	5,539
Leadership Academy	17,600	(15,888)	1,712
Ministry of Justice	34,910	(35,037)	(127)
Domestic Abuse Emergency Grant	39,229	(39,023)	206
Emergency Beneficiary Support	1,000	(1,001)	(1)
Workers' Educational Association	5,000	(3,510)	1,490
Build Back Youth Salford	23,319	(16,886)	6,433
Total restricted funds	362,476	(288,398)	74,078
Total funds	1,675,927	1,521,612	154,315

Designated funds

Freehold Property: Amount invested by the charity in freehold property.

Planned Maintenance: Amount set aside to carry out maintenance and renewals at Foundation House and St Mary's Centre. A major refurbishment project for Foundation House occurred in 2021/22.

Puccini's Event: A balance remaining from a fundraising event in a previous period. This fund continued to provide welcome summer breaks and respite to family groups using our services. The final balance of the fund was utilised in this way.

Hardship Fund: This fund was established to assist participants on the NCS and other Youth Programmes. During 2021/22 Kickstarters were employed on these programmes and the cost to SF has been covered by this fund.

20. Movement in funds [Continued]

Designated funds [Continued]

Programme Investment Fund: This fund was established to invest in services when external funding cannot be secured and to seed-fund new and innovative ideas. This fund also supports infrastructure projects and in 2021/22 was used in part to support our Income Diversification and Digital Transformation projects. The fund was originally profiled in with a plan agreed to fully utilise the reserve strategically and effectively over a 5-year period. This period has now ended and the unutilised funds remaining were released and new funds decided upon.

Coronavirus Response Fund: A fund established in 2019/20 to mitigate risks associated with funding shortfalls as a result of Covid-19 pandemic, particularly for PBR related contracts. Due to other funding secured and other activities since the pandemic began, this fund was not required for the purposes envisaged and was released and repurposed during the financial year.

St Mary's Redevelopment Fund: A fund established in 2020/21 to fund a new permanent location for our Women's Centre. During 2021/22 the St Mary's location ceased to operate, and the plans for a new building are still being made and finalised.

Beneficiary Emergency Response Fund: a new three-year fund established in 2022 for the purpose of offering support to Salford Foundation service users by offering an immediate financial intervention to address an urgent issue and to offer summer breaks and respite to family groups.

Strategy Fund: a fund established for an estimated two-year period to provide specific bridge and match funding for services where limited external funding can be secured.

Restructure Costs: a two-year fund established to support a staffing restructure and pay and grading review.

Infrastructure Projects Fund: a fund established for an estimated two-year period to support anticipated infrastructure development projects (volunteer management, digital developments and marketing projects).

Restricted funds

Restricted funds are grants and contracts funds received for specific projects.

Evolve: A project part funded by the BUPA UK Foundation as part of their Mid-life Mental Health funding programme. The project provides mental well-being and recovery support to women who are experiencing problems due to changes in their personal and family life.

Positive Pathways: A project funded by the BUPA UK Foundation supporting women in Salford who are experiencing poverty, social and digital exclusion, and poor mental health.

Positive Pathways: A project funded by Salford CVS to employ, train and develop a part time Peer Mentor to deliver weekly group sessions to support the mental health of Salford women heavily affected by Covid-19.

Leap: A project providing peer-to-peer support to improve the wellbeing of students during the transition from primary school to high school, funded by the Co-op Foundation #iwill School Transitions grant.

National Lottery Community Fund: two emergency grants received to deliver services aimed to support our community (via Women's Services, Rise, and the Shed) during the Covid-19 crisis.

20. Movement in funds [Continued]

Restricted funds [Continued]

Rise: Funding received from the Salford CVS Covid-19 Recovery Fund to support the Rise project which works with young people who have witnessed, or been a victim of, historical and significant family conflict at home/ domestic abuse.

Youth Endowment Fund: A programme to support young people aged 10 - 13 at risk of youth violence and school exclusion.

Leadership Academy: A BBC Children in Need funded project working with targeted year 10 and 11 girls in Salford schools who are experiencing: negative relationships, violence, low aspirations, and a lack of positive role models.

Indigo (Freedom Academy): A project funded by the National Lottery Community Fund to provide support for women in Salford who have experienced domestic violence and/or abuse.

Domestic Abuse emergency grant: Funding received via GMCA Police and Crime Commissioner to provide domestic abuse services and support.

Workers' Educational Association: Employability and training programme for unemployed and socially excluded men.

Build Back Youth Salford: Funded by Princes Trust, BBYS is an employability programme, focussing on helping NEET young people in Salford back into education or work.

Find My Future: Funded by Princes Trust, FMF is an employability programme, focussing on helping NEET young people in Salford back into work, further education and training.

RHS Community Gardening Project: Funded by the Royal Horticultural Society for gardening projects at Foundation House for the women's outdoor space, The Shed outdoor space and the internal space.

Pathways Home: Funded by Nationwide, aimed at women aged 18 and over who are living in Salford (or returning), who are at risk of homelessness, in insecure temporary or emergency accommodation and/or who would benefit from independent living skills to make a house a home. Pathways Home aims to prevent and reduce the risk of homelessness and create a stable home environment.

Leadership Academy: Funded by The Booth Charities, this is for vulnerable and disadvantaged young women aged 14 - 16 across Salford, who are deemed at risk of domestic abuse.

Ministry of Justice: Women's Community Sector Funding of core costs.

Learning City: Funded by Workers' Educational Association to engage with adult women with complex needs in Salford, with the aim to empower women to have the confidence, curiosity and skills to explore new learning and work opportunities. Learners develop transferable skills using creative engagement activities, digital, enterprise and employability workshops, employer engagement and peer support.

Clothworkers Foundation: Funded by The Clothworkers' Foundation, to refurbish and repurpose Foundation House to better serve the needs of the charity.

21. Analysis of net assets between funds - current year	General Fund £	Designated Funds £	Restricted Funds £	Total 2022 £
Tangible fixed assets	120,388	712,368	-	832,756
Cash at bank and in hand	1,305,413	690,719	95,640	2,091,772
Other net current (liabilities) / assets	(444,510)	-	-	(444,510)
	981,291	1,403,087	95,640	2,480,018

Analysis of net assets between funds - prior year	General Fund £	Designated Funds £	Restricted Funds £	Total 2021 £
Tangible fixed assets	217	744,035	-	744,252
Cash at bank and in hand	1,596,814	777,201	104,837	2,478,852
Other net current (liabilities) / assets	(674,875)	-	-	(674,875)
	922,156	1,521,236	104,837	2,548,229

22. Commitments under operating leases

At 31 March 2022 the company had annual commitments under non-cancellable operating leases for other equipment as set out below:

	2022 £	2021 £
Within one year	-	576

23. Related party disclosures

During the year, Thematic Technical FM Limited, a company C Tennent is a director of, provided pro-bono services for Salford Foundation Limited with a value of £1,618 as part of the refurbishment of Foundation House. This is included in donations.

Last year The Salford Foundation Trust was considered a related party. The relationship ended in 2021 and is therefore no longer a related party. Seconded staff costs of £nil (2021 - £10,428) and a donation of £nil (2021 - £3,476) were paid to the party.

24. Ultimate controlling party

The charitable company is under the control of the Trustees who are also the members of the company.

25. Pension scheme

The charity operates a defined contribution pension scheme. The pension cost charge for the period represents contributions payable by the charity to the scheme and amounted to £56,269 (2021 - £60,579).

There were no outstanding or prepaid contributions at either the beginning or end of the financial year.

Notes to the Financial Statements (Continued)
For the year ended 31 March 2022

26.	Reconciliation of net income to net cash flow from operating activities	2022	2021
		£	£
	Net income for the reporting period (as per the Statement of Financial Activities)	(68,211)	154,315
	Adjustments for:		
	Depreciation charges	37,405	18,866
	Interest from investments	(7,042)	(12,236)
	Decrease in debtors	37,280	331,384
	(Decrease) in creditors	(267,645)	(294,685)
	Net cash provided by operating activities	(268,213)	197,644

27.	Analysis of changes in net funds - current year	At 1 April 2021	Cash Flow	At 31 March 2022
		£	£	£
	Net cash			
	Cash at bank and in hand	2,478,852	(387,080)	2,091,772

	Analysis of changes in net funds - prior year	At 1 April 2020	Cash Flow	At 31 March 2021
		£	£	£
	Net cash			
	Cash at bank and in hand	2,282,094	196,758	2,478,852

SALFORD FOUNDATION LIMITED

England & Wales - Charity number 1002482

Accounts

salford foundation

Annual Report 2020/21

Registered Company Number: 02472369 (England and Wales)
Registered Charity Number: 1002482

Everything we do is driven and guided by our core values:

Welcoming
Our doors are open to anyone who wishes to contribute to or use the service. Whatever your issue or situation, we welcome you and want you to feel at home.

Leading by Example
We aim to change the lives of young people and adults by inspiring and empowering them to succeed with confidence, through good leadership.

Working Together
We believe that real results come from people working collaboratively and creating solutions together... and by having some fun while we do it.

Professional & Responsible
We aspire to be the very best we can be. We provide a consistent experience, operating quality systems and standards.

