

Company number: 03785437

Charity Number: 1078837

start in salford

Report and financial statements

For the year ended 31st March 2021

Start in Salford

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Message from the Chair of Trustees

2020-2021: Keeping your distance, but staying close

This has been a completely different year; everything going online, the coming together, but remaining distant, the almost return to work and finally trying to get back to some normality! However, regardless of the challenges faced by those attending Start and staff continuing to provide interventions and support, it has been another successful year. Staff have continued to work with the client group using diverse approaches, ensuring that vital support has been forthcoming and accessible throughout the pandemic. Through use of online activities, telephone contact, and posting materials, the needs of those using our service have continued to be met. At a time when people perhaps felt more vulnerable, it has been even more important to support people in achieving their personal goals and enabling them to reach their full potential, and staff have done this enthusiastically and creatively.

Throughout the year Start's reputation within the field of mental health has continued to grow and flourish. The Inspiring Minds programme has been delivered throughout the pandemic to the same high standard as in previous years, with staff ensuring its' ongoing success. This is also demonstrated through renewal of the contract for this programme with the CCG. In addition, Start has continued to work with a range of partners, and has had involvement with a number of successful projects, the 'Reach Out' suicide prevention project and the 'Living Well' project to name but two. These, along with other activities (highlighted within the main body of the report) have ensured continued delivery of high quality work to our commissioners.

The success of Start is reliant on the staff who organise, manage, and deliver the service. Just like those who attend Start for help and support, this has been a challenging year for staff too, as they were asked to work in different ways, with furlough and flexible furlough conditions being introduced throughout the year. Such issues can add to the stress of the everyday work done at Start and it is a big thanks to all the staff for their commitment and resilience throughout this difficult time. During the year there have been changes within the senior management team with Bernadette relinquishing her role as Chief Executive and taking on the role of Charity President, and Michelle Dennett taking on the role of Charity Director. It is anticipated that in taking on these roles Start will continue to grow from strength to strength in all aspects of its work within Salford, Greater Manchester and beyond.

I am pleased to report that throughout the year, and during the pandemic, the work of Start has continued to flourish. Whilst there are challenges, not least a predicted budget deficit (see Financial Review section), the work undertaken by Start is aligned to what is happening in the health and social care sector and beyond, and contracts and grant monies have continued to be secured for future investment in the organisation. As an organisation working with various partners, we recognise the valuable support from our many stakeholders, partners, supporters, and the local community. Perhaps of primary importance is the overwhelming positive feedback we receive from those who attend Start and their significant others.

As a board of trustees, we continue to be extremely proud of the work undertaken by Start, and the reach of our services within Salford, Greater Manchester and beyond. The success of Start is only made possible by our excellent team of staff and volunteers, who do so much to help improve the lives of those who use our services and, as a board of trustees, we are extremely grateful for all their hard work.

Sue McAndrew
Chair
Start in Salford

Company number 03785437

Charity number 1078837

Registered office and operational address Brunswick House
62 Broad Street
Salford
M6 5BZ

Trustees Trustees, who are also directors under company law, who served during the year and up to the date of this report were as follows:

Vincent Clifford	
Stephen Colgan	
Bruce Kinloch	Treasurer
Sue McAndrew	Chair
Clare Pinnington	
Robert Purdie	
Jack Ranson	Appointed 28/10/2020
Patricia Taylor	Resigned 15/07/2020

Secretary Bernadette Conlon Resigned 28/10/2020

Senior Management Team	Bernadette Conlon	Charity President
	Michelle Dennett	Charity Director
	Loretta Hewart	Office Manager
	Justine Wallace	Finance Manager
	June Wilcock	Service Delivery Manager

Bankers	Unity Trust Bank	Virgin Money
	Nine Brindley Place	Jubilee house
	Birmingham	Gosforth
	B1 2HB	Newcastle upon Tyne
		NE3 4PL

Independent Examiner Anita King FCCA
Community Accountancy Service Limited
The Grange
Pilgrim Drive
Beswick
Manchester
M11 3TQ

Start in Salford
Trustees' Annual Report
for the year ended 31st March 2021

Trustees Report

The trustees of Start in Salford (START) present their report and the unaudited financial statements for the year ended 31st March 2021. Included within the trustees' report is the directors' report as required by company law.

Reference and administrative information set out on page 1 forms part of this report. The financial statements comply with current statutory requirements, the memorandum and articles of association and the Statement of Recommended Practice - Accounting and Reporting by Charities: SORP applicable to charities preparing their accounts in accordance with FRS 102.