Proud & Passionate
We are hugely passionate about our Foundation, and want to do great work that we all feel immensely proud of.

Proactive & Dynamic
We are solution-focused and use creativity and proactivity to constantly find better ways of working.

IMPACT REPORT

2020/21

We worked with **9,317** people across our **25** projects.

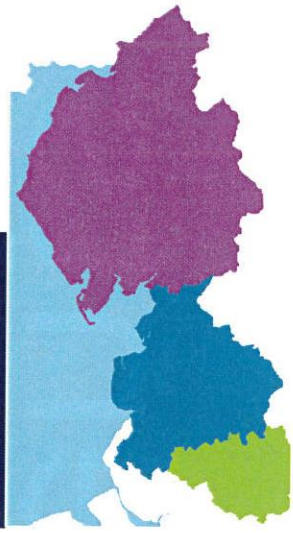
Which includes **2,727** people supported to deal with the immediate impacts of COVID

We have invested £1.7m into our people and services

'I now feel incredibly positive about my future and myself. The work we have undertaken together has helped me no end and there has been a noticeable difference in my attitude and mindset.'

Participant on Achieve

We helped people across all 10 boroughs of Greater Manchester as well as Cheshire, Lancashire & Cumbria



1,119 People have been supported to improve their health and wellbeing

We supported **564** people in the criminal justice system

We completed **41** social action projects with the help of **330** young people

176 people have increased their digital literacy

824 Young people completed a mentoring project

456 people were helped to achieve education and employment outcomes

1,450 Young people increased their financial literacy

68%

WOMEN'S SERVICES

We have worked with 466 women through our projects including Emerge, Evolve, TWP and Freedom - a 68% increase on last year.

131 corporate volunteers dedicated **8,919** volunteer hours to our people and services

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Reference and Administrative Details for the Year Ended 31 March 2021

Board of Trustees

Chair

E Potier

Trustees

J Davies
K Francis
D Graham
M Marfleet
M-G Nkeshimana
P Openshaw
Dr K Potier de la Morandiere
K Prayle
C Ramsden
K Stansfield
C Tennant
S Wilson-Gibbons

Company Secretary

P East

Registered Company Number

02472369 (England and Wales)

Registered Charity Number

1002482

Registered Office

Foundation House
3 Jo Street
Salford
M5 4BD

Auditor

Mitchell Charlesworth
44 Peter Street
Manchester
M2 5GP

Bankers

Santander UK Plc
Bootle
Merseyside
L30 4GB

Senior Statutory Auditor

Alison Buckley

Report of the Trustees for the Year Ended 31 March 2021

The trustees who are also directors of the charity for the purposes of the Companies Act 2006, present their report with the financial statements of the charity (Salford Foundation Ltd. 'the Foundation') for the year ended 31 March 2021. The trustees have adopted the provisions of Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019).

Objectives and activities

Objects

To act as a resource for young people up to the age of 5-25 living in Salford, Greater Manchester and the North West by providing advice and assistance and organising programmes of physical, educational and other activities as a means of:

- advancing in life and helping young people by developing their skills, capacities and capabilities to enable them to participate in society as independent, mature and responsible individuals;
- advancing education;
- relieving unemployment;
- providing recreational and leisure time activity in the interests of social welfare for people living in the area of benefit who have need by reason of their youth, age, infirmity or disability, poverty or social and economic circumstances with a view to improving the conditions of life of such persons.

To promote social inclusion for the public benefit by preventing people from becoming socially excluded, relieving the needs of those people who are socially excluded and assisting them to integrate into society in Salford, Greater Manchester and the North West.

- For the purpose of this clause 'socially excluded' means being excluded from society, or parts of society, as a result of one of more of the following factors: unemployment; financial hardship; youth or old age; ill health (physical or mental); substance abuse or dependency including alcohol and drugs; discrimination on the grounds of sex, race, disability, ethnic origin, religion, belief, creed, sexual orientation or gender re-assignment; poor educational or skills attainment; relationship and family breakdown; poor housing (that is housing that does not meet basic habitable standards); crime (either as a victim of crime or as an offender rehabilitating into society).

Public benefit

The trustees confirm that we have paid due regard to the Charity Commission guidance on public benefit reporting in reviewing the charity's aims and objectives and in planning its future activities. This report reviews what we have achieved and the outcomes of our work in the reporting period. The review also outlines how future planned activities will contribute to charity's aims and objectives.

Achievements and Performance

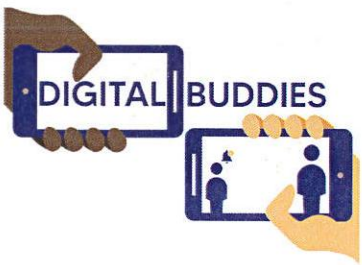
This report highlights the successes and challenges we have faced during the year April 2020 to March 2021. We have had a successful year, supporting 9,317 children, young people, and adults. We have done this through running 25 distinct projects in Salford, Greater Manchester, Cheshire, and Lancashire.

We are grateful for the service of our trustees throughout the year. Mr M Nuttall, Mr J Trehane and Mr N Abbott stepped down from their roles in the course of the year. We thank Mr Abbott especially for his leadership and dedication during the period he served as our chair. Ms J Davies, Ms D Graham, Dr K Stansfield, Mr C Tennent, Ms M-G Nkeshimana and Ms K Prayle all became trustees during the course of the year or following year end. All our trustees have brought a range of skills, experience and passion which have helped to guide and shape the Foundation's strategy and its good governance.

Key successes in the last year - operationally and strategically - include:

Continuing to deliver all services throughout the pandemic lockdowns; meeting the changing needs of beneficiaries; and innovating with digital and hybrid delivery models

Launching new projects rapidly, as a direct response to the impacts of COVID – including Digital Buddies, The Shed and Rise



Expanding our domestic abuse work and securing a three-year National Lottery grant to develop this further

Consolidating our Targeted Youth Support offer with eight distinct projects

Achievements and Performance continued

Diversifying our women's services offer with a broader range of funding streams; and taking further steps towards a new women's centre building

Taking the first significant steps towards digital transformation and successfully mobilising home and remote working

Implementation of Year 1 of our Income Diversification Project, meeting our additional income targets

Continued improvements to staff engagement through a range of initiatives led by our Workplace Engagement Group, with a particular emphasis on staff wellbeing

Development of our new strategy with the Board and SMT

Better use of our designated reserves, including our Programme Investment Fund, in order to fully utilise our assets to achieve our mission

Achievements and Performance continued

Although our successes and achievements have been broad and deep, we remain acutely aware of and attuned to the risks we face. Additional challenges have emerged within the year, not least the extent and length of the Coronavirus pandemic (COVID) – something which could not have been anticipated in early 2020. This has provided immense challenges to our beneficiaries and to our charity's methods of operation and finances. People's needs are in some cases changing and becoming greater or more entrenched. Therefore, our capacity to respond and our need to change the way we work in order to help people effectively and fulfil our charitable objectives are both challenges. We have also had to stop delivering services from our St Mary's premises as the building has reached an advanced state of disrepair. We are mindful that the year ahead will be more challenging financially, with an unprecedented commitment to fund services ourselves from our reserves and a forecast deficit at the end of the year.

In spite of unprecedented uncertainties, we conclude the year in a position of considerable strength, ready to face these challenges and to celebrate even greater success next year, as we continue to create opportunities that help people to build better futures for themselves, their families and communities.

The Work of the Charity

Our work this year has been delivered through four thematic areas: **Child and Youth Development**; **Targeted Youth Support**; **Women's Services**; and **Targeted Adult Support.**

Child and Youth Development

Our Child and Youth Development work has spanned a breadth of areas, including National Citizen Service (NCS), and a range of careers aspiration and work readiness programmes.

We successfully delivered the NCS programme to **330** young people from Salford and Trafford this year, through distinct programmes run in the summer and autumn periods. Both programmes were significantly different from previous years as the summer programme was delivered entirely as a digital programme and there was only limited face-to-face work undertaken in the autumn programme. Unfortunately, none of the usual residential experiences could take place, due to COVID restrictions. The switch to digital was both challenging but also opportunistic – young people facing different challenges in terms of teambuilding and having the chance to be part of the solution to some of the pandemic's social challenges.

We are extremely proud that our young people delivered a total of **41** social projects, equating to around **8,000** hours of time that they invested in improving our local communities. In so doing, we also worked in collaboration with a wide range of voluntary and community organisations, adding value to the great work that they are each doing already. Our partnerships with schools in Salford and Trafford and with both Salford and Trafford Colleges have been of paramount importance in enabling young people to access the programme and we are grateful to them for their assistance.

Young people and their parents have continued to provide exceptional feedback about their NCS experience, which gives a real sense of the impact that taking part has had on them. One group of young people decided to respond to the impetus of the 'Black Lives Matter' movement. They identified that certain historical statues were receiving negative attention across Greater Manchester. Using social media as a tool to engage audiences, they developed a campaign to dispel myths and educate people on the facts. Images superimposed in place of statues gave viewers a platform to discuss how best to educate people on historical figures and how their legacy may affect racism. One of the participants said: **"We have decided that we can change racism in the UK."**

The Work of the Charity continued

We have continued our focus on raising the aspirations of children and young people in schools through our 'Inspired to Aspire' mentoring programme; our digital and financial education programmes; and our Business Education Partnership (BEP) activities. These programmes collectively provided resources and inspirational experiences to **7,011** children and young people across Greater Manchester.