The trustees review the aims, objectives and activities of the charity each year. This report looks at what the charity has achieved and the outcomes of its work in the reporting period. The trustees report the success of each key activity and the benefits the charity has brought to those groups of people that it is set up to help. The review also helps the trustees ensure the charity's aims, objectives and activities remained focused on its stated purposes.

The trustees have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing the charity's aims and objectives and in planning its future activities. In particular, the trustees consider how planned activities will contribute to the aims and objectives that have been set.

Objectives and activities

The Charity's objectives are to pursue any charitable purpose that improves the health, wellbeing and quality of life of people from Salford and the wider North West Region who;

- are at risk of suffering, have suffered or are suffering from mental health problems;
- are otherwise socially excluded;

in particular but not exclusively by:

- the promotion of arts based activities; and
- restoring and maintaining the Grade 2 listed building Brunswick House and providing for its use for the benefit of the people of Salford and the wider North West region.

START uses arts and horticulture based activity and creative innovation to improve the mental health of communities; increasing skills, connecting people to each other and supporting them to gain in confidence and self-esteem. Our members often make remarkable progress and soon learn how to contribute to their community in ways they could never have imagined.

We are dedicated to putting those with lived experience at the heart of everything we do. We listen and learn from those who are experts by experience and together we design and deliver meaningful projects and services which empower those experiencing mental health issues to remove stigma, unlock their potential and live their best life.

START is a vibrant organisation full of people who care about others; and this drives us in our work in Salford and beyond. We successfully collaborate with a number of VCSE and statutory partners throughout the city and understand that joint working is key to successful health and wellbeing outcomes for our community, and we work to encourage this at every level, striving to make our local Neighbourhoods better places to live.

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We deliver services from our main studio base, Brunswick House, which houses workshops and studios, a gallery space and a community garden, as well as outreach work within local community settings, partner organisations and our converted shop unit, the Make Space within Walkden's Shopping Centre.

The impact of Covid-19

The Covid-19 pandemic has brought about many challenges and START have had to adapt and develop our services in response to the outbreak.

In line with Government advice and having suspended all face-to-face and group activities, we have worked to mobilise staff to work from home and have now successfully devised an innovative and comprehensive package of support for our many members / service users and volunteers.

Staff have had to work hard to ensure that everyone has the same opportunity to keep connected to START; overcoming challenges around digital barriers has meant that we have had to think carefully about accessibility so that no one is at a disadvantage due to their personal circumstances at home.

Our new menu of support options include:

- **Telephone contact** - all members and volunteers are contacted by telephone each week and people have been signposted where necessary to the various forms of support that are available locally as well as information being sent out via email and post about websites/ telephone lines etc. that can be accessed for specific conditions on a national level.
- **YouTube** - START has set up a new channel and staff are uploading new creative activity videos each week to enable members to continue with creative activities during the lockdown. These activities are currently being transcribed to allow us to send them in the post to those who do not have access to the internet.
- **Instagram** - START staff are adding new activities and challenges each week for members to try, and for them to send in pictures of their own work. This is a more interactive way of remaining in touch with members and we have had some impressive images posted. We also send the challenges out via email and call people with the details to enable those without digital means to engage in the activities.
- **Online Wellbeing hub** - this online hub can be accessed via a personal log in on our website and staff have been registering more members and adding to the range of creative wellbeing activities that are available to do and self-help sheets that are available to download. A video has been produced to visually take people through the different parts of the hub as an introduction to the content.
- **Live Online sessions** - some of our sessions have been adapted and are now functioning via Zoom. We are now posting art materials out to some members as well as worksheets to those who cannot access sessions online. Going forward we see this as a good way of involving people with START before they physically attend the service. This will help us to cope with increased demand and reach those who, due to barriers in getting to our physical base, may not have previously engaged.
- **Five Ways to Wellbeing Newsletter** - this is produced on a weekly basis and is sent out to all our community participants and partner agencies via email and post. The newsletter has helpful information about wellbeing initiatives based on the 5 Ways to Wellbeing.

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- **Members Newsletter** - this is produced weekly to inform members of all new live sessions and online activities available to them. This is posted or emailed dependent upon their circumstances.

We continued to adopt an 'asset based' holistic approach to building resilience during the pandemic, virtually connecting people isolated in their own homes and striving to provide the best support possible under very difficult circumstances. The people we supported included those who are, or maybe at risk of experiencing mental health issues or social exclusion, in particular; people referred from their GP or Community Mental Health Team, older people, young people and hard to reach groups such as the homeless, those in recovery from drug and alcohol misuse and refugee and asylum seekers.