Similar to most of our services, our 'Inspired to Aspire' mentoring programme had to entirely change its operating model, to deliver digitally, utilising a range of platforms and resources. This was also in the context of school closures, remote learning and reduced timetables. In spite of these challenges, **245** young people aged 12-14 participated in the project, from schools in local authority areas across Greater Manchester, with a further **1,396** young people accessing resources remotely. The programme, focusing on the development of skills for life, school and work, has been facilitated by corporate volunteers who have come from a wide range of business sectors and sizes. We are grateful to the Careers & Enterprise Company and to the JD Sports Foundation for funding this programme.

Our Business Education Partnership (BEP) has provided work-related preparation and activities to **3,793** students this year. This work has been carried out in schools across Greater Manchester, funded primarily by the Careers & Enterprise Company. The vast majority of this work had to be delivered digitally and we are very grateful for the wide range of business volunteers who found innovative ways of continuing to support students with their careers aspirations and work readiness skills.

For example, **300** students from St Anthony's College in Trafford took part in a 'virtual careers day.' The young people took part in World of Work, Tycoon Launch and Work Preparation sessions on a carousel, with business volunteers connecting virtually either from their homes or their offices. One student said: **"It stretched me to be better with my communication skills as the volunteers were on Zoom. I learnt a lot about how people's jobs have changed when they aren't based in an office and the different skills you need to be successful."**

The Work of the Charity continued

Our digital and financial education programmes, funded by BNY Mellon, have continued to go from strength to strength. **1,577** children and young people and **66** adults have taken part, predominantly from Salford and Trafford.

At the very start of lockdown, we realised that people who are not digitally literate were significantly disadvantaged. Those without the means of skills to communicate online – many of whom were also shielding – were extremely socially isolated. We therefore launched the 'Digital Buddies' project as an immediate response, linking digitally savvy young people to older people, helping them resolve their digital challenges. This has included skills such as using Zoom or WhatsApp effectively, to doing online shopping and setting up email accounts. The human connection and intergenerational contact have also been an important facet of the programme, with friendships formed and loneliness combatted. The project has been very successful, enjoying some national profile and being featured on a BBC Radio 5 live programme that was guest edited by HRH Duchess of Cornwall. We also held a 'Digital Buddies Summit' in response to the many enquiries we have received from organisations across the UK who want to set up similar schemes. We were delighted that Baroness Diana Barran, Minister for Civil Society, agreed to be our keynote speaker.

One participant commented: **"This programme is a great way of staying in touch. I look forward to our weekly calls to see if we can resolve any technical issues. I also love sharing my experiences from my long life."** Her buddy said: **"I have really enjoyed being a digital buddy. As well as the technology side of your relationship, you also make a friend to talk to at this time which is potentially so lonely."**

Throughout the year we have delivered the 'Money Matters' programme, upskilling older teenagers to navigate the financial opportunities and challenges that will face them in the years ahead. This programme was also delivered predominantly digitally this year. In addition to delivering the programme to groups of students in further education, this year we have particularly focused on those who are new to working life. This has included all the young adults on the government's Kick Start programme in association with Salford City Council, to groups of apprentices and to those taking part in the 'Build Salford' traineeship course.

"I just didn't have a clue about tax or how to understand my bank statement or how to budget or anything. Money Matters has taught me so much – and just in time, before my first pay day!"

The Work of the Charity continued

Targeted Youth Support

Providing targeted youth support has remained a high priority, as we help young people to navigate the additional challenges that a small but significant proportion of teenagers face – many of which have been heightened during lockdown. This year we supported **808** young people.

STEER - our project working with young people affected by gangs and serious violence – continues to make a significant difference. This year we supported **91** young people in Salford, Bolton and Trafford. Working with young people with some of the most entrenched and enduring challenges is never easy, but we have continued to see strong results and a significant impact on life chances.

'Frank', a 14-year old, had entered the project having lost hope, with significant challenges, including domestic violence, carrying weapons and prolonged periods missing from home. He finished his time on the project saying: "I am so excited about the next stage of my life."

> **"He's doing really well now. With your help, he's got a job. His attitude at home has improved a lot."**
> *- Parent of STEER participant*

Our 'Engage Trafford' targeted mentoring projects have supported **127** young people throughout the year. Young people themselves and parents have been extremely grateful for the support provided. **"He doesn't break or destroy things anymore and he's now learnt to apologise after he's made a mistake. You've no idea what a massive difference your work has made to our family's life."** Another parent said: **"My son is so much nicer to be around. I don't feel like I'm walking on eggshells with him. He's so much more mature and it's great to see."** A similar project in Salford supported **32** young people in the first half of the year.

We have diversified our targeted mentoring offer in Salford with the launch of two new projects. Following analysis of the numbers of young people accessing our targeted services who have experienced or witnessed domestic abuse, we launched the RISE project. RISE aims to increase young people's awareness and understanding of trauma and adverse childhood experiences, enabling more positive, safe and aspirational choices which shape their future and build resilience. This has been funded from our own reserves and latterly by the National Lottery Community Fund. We have also launched the YEF project, funded by the Youth Endowment Fund. This focuses on 8-14 year olds who are at risk of serious youth violence and who are expected to struggle with their return to education following this year's school closures. Both projects have made encouraging starts, supporting **63** young people. For many of these young people, the development of emotional intelligence is a key foundation in controlling impulsivity and promoting appropriate responses to challenging situations. As one 11-year old commented: **"Having a mentor is giving me the time to talk about how I'm feeling and what I can do when I'm not feeling good."**

The Work of the Charity continued

'Boost'- our project targeting children's mental health and emotional well-being - has enjoyed a strong year, using a hybrid model of in-person and digital delivery. **414** Year 5 pupils in primary schools have been supported – a **265%** increase on 2019/20. The project uses the 'mental toughness' framework to develop resilience in 9 and 10 year olds, before they face the additional challenges and stresses associated with the transition to high school and adolescence. These challenges have been accentuated this year due to the amount of time lost in school as a result of the pandemic. The project is once again being evaluated by Manchester Metropolitan University– using 'distanced travelled' tools completed both by the children themselves and by their teachers.

One beneficiary of the project this year was Callum. When Callum first joined the project, he was described as ***"distracted, quite silly, and having quite a low opinion of himself."*** *He struggled socially and was not popular amongst his classmates. He scored especially low in life control and confidence in abilities (scoring 1/10 in both). Following participation in the programme, Callum's teacher's assessment of his overall Mental Toughness had increased. His life control increased to a 4, and his confidence in his abilities leaped from a 1 to a 5 out of 10. Callum said:* ***"I have been using some of the emotional control techniques when my brother annoys me. They really work!"***

The 'Leadership Academy' project (working with young women who are at risk of coercion, exploitation, and limited aspirations) has supported 63 people. The project has taken a strengths-based approach to supporting the girls in the areas of positive relationships, raising aspirations and interpersonal skills. Like many projects this year, the majority of the interventions were delivered digitally. One of the changes this year has been working with a slightly older cohort of 16-18 year olds and this has proved to be particularly effective. Topics covered have been as diverse as anxiety, grooming and gender-stereotyped job roles. The Pastoral Lead at Worsley College commented: **"The girls have responded very positively and come back with feedback that demonstrates how much they have learned."**

We have continued to provide support to young people at risk of dropping out of Salford College, due to a range of complex factors. This year we supported **64** students (a significant increase on the 29 students supported last year). Although a relatively small piece of work, its importance and impact should not be underestimated. Phoebe is representative of those supported. She had been estranged from her parents and was living in supported housing. She had been removed from college due to a series of challenging behaviour incidents and felt that she had struggled engaging in college and that she wasn't managing her ADHD very well. After sustained work with her mentor on her interpersonal skills and goals, Phoebe has started a new course with a different training provider. She is also rebuilding her relationship with her parents.

The Work of the Charity continued

Women's Services

This year we have continued to expand and differentiate our offer to vulnerable and disadvantaged women in Salford. Through **5** distinct projects, we have supported **467** women – a 68% increase. Our progress and developments have been driven by our Women's Services Board with significant input from the staff team.

We have continued to support women in the criminal justice system through our 'Together Women Project,' working collaboratively with the Community Rehabilitation Company and the National Probation Service. This year, we supported **177** women in all parts of the criminal justice system, from leaving prison to exiting police cells without charge.

Our women often live extremely challenging lives and are both the perpetrators and victims of crime. Many are affected by issues such as domestic abuse, adverse mental health, drug and alcohol problems and caring responsibilities. For many, their needs have been further exacerbated by the social impacts of COVID. Providing holistic support is therefore both challenging and of critical importance. *One woman who was supported this year – and whose experience is typical- was Jude. Jude was referred by the police after being charged with drunk and disorderly behaviour. She was alcohol dependent, homeless and living in a tent and had a range of other needs and issues. Through working with TWP, Jude has secured a flat. She is now engaging with drug and alcohol services and is receiving support for her mental health issues. She is also beginning to rebuild her relationship with her children. Jude said:* ***"My keyworker never gave up on me and just kept on pushing through all the barriers in our way until I got to where I needed to be."***

We have always delivered domestic abuse interventions through TWP but this year – as a consequence of lockdown – a significant spike in domestic abuse cases was recognised as a national issue. Through funding from the Ministry of Justice and GMCA we have been able to launch a discrete domestic abuse project, supporting **124** women. The programme is facilitated by a qualified and experienced domestic abuse practitioner and supported by qualified counsellors and involves a range of group-based and one-to-one interventions. The project has been particularly effective in supporting women whose children were at risk of removal to make sustained changes which has resulted in them maintaining custody of their children. At the end of the year, we were delighted to be awarded a substantial grant by the National Lottery Community Fund to continue developing our domestic abuse for a further three years.

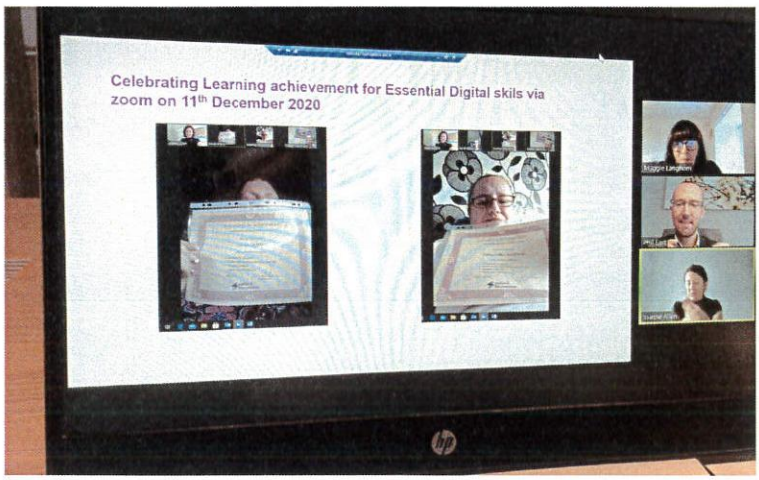
The Work of the Charity continued

Our 'Emerge' and 'Evolve' projects have supported **121** women with a wide variety of issues including health and wellbeing; loneliness; work readiness and mental health. This has included developing peer support programmes, to help people find pathways beyond our women's centre towards sustainable mutual support in our local communities.

'Sharon' was referred by her Tenancy Sustainment Officer due to significant concerns with her mental health and anxiety. Sharon completed a 12-week course to improve her mental health and wellbeing and then began taking part in small group activities, such as walks and gardening projects. Sharon is now outgoing and friendly and is sustaining her tenancy successfully. She has a new network of friends in her local area. Sharon said:

> **"I find it hard to believe in myself, after being put down for so many years. I think I am starting to get there though, with the help of this lovely group of ladies."**

This year we also launched our 'Learning City' project. This is aimed at helping women who are furthest from the labour market and who have had negative experiences of formal education to re-engage with their learning and development. Funded by Salford City Council, we have supported **45** women to undertake a range of learning experiences, from sewing classes to confidence building: and from literacy and numeracy to yoga. The project has also had an important role in helping those who are digitally disadvantaged, giving women tablets and data bundles so that they can get online and learn digital skills. This element of the project has been accelerated due to the enhanced needs during lockdown. One participant said: **"I never thought I would be able to understand I.T. but every week I am learning something new and improving my skills. This is also helping with my confidence."**



The Work of the Charity continued

Adult Inclusion

Our other programmes for adults facing significant challenges have provided invaluable support to **589** people in Salford, Greater Manchester, Cheshire, Lancashire, and Cumbria. Our Achieve keyworkers have supported 193 adults. With the prisons closed to visitors due to COVID throughout the year, this work switched to a combination of community-based support and telephone mentoring. The work is concerned with helping people to take the first steps towards life outside prison and to productive journeys towards employment, instilling hope and a positive belief in the possibility of creating alternative futures. **"I now feel incredibly positive about my future and myself. The work we have undertaken together has helped me no end and there has been a noticeable difference in my attitude and mind-set."**

We have had a significant amount of work focusing on financial inclusion, debt reduction and fuel poverty. **191** people have been supported by our work in Salford and with the Women's Services Alliance across Greater Manchester. Helping people in the most challenged of material circumstances, when they are making choices - for instance between being warm or eating - which most of us can barely imagine, is both humbling and vital.

'Sharon' had a range of health conditions, 2 young children and been moved into emergency accommodation. She needed to keep the flat warm and her medication cold and found that she simply could not afford her utilities, which was causing her stress and anxiety. Thanks to our intervention, Sharon was able to switch her energy provider and was added to the Priority Service Register. She was helped to access the Warm Homes Discount. She now understands her energy tariff, she is less stressed, and she is saving £302.98 per year.

This year we have also launched a new project – The Shed. We come into contact with many men who have complex and multiple needs, but generally we only have the ability to work with them on single issues. Common themes for these men are recent experience of the criminal justice system, worklessness and mental health problems. Utilising some of our reserves, we launched The Shed to work with these men holistically to address their issues and help them to move towards sustainable outcomes. One man said: **"I've learnt so much about myself and I'm now ready and able to be the best version of me."** We are grateful to the National Lottery Community Fund and the Workers Education Association who have also contributed funding.

We have also continued with our Training and Skills provision, providing accredited courses to many of our beneficiaries which have helped them to make successful transitions into work. 130 people completed courses with us this year, including health and safety, manual handling, and food hygiene. Skills and training that move people into paid employment are invaluable and make such a huge difference to people's outlook and circumstances. A significant facet of this work has been working with partners to deliver the 'Build Salford' project. Build Salford works with NEET young people, giving them access to construction training and work experience, with a high level of mentoring support.

One participant, 'John' was a care leaver. After completing Build Salford, he is set to begin working through a Kick Start role created specifically for him by the construction firm he did work experience with as they were so impressed with him. He hopes this opportunity will turn into a future apprenticeship. We also supported John by funding his initial tool kit and personal protective equipment. John said: **"I am so excited to get to work as I know it will help to keep me out of trouble and put me on the right path for my future."**

Future Plans: Opportunities and Risks

We have developed a new Strategy for 2021-24 'Building Better Futures Together.' This sets out our key opportunities and our approach to helping our communities recover from the social effects of COVID in the coming years. Amongst our many priorities, we will focus particularly on helping young people recover from the effects of COVID; delivering domestic abuse services; and developing The Shed project. In so doing, we have committed to using our resources – finance, people and buildings – as proactively and collaboratively as possible to help people create lasting change in their lives. We also plan to renovate and reconfigure our Foundation House head offices as a shared space for beneficiaries and staff. This will include a temporary home for our women's centre and the permanent location for The Shed. We will also continue with our plans to build a new women's centre in Eccles.

This is in addition to our plans to continue developing our four main areas of work: Child and Youth Development; Targeted Youth Support; Women's Services; and Targeted Adult Support. This will continue our plans for a mixed model of consolidation in some areas of our work with modest growth in others.

To enable much of the above, we will continue with our planned Income Diversification Project, with our increased bid-writing capacity and the further development of fundraising work with corporate partners and in the community. This will be enabled through an investment from one of our designated reserves, the Programme Investment Fund – a fund which we will fully expend in the course of this year through a range of investments in our own projects and services. This is part of our plan to diversify our income base and achieve greater sustainability, spreading our risks more evenly so that we are not over-reliant on a narrow range of funding streams and we can more confidently invest in future development opportunities.

We recognise that the dramatic changes brought about by the Coronavirus pandemic will be our prevailing context, providing many additional risks. Not least, we anticipate changes to funding priorities and the sums funders across the charitable, public and private sectors have at their disposal. As we continue in a period of significant uncertainty for our whole country and all of its institutions, we will remain mission-focused and endeavour to find the right balance between being courageous in meeting the needs of our beneficiaries and also being financially prudent. In so doing, we are well served by our healthy reserves position which provides a very firm foundation from which to balance our risks and opportunities and to plot our course beyond the pandemic in the next few years ahead.

Financial Review

Principal funding sources

We continue to derive our income from a number of sources. We generate income for the delivery of services for our diverse suite of projects from a range of partners, i.e. statutory bodies, corporates and trusts and foundations. Our funding model is predominantly a mixture of Payment by Results contracts and traditional grant funding.

Results for the year

The Coronavirus pandemic had a significant financial effect in the year to 31 March 2021.

Total income declined by 36% to £1,675,927 (2020: £2,623,290), caused largely by Payment by Results based contracts that were adversely affected by Covid- related lockdowns. This was partially offset by emergency funding received in our Targeted Youth and Adult services teams, which enabled us to respond to increasing needs within our community. Income in the year also reflects the outcome of the liquidation process of our former NCS managing delivery partner, which commenced in 2019 following the collapse of The Challenge Network.