Historically, START encourages our members to reintegrate within their Neighbourhoods and we are encouraging pathways into volunteering, employment, and college placements enabling people to achieve their goals and contribute to the communities in which they live, leading to an increased sense of belonging and participation within society long term. Although our ability to do this has been reduced during the COVID pandemic we are proud to have seen some of our members achieve some incredible outcomes during this time.

Our members also benefited from gaining experience working alongside other volunteers, paid employees and fellow students, improving communication and assertiveness skills, which led to our service user members accessing further volunteering opportunities, increasing their employment aspirations and future work prospects. This work contributed to a reduction in unemployment and an increase in community connection and participation. We have seen this element of our work reduce over the last 12 months, however we have plans to increase our volunteering pathway in the coming year as we implement our COVID recovery plans.

To monitor the impact and effectiveness of our work we use a range of monitoring and evaluation tools which include; WMWBS, Wellbeing Stars and the Five Ways to Wellbeing Questionnaire. This monitoring and evaluation is embedded across all of our programmes and sits alongside our Social Return on Investment [SRI] measures.

Achievements and performance

The charity's main activities and who they support are described below. All its charitable activities focus on improving mental health and wellbeing and are undertaken to further START's charitable purposes for the public benefit.

Inspiring Minds Arts on Prescription

The Inspiring Minds programme which is usually delivered from our main studio base Brunswick House uses arts and horticulture activity alongside 1:1 mentoring to support people experiencing mild to moderate mental health concerns referred from their GP, as well as those who have more severe and enduring conditions referred from secondary mental health partners such as Community Mental Health Teams and Health and Social Care professionals.

We also oversee the management and delivery of Salford's Mental Health Drop In Groups, set up to provide ongoing wellbeing activities and peer support opportunities for some of the most vulnerable members of our community.

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It was necessary to move this element of our work online during the 2020-21 year.

START Over Fifty

Start Over Fifty uses arts and horticulture to combat isolation, encourage community participation and enhance the wellbeing of older people in Salford, with some sessions tailored specifically to those living with Dementia. We deliver our sessions within accessible community venues across the city such as Libraries, Churches and Shopping Centres, as well as Care Homes, Sheltered Accommodation and extra care facilities.

Due to the pandemic, this element of our work was paused to ensure the safety of our older participants who were most at risk. In place of face to face sessions we delivered art packs and activity sheets to people's homes, undertaking wellbeing checks and keeping connected to those people who lived alone and were most at risk of social isolation and loneliness.

Innovation Projects

At START we continually review our provision and look to creative and innovative solutions to allow us to support the specific needs of certain groups and communities. In 2020-21 this has included the continuation of the following projects although the delivery methods had to be adapted to suit the restrictions which came with the COVID pandemic;

- **START+** supports people in Salford who traditionally struggle to engage with mental health services. The project uses creative arts and horticulture to help to improve wellbeing, build rapport and bridge the gap between clinical services and Asylum Seekers/Refugees, people who are homeless and those accessing drug and alcohol recovery services. This was delivered online during this year with weekly newsletters created for partners to encourage people to adopt the 5 Ways to Wellbeing to support their mental health.
- **Captain Confidence** is a partnership project with Salford Red Devils Foundation that supports children's mental and physical resilience. As this was face to face provision working with groups in primary schools the delivery model had to be significantly amended in 2020-21. We delivered a number of creative care packs to children in Salford and kept in touch with pupils through a weekly Captain Confidence newsletter which included activities and suggestions to support children's mental health whilst at home.
- **Short Breaks** (Mish Mash Club) is our art and craft club for children with disabilities and their families. Traditionally delivered from the Make Space in Walkden Shopping Centre this year we moved delivery online.
- **Reach Out START to End Suicide** is a community focused suicide prevention intervention. The award winning project includes a Remembrance Vigil which took place as a Drive-In event this year to ensure people's safety. A Nurses Lunch also took place, targeting nurses at Salford Royal Hospital who, during this year, have been under significant pressure and encouraging them to reach out for support. With the increase in the use and demand of food parcels due to the pandemic, Reach Out 'Bags for Life' were distributed to all Food Banks in the city with words of hope and support to encourage conversation.
- **Wellbeing Matters** is the city wide Social Prescribing offer which sees START as a lead Anchor organisation hosting a Community Connector within Walkden and Little Hulton. The programme connects people with groups, services and activities within their local Neighbourhoods to help improve

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wellbeing and reduce the demand on GPs in Salford. Support was provided via the telephone during 2020-21.

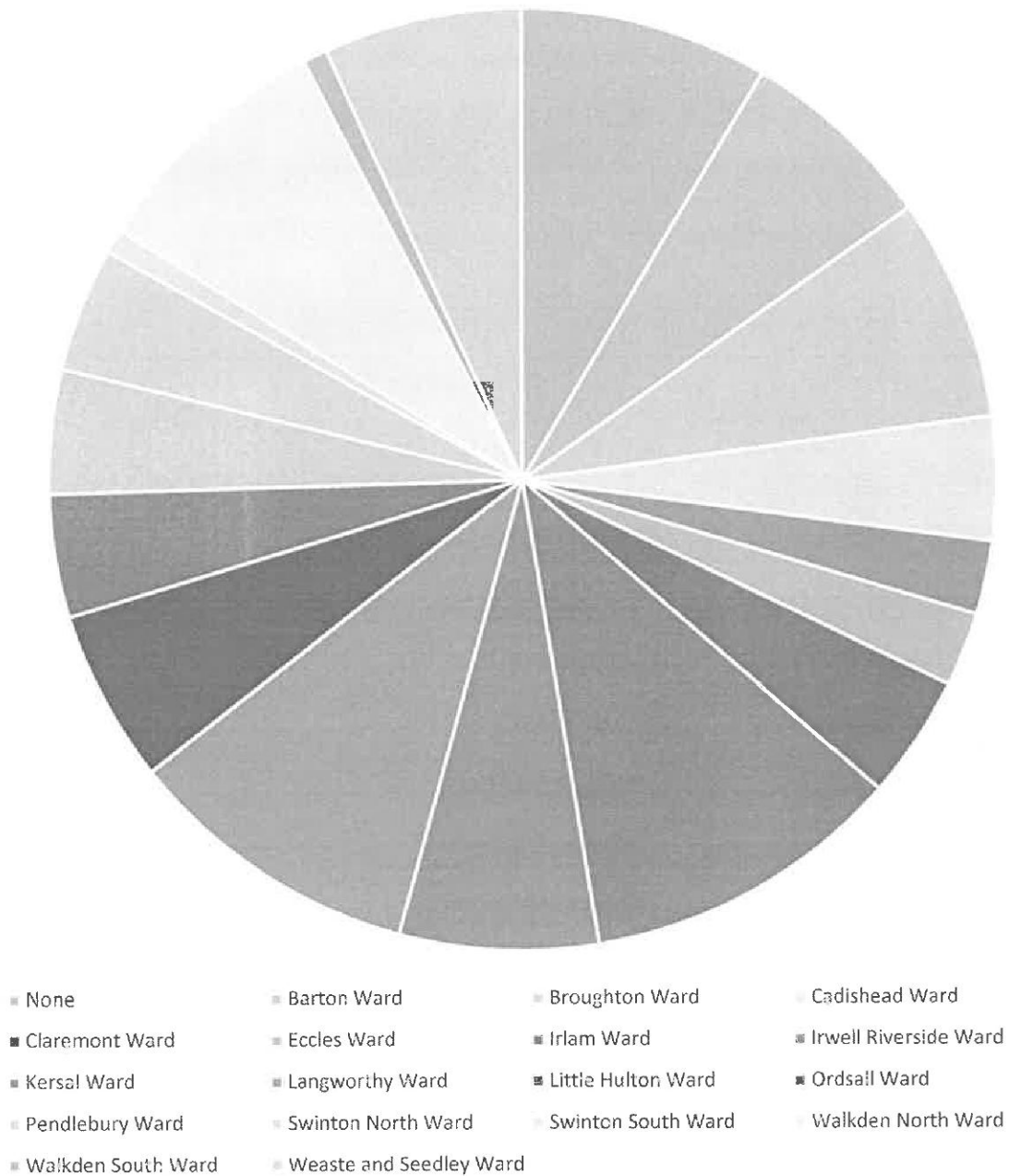
- **Living Well** is a new pilot programme designed to help people to think differently about mental health support. Salford are one of three sites chosen to learn from work developed in Lambeth as part of a 3 year Lottery programme which will help Salford to focus on people's skills, aspirations and experiences to build a different way of offering support and help. Living Well brings together people from statutory and VCSE settings, including peers with lived experience, in order to design and launch this new programme which has become a key priority for the city for both now and in the future. START are part of the Design Group and wider Collaborative which plays an integral role in the work. We have been funded to provide staff within the new Living Well Multi-Disciplinary Team and during this year have recruited Recovery Workers to deliver the model.
- **Walkden Neighbourhood Project** brought together the ideas from sector leaders within the Walkden & Little Hulton Neighbourhood Leadership Team to develop START's Make Space to better accommodate a wide range of partners to ensure increased outcomes for local people. The space was completely refurbished last year to encourage better collaboration between Voluntary and Statutory partners, with the unit now housing separate areas to see members of the community simultaneously either in groups or on a 1:1 basis for things such as support groups, health checks, social work appointments. Due to the pandemic this work was paused but is due to restart again in April 2021 with Walkden and Little Hulton being chosen as the first innovation site to undertake the 'Community Led Support' transformation programme which looks to improve outcomes for people in Health & Social Care.