Expenditure declined by a similar percentage from £2,412,574 to £1,521,612, due to much reduced activity predominantly in our Universal Youth services, savings in travel and accommodation costs and also as a result of delayed spend in a number of our designated funds.

Overall, careful management of costs and the outcome of the liquidation process of The Challenge Network resulted in a total surplus on activities in the year of £154,315 (2020: £210,716). £74,476 of this surplus was made up of an increase in restricted funds that will be utilised in 2021/22 (2020: £28,760).

In addition to the remaining balances on designated funds brought forward at the start of the year, the Trustees approved a transfer of additional designated funds (£100,000) to represent our commitment to build a new women's centre in Eccles, in partnership with Salford City Council and For Housing.

For 2021/22 we anticipate that the profound uncertainty caused by the Coronavirus pandemic will result in a deficit position for the year. The Coronavirus designated fund created in 2020 and the balance of our Programme Investment fund will allow us to absorb some of the forecasted shortfalls in funding during 2021-2022 whilst enabling us to continue to meet the needs of our beneficiary groups.

Reserves

Each financial year the Audit Committee and Trustees review our Reserves Policy to establish the level of free reserves needed to enable us to operate effectively and responsibly; representing the funds that might be needed: to support expenditure in the event of reduced income or changes in circumstances; and to support expenditure that might be needed to help develop the charitable offer.

Financial Review continued

Reserves (continued)

A free reserve range of £650,000 to £850,000 was established to take account of anticipated future income and its volatility, the environment, the needs of current and future beneficiaries and the levels of known liabilities. The reserves are intended to provide for contingencies; to absorb setbacks, mitigate for risks and also to be able to take advantage of change and opportunities.

In considering the appropriate level of reserves, the Trustees have taken account of the nature of funds and funding received by the charity and its operations, the assessment of risks to the charity's activities, income and expenditure and the anticipated future requirements of the organisation's plans and budgets.

The Trustees monitor the level of reserves through financial reporting by the organisation's senior management team to the Audit and Risk Committee and through the Board's normal cycle of business. In the event that the level of appropriate reserves cannot be met, the Trustees will establish an intended course of action to bring the level of reserves up to the required level over a period of time. In the event that the level of reserves exceeds the level considered appropriate by the Trustees, the funds will be deployed in the best interests of the charity, which may include investment in new services or designation of funds for a particular project via the Programme Investment Fund.

At 31 March 2021, the charity's total funds were £2,548,229 (2020: £2,393,914) made up of: £104,837 restricted reserves (2020: £30,361), £744,035 fixed asset reserves (2020: £749,452) and £777,201 designated reserves (2020: £730,468). The remainder, £922,156 represented the available free reserves (2020: £883,633), above the Foundation's set target range.

We forecast that the changes brought about by the Coronavirus will result in a deficit for the upcoming year. The usage of specific designated funds available and free reserves above the range required by our reserves policy will allow us to continue to meet the needs of our beneficiary groups through 2021/22.

Financial Review continued

Going concern

Our free reserves at the year-end amount to £922,156 (2020: £883,633). After consideration of the current business plan for 2021/22, levels of agreed funding, planned usage of reserves, and taking into account the effect of Coronavirus, the Trustees consider there is a reasonable expectation that the Foundation has adequate resources to continue to support its charitable objectives for the foreseeable future. There are no material uncertainties that would impact on the charity's ability to continue. Accordingly, we continue to adopt the going concern basis in preparing this annual report and financial statements.

Fundraising

Salford Foundation does not undertake direct fundraising. During the financial year we received a small amount of donations and funds raised by individuals following increased social media reporting of our work.

As part of our income diversification strategy and potential growth in donated income, we are committed to fundraising best practice and abide by the Fundraising Regulator's key principles and behaviours that are enshrined in the Code of Fundraising Practice. There is a clear commitment to be legal, open, honest and respectful in all aspects of our fundraising activity. We undertake to comply with relevant law and regulations, including the Proceeds of Crime Act, Data Protection, Tax and Gift Aid legislation and Charity Commission guidance, and during the year implemented a CRM database and developed internal Fundraising and Ethical Fundraising policies.

We do not utilise external professional fundraisers or commercial participators and have never received a complaint relating to any of its fundraising activities.

Structure, Governance and Management

Governing document

The charity is a company limited by guarantee and is governed by its Memorandum and Articles dated 9th February 2016 and is registered with Charity Commission.

Governance

The board has a mix of representatives from business, education, and the community. On-going training of trustees takes place and on appointment, an induction is given by the Chief Executive. The audit, risk and remuneration committee meet as required, with delegated duties approved by the full board. In addition, ad hoc task and finish subgroups of the board are convened with members of the Senior Management Team to expedite the execution of duties. During the financial year two such groups met in respect of the Foundation's income diversification strategy and property development strategies.

Trustee Recruitment

The recruitment of new Trustees is via an advertising campaign using social media and Greater Manchester VCSE networks to ensure that vacancies are disseminated across our communities. Potential new members of the Trustee board are invited to discuss the role informally with the Chair and CEO before attending a Trustee Board meeting as an observer. Successful candidates are appointed as Trustees following a unanimous vote by the board. The board meets, formally, five times during the financial year.

Trustee Training

An induction process is in place, whereby new trustees receive support from the CEO, the Chair and another fellow trustee. Trustees also receive a comprehensive briefing pack on appointment containing information about the organisation and guidance on the role of a trustee from the Charity Commission, including the Charity Governance Code.

The Board arranges an annual strategy and training day, attended by senior managers and trustees. The purpose of these sessions, in addition to discussing wider strategic themes, is to give trustees hands-on experience of the Organisation's work and the services delivered. In addition, the opening agenda item at each board meeting is a showcase by staff and/or services users on a particular programme or initiative.

Structure, Governance and Management

Reference and administrative details

Reference and administrative details are shown in the schedule of members of the board and professional advisers on page 1 of the financial statements

Directors and Trustees

The directors of the charitable company (the Foundation) are its trustees for the purpose of charity law and throughout this report are collectively referred to as the trustees. The trustees who served the company during the period were as follows:

Key management personnel: Trustees and Directors

Chair:	E Potier
Trustees:	N Abbott (resigned 30 April 2020)
	J C Davies (appointed 01 March 2021)
	K S Francis
	D Graham (appointed 12 June 2020)
	M Marfleet
	M-G Nkeshimana (appointed 15 July 2021)
	M Nuttall (resigned 24 September 2020)
	P Openshaw
	Dr K Potier de la Morandiere
	K Prayle (appointed 15 July 2021)
	C Ramsden
	K Stansfield (appointed 01 June 2021)
	C Tennant (appointed 30 April 2020)
	J Trehane (resigned 9 July 2020)
	S E Wilson-Gibbons

Key management personnel: Principal staff
Chief Executive Officer: P East

Related parties
The Foundation's transactions with related parties are set out in the notes to the financial statements.

Salford Foundation Trust provides grants to beneficiaries in the Salford area - registered charity no 1105303, a company limited by guarantee. Salford Foundation Ltd can appoint three of the eight trustees on the board of Salford Foundation Trust. The remaining five are independent of Salford Foundation Ltd ensuring that the Trust runs as an effective independent body. The Articles of Association of Salford Foundation Trust were amended on 28 January 2021 to remove the nomination allocation of Salford Foundation board members to the board of Salford Foundation Trust.

Salford Compact Ltd (trading as the Foundation for Personal Development), formerly pursued activities that were of a trading nature or work outside the geographical area of that permitted by Salford Foundation's objects. The company is dormant.

Risk Management
The Trustees have examined the major strategic, business, and operational risks that the Charity faces and confirm that systems have been established to enable regular reviews to be carried out so that necessary steps can be taken to manage these risks. The Trustees are satisfied that reasonable steps are being taken to limit the likelihood and the impact of the risks identified.

Statement of Trustees' Responsibilities

The trustees (who are also the directors of Salford Foundation Limited for the purposes of company law) are responsible for preparing the Report of the Trustees and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

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

- select suitable accounting policies and then apply them consistently.
- observe the methods and principles in the Charity SORP.
- make judgements and 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; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charitable company and to enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Insofar as the trustees are aware:

- There is no relevant audit information of which the charitable company's auditors are unaware of; and
- the trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

This report has been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small companies.

Approved by order of the Board of Trustees on 23rd September 2021 and signed on its behalf by:

E Potier
Chair

SALFORD FOUNDATION LIMITED

Report of the Independent Auditor to the Members of Salford Foundation Limited For the year ended 31 March 2021

Opinion

We have audited the financial statements of Salford Foundation Limited (the 'charitable company') for the year ended 31 March 2021 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2021 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended.
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditors responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the directors with respect to going concern are described in the relevant sections of this report.

Other information

The other information comprises the information included in the Report of the Trustees other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinion on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Report of the Trustees for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Report of the Trustees has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Report of the Trustees.

We have nothing to report in respect of the following matters where the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to take advantage of the small companies exemption from the requirement to prepare a Strategic Report or in preparing the Report of the Trustees.

Responsibilities of trustees

As explained more fully in the Statement of Trustees Responsibilities, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an Auditor's Report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Details of the extent to which the audit was considered capable of detecting irregularities, including fraud and non-compliance with laws and regulations are set out below.

Extent to which the audit was considered capable of detecting irregularities, including fraud

We identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, and then design and perform audit procedures responsive to those risks, including obtaining audit evidence that is sufficient and appropriate to provide a basis for our opinion.

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud and non-compliance with the laws and regulations, we considered the following:

Audit response to risks identified

- the nature of the industry and sector, control environment and business performance.
- results of our enquiries of management about their own identification and assessment of the risks of irregularities.
- any matters we identified having obtained and reviewed the Company's documentation of their policies and procedures relating to the identifying, evaluating, and complying with laws and regulations and whether they were aware of any instances of non-compliance. Detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected, or alleged fraud and the internal controls established to mitigate risks of fraud or non-compliance with laws and regulations.
- the matters discussed among the audit engagement team regarding how and where fraud might occur in the financial statements and any potential indicators of fraud.

As a result of these procedures, we considered the opportunities and incentives that may exist within the organisation for fraud and identified the greatest potential for fraud in relation to the timing of the recognition of income. In common with all audits under ISAs (UK), we are also required to perform specific procedures to respond to the risk of management override and we identified risk in relation to the posting of unusual journals and the manipulation of accounting estimates.

We also obtained an understanding of the legal and regulatory frameworks that the Company operates in, focusing on provisions of those laws and regulations that had a direct effect on the determination of material amounts and disclosures in the financial statements. The key laws and regulations we considered in this context included Safeguarding, the Financial Reporting Standard applicable in the UK (FRS 102) (effective 1 January 2019) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK (FRS 102), and the Companies Act 2006.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission, or misrepresentation.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at www.frc.org.uk/auditorsresponsibilities. This description forms part of our Report of the Independent Auditors.

Report of the Independent Auditor to the Members of Salford Foundation Limited
For the year ended 31 March 2021

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

A Buckley

Alison Buckley (Senior Statutory Auditor)
For and on behalf of Mitchell Charlesworth
3rd Floor
44 Peter Street
Manchester
M2 5GP

23.09.21.

SALFORD FOUNDATION LIMITED

Statement of Financial Activities (Incorporating an Income and Expenditure Account)
For the year ended 31 March 2021

	Notes	Unrestricted Funds £	Restricted Funds £	2021 Total Funds £	Unrestricted Funds £	Restricted Funds £	2020 Total Funds £
Income							
Donations	5	12,227	-	**12,227**	28,669	-	28,669
Charitable activities							
Charitable objects	6	1,288,643	362,476	**1,651,119**	2,490,693	80,974	2,571,667
Investment income	7	12,236	-	**12,236**	22,954	-	22,954
Other income		345	-	**345**	-	-	-
Total Income		1,313,451	362,476	**1,675,927**	2,542,316	80,974	2,623,290
Expenditure							
Cost of raising funds							
Fundraising costs		216	-	**216**	236	-	236
Charitable activities							
Charitable objects	8	1,232,998	288,398	**1,521,396**	2,360,124	52,214	2,412,338
Total expenditure		1,233,214	288,398	**1,521,612**	2,360,360	52,214	2,412,574
Net income		80,237	74,078	**154,315**	181,956	28,760	210,716
Transfers between funds	15	(398)	398	-	-	-	-
Net movement of funds for the year		79,839	74,476	**154,315**	181,956	28,760	210,716
Reconciliation of funds							
Total funds brought forward		2,363,553	30,361	**2,393,914**	2,181,597	1,601	2,183,198
Total funds carried forward		2,443,392	104,837	**2,548,229**	2,363,553	30,361	2,393,914

All income and expenditure has arisen from continuing activities.

SALFORD FOUNDATION LIMITED

Balance Sheet
As at 31 March 2021

	Note	£	2021 £	£	2020 £
Fixed assets					
Tangible assets	16		744,252		749,996
Current assets					
Debtors	17	188,912		520,296	
Cash at bank and in hand		2,478,852		2,282,094	
		2,667,764		2,802,390	
Creditors: Amounts falling due within one year	18	(863,787)		(1,158,472)	
Net current assets			1,803,977		1,643,918
Net assets			2,548,229		2,393,914
Funds					
Restricted income funds	19		104,837		30,361
Unrestricted income funds					
General	19	922,156		883,633	
Designated	19	1,521,236		1,479,920	
Net current assets			2,443,392		2,363,553
Total funds			2,548,229		2,393,914

These financial statements have been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to charitable small companies.

The financial statements were approved by the Board of Trustees on _____ and were signed on its behalf by:

E Potier
Chair

SALFORD FOUNDATION LIMITED

Cash Flow Statement
For the year ended 31 March 2021

	Notes	2021	2020
		£	£
Cash flows from operating activities:			
Cash generated from operations	25	197,644	68,440
Net cash provided by operating activities		197,644	68,440
Cash flows from investing activities:			
Interest from investments		12,236	22,954
Purchase of property, plant, and equipment		(13,122)	-
Net cash (used in)/provided by investing activities		(886)	22,954
Change in cash and cash equivalents in the reporting period		196,758	91,394
Cash and cash equivalents at the beginning of the reporting period		2,282,094	2,190,700
Cash and cash equivalents at the end of the reporting period		2,478,852	2,282,094

The notes form part of these financial statements

1. General information

Salford Foundation Limited is a company, limited by guarantee, incorporated in England, and Wales under the Companies Act 2006. Details of the registered office address can be found on page 4 and a description of its principal activities in the Trustees' Report.

2. Accounting policies

Basis of preparation

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK (FRS 102) (effective 1 January 2019) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK (FRS 102) and the Companies Act 2006.

The financial statements are prepared in sterling, which is the functional currency of the charity. Monetary amounts in these financial statements are rounded to the nearest £.

Salford Foundation Limited meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note(s).

Going concern

At the time of approving the financial statements and having due regard to the impact of COVID-19, as referred to in the Trustees' Report, the Trustees have a reasonable expectation that the company has adequate resources to continue in operational existence for the foreseeable future. Thus, the Trustees continue to adopt the going concern basis of accounting in preparing the financial statements.

Income

All income is recognised in the Statement of Financial Activities once the charity has entitlement to the funds, it is probable that the income will be received, and the amount can be measured reliably.

Income from government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received, and the amount can be measured reliably and is not deferred. Grants are deferred to future periods only when this is specified or agreed by the funder or other preconditions of the fund are not yet met.

Donations are recognised when the charity has been notified in writing of both the amount and settlement date. In the event that a donation is subject to conditions that require a level of performance before the charity is entitled to the funds, the income is deferred and not recognised until either those conditions are fully met, or the fulfilment of those conditions is wholly within the control of the charity and it is probable that those conditions will be fulfilled in the reporting period.

Investment income is recognised on a receivable basis.

2. **Accounting policies** [Continued]

Expenditure

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required, and the amount of the obligation can be measured reliably. Expenditure is classified under the following activity headings:

- Charitable activities include expenditure associated with the provision of charitable objectives and include both the direct costs and support costs relating to these activities.
- Support costs include central functions and have been allocated to activity cost categories either directly, where identifiable, or on a basis pro-rata with headcount or staff resources absorbed by that activity.
- Grants offered subject to conditions which have not been met at the year-end date are noted as a commitment but not accrued as expenditure.
- Termination benefits are amounts payable as a result of a decision by the Charity to terminate employment before the normal retirement date. The costs are charged on an accruals basis to the relevant service line in the Statement of Financial Activities when the Charity is demonstrably committed to the termination of the employment.

Funds structure

- Restricted funds are funds subject to specific restrictive conditions imposed by the donor or by the purpose of the contract / monies received. The purpose and use of restricted funds is set out in note 19 to the financial statements.
- General funds are unrestricted funds, which are available for use at the discretion of the trustees in furtherance of the general objectives of the charity.
- Designated funds are funds which have been allocated or designated for specific purposes by the charity out of unrestricted funds. A description of the intended use of the designated funds is set out in note 19 to the financial statements.

Tangible fixed assets

Tangible fixed assets are measured at cost less accumulated depreciation and any accumulated impairment loss. Depreciation is provided evenly on the cost of other tangible fixed assets to write them down to their estimated residual values over their expected useful lives. Assets are capitalised if their cost is £1,000 or over.

The principal terms used are:

Freehold property - 50 years
Computers and office equipment - 2 to 8 years

Gains or losses arising on the disposal of other tangible fixed assets are determined as the difference between the disposal proceeds and the carrying amount of the assets and are recognised as part of the surplus/deficit for the year.

Leasing commitments

Rentals paid under operating leases are charged to the Statement of Financial Activities on a straight-line basis over the period of the lease.

2. **Accounting policies** [Continued]

Pension costs and other post-retirement benefits

The charitable company operates a defined contribution pension scheme. Contributions to the charitable pension scheme are charged to the Statement of Financial Activities in the period to which they relate.

Financial instruments

Financial assets and financial liabilities are recognised when the charity becomes a party to the contractual provisions of the instrument. All financial assets and liabilities are initially measured at transaction price (including transaction costs). The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

Trade and other debtors are recognised at the settlement amount due.

Cash at bank and cash in hand includes cash at short term highly liquid investments with a short-term maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

Creditors and accruals are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably.

Taxation

The charity is exempt from corporation tax on its charitable activities.

3. **Legal status of the charity**

The charity is a private company limited by guarantee and consequently does not have share capital. Each of the members are liable to contribute an amount not exceeding £1 towards the assets of the charity in the event of liquidation.

4. **Judgements and key sources of estimation uncertainty**

In the application of the charity's accounting policies, the trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

5. Donations	Unrestricted Funds £	Restricted Funds £	Total Funds 2021 £	Unrestricted Funds £	Restricted Funds £	Total Funds 2020 £
Donations	12,227	-	12,227	28,669	-	28,669

6. Income from charitable activities	Unrestricted Funds £	Restricted Funds £	Total Funds 2021 £	Unrestricted Funds £	Restricted Funds £	Total Funds 2020 £
Work in Schools	226,364	34.963	261,327	215,666	-	215,666
Youth Intervention Services	348,262	82,993	431,255	342,735	-	342,735
Universal Youth Services	513,880	-	513,880	1,676,117	-	1,676,117
Adult Inclusion Initiatives	200,137	244,520	444,657	256,175	80,974	337,149
	1,288,643	362,476	1,651,119	2,490,693	80,974	2,571,667

7. Investment income	Unrestricted Funds £	Restricted Funds £	Total Funds 2021 £	Unrestricted Funds £	Restricted Funds £	Total Funds 2020 £
Interest received	12,236	-	12,236	22,954	-	22,954

8. Analysis of charitable expenditure – current year

	Allocation basis	Work in Schools £	Youth Intervention Services £	Universal Youth Services £	Adult Inclusion Initiatives £	Other charitable activities £	Total 2021 £
Staff costs	Direct	167,680	295,475	185,688	310,990	28,966	988,799
Service delivery costs	Direct	11,950	36,892	11,368	67,169	25,081	152,460
Support costs	Note 11	49,072	84,471	162,383	84,211	-	380,137
Total		228,702	416,838	359,439	462,370	54,047	1,521,396

Analysis of charitable expenditure – prior year

	Allocation basis	Work in Schools £	Youth Intervention Services £	Universal Youth Services £	Adult Inclusion Initiatives £	Other charitable activities £	Total 2020 £
Staff costs	Direct	159,983	224,180	438,527	253,522	-	1,076,212
Service delivery costs	Direct	21,997	60,612	692,145	49,613	25,133	849,500
Support costs	Note 11	43,683	59,749	336,181	47,013	-	486,626
Total		225,663	344,541	1,466,853	350,148	25,133	2,412,338

Expenditure on charitable activities was £1,521,396 (2020: £2,412,338) of which £1,232,998 was unrestricted (2020: £2,360,124) and £288,398 restricted (2020: £52,214).

10. Grants payable

	2021 £	2020 £
Charitable objects	13,904	15,253
The total grants paid to institutions during the year was as follows:		
The Salford Foundation Trust	13,904	13,629
Others	-	1,624
	13,904	15,253

11. Analysis of governance and support costs – current year

The charity allocates its support costs as shown in the table below and then further apportions those costs between the charitable activities undertaken (see note 8). Where practicable any support costs are directly attributed to the activity. Where this is not possible costs are allocated based on staffing resources in that activity, either by headcount or by time spent.

Support costs	General support £	Governance costs £	2021 Totals £
Wages & salaries	231,242	-	231,242
Bad debts	(22,456)	-	(22,456)
Depreciation	18,866	-	18,866
Facilities, Property & insurance costs	55,393	481	55,874
General management	22,448	10,080	32,528
IT & communications	48,540	-	48,540
Office costs	7,876	-	7,876
Other staff support costs	7,667	-	7,667
	369,576	10,561	380,137

Analysis of governance and support costs – prior year

Support costs	General support £	Governance costs £	2020 Totals £
Wages & salaries	242,941	-	242,941
Bad debts	26,105	-	26,105
Depreciation	19,688	-	19,688
Facilities, Property & insurance costs	65,018	455	65,473
General management	39,988	10,500	50,488
IT & communications	49,898	-	49,898
Office costs	21,991	-	21,991
Other staff support costs	10,042	-	10,042
	475,671	10,955	486,626

12. Net income/(expenditure)

	2021 £	2020 £
Net income/(expenditure) is stated after charging/(crediting):		
Auditors' remuneration	7,800	9,000
Depreciation - owned assets	18,866	19,687
Other operating leases	2,196	2,196

13. Trustees' remuneration and benefits

There were no trustees' remuneration or other benefits for the year ended 31 March 2021 nor for the year ended 31 March 2020.

Trustees' expenses

There were no trustees' expenses paid for the year ended 31 March 2021 nor for the year ended 31 March 2020.

14. Staff costs

	2021 £	2020 £
Wages and salaries	1,076,963	1,174,136
Social security costs	83,067	94,795
Other pension costs	60,011	50,222
	1,220,041	1,319,153

	2021 No	2020 No
The average monthly number of employees during the year was as follows:		
Charitable activities	47	45
Support staff	5	5
Temporary programme staff	21	144
	73	194

The average full-time equivalent number of core permanent and support staff was 45 (2020: 40). In order to operate the reduced NCS programme in 2020/21, of the 21 temporary programme staff employed during the summer and autumn programmes (2020: 144), the average number of FTE employees was 1 (2020: 16).

Included in wages and salaries is an amount of £1,410 (2020: £nil) relating to redundancy costs. The amount of accrued redundancy costs at the balance sheet date was £1,410 (2020: £nil).

There were no employees whose employee benefits (excluding pension costs) exceeded £60,000. (2020: None)

The total amount of employee benefits received by the key management personnel was £59,174 (2020: £74,246).

15. Transfers between Funds

Small transfers totalling £398 (2020: £nil) in the year were made from unrestricted funds to reflect minor overspends on certain restricted projects.

16. Tangible fixed assets

	Freehold Property £	Freehold Property Improvements	Computer Equipment £	Total £
Cost				
At 1 April 2020	927,098	-	203,126	1,130,224
Additions	-	13,122	-	13,122
At 31 March 2021	927,098	13,122	203,126	1,143,346
Depreciation				
At 1 April 2020	177,644	-	202,584	380,228
Charge for year	18,541	-	325	18,866
At 31 March 2021	196,185	-	202,909	399,094
Net book value				
At 31 March 2021	730,913	13,122	217	744,252
At 31 March 2020	749,454	-	542	749,996

17. Debtors: Amounts falling due within one year

	2021 £	2020 £
Trade debtors	148,343	451,918
Accrued income	30,877	53,012
Prepayments	9,692	15,366
	188,912	520,296

18. Creditors: Amounts falling due within one year

	2021 £	2020 £
Trade creditors	415,177	275,881
Accruals	62,840	65,202
Deferred income	385,770	817,389
	863,787	1,158,472

Deferred income includes £385,770 relating to funding received in advance on contracts.

Balance brought forward	817,389	958,570
Utilised in period	(809,489)	(917,207)
Added in period	377,870	776,026
	385,770	817,389

19. **Movement in funds – Current year**

	At 1 April 2020 £	Net movement in funds £	Transfers between funds £	At 31 March 2021 £
Unrestricted funds				
General fund	883,633	138,921	(100,398)	922,156
Designated funds				
Freehold property	749,452	(18,542)	-	730,910
Planned maintenance	193,790	-	-	193,790
Puccini's event	3,655	(2,610)	-	1,045
Hardship fund	14,356	-	-	14,356
Programmes Investment Fund	318,667	(37,532)	-	281,135
Coronavirus Response Fund	200,000	-	-	200,000
St Mary's Redevelopment Fund	-	-	100,000	100,000
Total designated funds	1,479,920	(58,684)	100,000	1,521,236
Total unrestricted funds	2,363,553	80,237	(398)	2,443,392
Restricted funds				
Emerge	8,091	(8,174)	83	-
BUPA - Evolve	22,270	(22,264)	-	6
BUPA - Positive Pathways	-	33,898	-	33,898
Co-op Foundation - Leap	-	34,963	-	34,963
Lottery 1 - Women's services	-	(114)	114	-
Lottery 1 - The Shed	-	(73)	73	-
Lottery 2 - Rise	-	1,193	-	1,193
Lottery 2 - The Shed	-	(63)	-	(63)
Lottery 2 - Women's services	-	(438)	-	(438)
Salford CVS - Rise	-	19,898	-	19,898
Youth Endowment Fund - YEF	-	5,539	-	5,539
BBC Children in Need - Leadership Academy	-	1,712	-	1,712
Ministry of Justice - Women's services grant	-	(127)	127	-
GMCA – Domestic Abuse emergency grant	-	206	-	206
Salford CVS - Emergency beneficiary support	-	(1)	1	-
Workers' Educational Association	-	1,490	-	1,490
Princes Trust - Better Build Back Youth Salford	-	6,433	-	6,433
Total restricted funds	30,361	74,078	398	104,837
Total funds	2,393,914	154,315	-	2,548,229

19. Movement in funds [Continued] – Current year Net movement in funds, included in the above are as follows:	Incoming Resources £	Resources Expended £	Movement in funds £
Unrestricted funds			
General fund	1,313,451	(1,174,530)	138,921
Freehold property	-	(18,542)	(18,542)
Planned maintenance	-	-	-
Puccini's event	-	(2,610)	(2,610)
Hardship fund	-	-	-
Programmes Investment Fund	-	(37,532)	(37,532)
Coronavirus Response Fund	-	-	-
St Mary's Redevelopment Fund	-	-	-
	1,313,451	(1,233,214)	80,237
Restricted funds			
Emerge	36,264	(44,438)	(8,174)
Evolve	-	(22,264)	(22,264)
Positive Pathways	33,898	-	33,898
Leap	34,963	-	34,963
Lottery grant 1 - Women's services	32,052	(32,166)	(114)
Lottery grant 1 - The Shed	12,934	(13,007)	(73)
Lottery grant 2 - Rise	18,993	(17,800)	1,193
Lottery grant 2 - The Shed	11,902	(11,965)	(63)
Lottery grant 2 - Women's services	14,012	(14,450)	(438)
Rise	19,898	-	19,898
Youth Endowment Fund	26,502	(20,963)	5,539
Leadership Academy	17,600	(15,888)	1,712
Ministry of Justice	34,910	(35,037)	(127)
Domestic Abuse emergency grant	39,229	(39,023)	206
Emergency beneficiary support	1,000	(1,001)	(1)
Workers' Educational Association	5,000	(3,510)	1,490
Build Back Youth Salford	23,319	(16,886)	6,433
Total restricted funds	362,476	(288,398)	74,078
Total funds	1,675,927	1,521,612	154,315

19. **Movement in funds (Continued) – prior year**

	At 1 April 2019 £	Net movement in funds £	Transfers between funds £	At 31 March 2020 £
Unrestricted funds				
General fund	834,716	273,917	(225,000)	883,633
Designated funds				
Freehold property	767,994	(18,542)	-	749,452
Planned maintenance	178,793	(10,003)	25,000	193,790
Puccini's event	5,764	(2,109)	-	3,655
Hardship fund	14,656	(300)	-	14,356
Programmes Investment Fund	379,674	(61,007)	-	318,667
Coronavirus Response Fund	-	-	200,000	200,000
Total designated funds	1,346,881	(91,961)	225,000	1,479,920
Total unrestricted funds	2,181,597	181,956	-	2,363,553
Restricted funds				
Emerge	1,601	6,490	-	8,091
Evolve	-	22,270	-	22,270
Total restricted funds	1,601	28,760	-	30,361
Total funds	2,183,198	210,716	-	2,393,914

19. **Movement in funds (Continued) – prior year**

Net movement in funds, included in the above are as follows:	Incoming Resources £	Resources Expended £	Movement in funds £
Unrestricted funds			
General fund	2,542,316	(2,268,399)	273,917
Freehold property	-	(18,542)	(18,542)
Planned maintenance	-	(10,003)	(10,003)
Puccini's event	-	(2,109)	(2,109)
Hardship fund	-	(300)	(300)
Programmes Investment Fund	-	(61,007)	(61,007)
Total unrestricted funds	2,542,316	(2,360,360)	181,956
Restricted funds			
Emerge	40,160	(33,670)	6,490
BUPA - Evolve	22,270	-	22,270
Smart Energy	18,544	(18,544)	-
Total restricted funds	80,974	(52,214)	28,760
Total funds	2,623,290	(2,412,574)	210,716

Designated funds:

Freehold property: Amount invested by the charity in freehold property.

Planned maintenance: Amount set aside to carry out maintenance and renewals at Foundation House and St Mary's Centre. A major refurbishment project for Foundation House is planned to take place during Summer 2021.

Puccini's event: A balance remaining from a fundraising event in a previous period. This fund continues to provide welcome Summer breaks and respite to family groups using our services.

Hardship fund: This fund was established to assist participants on the NCS and other Youth Programmes.

Programmes Investment Fund: This fund was established to invest in services when external funding cannot be secured and to seed-fund new and innovative ideas. This fund also supports infrastructure projects and in 2021/22 will be used in part to support our Income Diversification and Digital Transformation projects. The fund was profiled in 2018/19, with a plan agreed to fully utilise the reserve strategically and effectively over a 5-year period.

Coronavirus Response Fund: A fund established in 2019/20 to mitigate risks associated with funding shortfalls as a result of Coronavirus, particularly for PBR related contracts. It is anticipated that his fund will be utilised during 2021/22.

St Mary's Redevelopment Fund: A fund established 2020/21 to fund a new permanent location for our Women's Centre.

19. **Movement in funds** [Continued]

Restricted funds:

Restricted funds are grants and contracts funds received for specific projects:

Emerge: A two-year project funded by the National Lottery Community Fund and the UK Government to combat loneliness and social isolation among women in Salford.

Evolve: A project part funded by the BUPA UK Foundation as part of their Mid-life Mental Health funding programme. The project provides mental well-being and recovery support to women who are experiencing problems due to changes in their personal and family life.

Positive Pathways: A project funded by the BUPA UK Foundation supporting women in Salford who are experiencing poverty, social and digital exclusion, and poor mental health.

Leap: A project providing peer-to-peer support to improve the wellbeing of students during the transition from primary school to high school - funded by the Co-op Foundation #iwill School Transitions grant

National Lottery Community Fund: two emergency grants received to deliver services aimed to support our community (via Women's Services, Rise, and the Shed) during the COIVD-19 crisis.

Rise: Funding received from the Salford CVS CV-19 Recovery Fund to support the Rise project which works with young people who have witnessed, or been a victim of, historical and significant family conflict at home/ domestic abuse.

Youth Endowment Fund: A programme to support young people aged 10-13 at risk of youth violence and school exclusion.

Leadership Academy: A BBC Children in Need funded project working with targeted year 10 and 11 girls in Salford schools who are experiencing: negative relationships, violence, low aspirations and a lack of positive role models.

Ministry of Justice: Women's Community Sector Funding of core costs.

Domestic Abuse emergency grant: Funding received via GMCA Police and Crime Commissioner to provide domestic abuse services and support.

Emergency Beneficiary Support: A Salford CVS crisis fund grant which allowed our Women's services team to purchase essential items and mobile phones and top up codes for services users who would not be able to continue accessing our services.

Workers' Educational Association: Employability and training programme for unemployed and socially excluded men.

Build Back Youth Salford: BBYS is an employability programme funded by The Prince's Trust, focussing on helping NEET young people in Salford back into education or work.

20. Analysis of net assets between funds – current year

	General Fund £	Designated Funds £	Restricted Funds £	Total 2021 £
Tangible fixed assets	217	744,035	-	744,252
Cash at bank and in hand	1,596,814	777,201	104,837	2,478,852
Other net current (liabilities) / assets	(674,875)	-	-	(674,875)
	922,156	1,521,236	104,837	2,548,229

Analysis of net assets between funds – prior year

	General Fund £	Designated Funds £	Restricted Funds £	Total 2020 £
Tangible fixed assets	542	749,454	-	749,996
Cash at bank and in hand	1,521,267	730,466	30,361	2,282,094
Other net current (liabilities) / assets	(638,176)	-	-	(638,176)
	883,633	1,479,920	30,361	2,393,914

21. Commitments under operating leases

At 31 March 2021 the company had annual commitments under non-cancellable operating leases for other equipment as set out below

	2021 £	2020 £
Within 1 year	576	576
Within 2 – 5 years	-	2,196
	576	2,772

22. Related party disclosures

During the year, the cost of salary, national insurance, and pension contributions of employees of Salford Foundation Limited that were seconded to The Salford Foundation Trust amounted to £10,428 (2020: £13,629). A donation of £3,476 (2020: £nil) was also made to the same.

At the year-end Salford Foundation Limited owed £nil (2020: £1,346) to The Salford Foundation Trust.

23. Ultimate controlling party

The charitable company is under the control of the trustees who are also the members of the company.

24. Pension scheme

The charity operates a defined contribution pension scheme. The pension cost charge for the period represents contributions payable by the charity to the scheme and amounted to £60,579 (2020: £50,222).

There were no outstanding or prepaid contributions at either the beginning or end of the financial year.

25.	Reconciliation of net income to net cash flow from operating activities	2021 £	2020 £
	Net income for the reporting period (as per the Statement of Financial Activities)	154,315	210,716
	Adjustments for:		
	Depreciation charges	18,866	19,687
	Interest from investments	(12,236)	(22,954)
	Decrease in debtors	331,384	18,539
	(Decrease) in creditors	(294,685)	(157,548)
	Net cash provided by operating activities	197,644	68,440

26.	Analysis of changes in net funds – current year	At 1 April 2020 £	Cash Flow £	At 31 March 2021 £
	Net cash			
	Cash at bank and in hand	2,282,094	196,758	2,478,852

	Analysis of changes in net funds – prior year	At 1 April 2019 £	Cash Flow £	At 31 March 2020 £
	Net cash			
	Cash at bank and in hand	2,190,700	91,394	2,282,094