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Beneficiaries of our services

This year START have supported just under 600 people through all of our services and projects. These beneficiaries are from Salford and can be broken down as residing in the following areas:

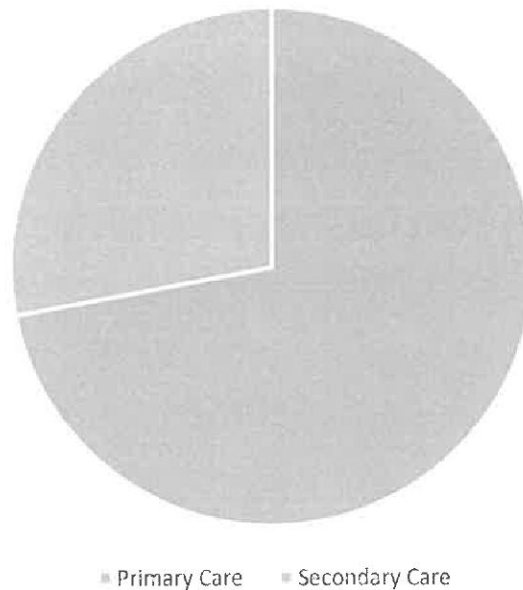
Referrals by area



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People who have accessed START's services have come from the following referral routes:

Referral Routes



START has developed a robust system to track the progress and outcomes of all of our services. This is driven by a centralised 'Hanlon' database system which captures all relevant client data including; attendance within sessions and personal achievements such as distance travelled towards outcomes since joining the project.

Our fully trained staff continue to collect data using a variety of quantitative and qualitative tools including:

Reported; 'member stories' which tell us the impact of interventions from the service users' perspective, using their own words and insight (see below example)

Observed; staff and family observations are recorded using templates to capture change and impact from the viewpoint of those closest to the service user. They often see changes which the service user may not recognise immediately

Measured; we use WEMWBS to provide us with an assessment of overall wellbeing and changes in wellbeing over time. The tool is used to provide a baseline and then repeated at intervals to determine impact. We also use a bespoke Wellbeing Wheel which measures change in 7 domains of life and the Five Ways to Wellbeing Questionnaire.

Monitored; session registers provide quantitative data to determine numbers participating

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Member Story;

'The group I was in are like a little family, that's how I see it... People are so accepting, you instantly feel part of something. There is an overwhelming feeling of love. Everyone says the same.'

The following account took place via Zoom between Michelle & Kevin:

'I have pretty much always worked in Warehousing- I was constantly running around, it was a very manual job.

I've had terrible problems with my feet- sometimes I was in so much pain after my shifts that I couldn't even touch the pedals when I was driving home. I was about 60 at the time, so about 2 and a half years ago.

I just woke up one day and couldn't go back in- I'd had enough. It was a big step to walk away.

I had low self esteem - I kept thinking is this it? I was in constant pain, I had arthritis and walking was very painful. I went off sick and the depression really started.

I used to enjoy walking around the local county parks but this became impossible.

My wife drinks constantly.

We've got three children, I've got a great relationship with them; they are my best friends. I go to festivals with them when we can.

We had a fire in the house about 7/8 years ago- we got moved. My wife's drinking stopped for a bit then but then it started again. I've tried to get her help but she doesn't want it. It's deteriorated to be as bad as ever now.

I like to bring myself to this little room, it's my quiet space away from it all. I feel like I'm on my own.

I grew up in Little Hulton in a flat with my Mum and Dad, it was new when they moved in, they were one of the first on the estate.

I had a great childhood, most of my friends are from around here. I've recently met up with an old friend from Primary School, she is a great support, her husband is unwell too.

I didn't do art at school and I've regretted that. I did subjects that I thought would get me a good job.

My first job was for an Engineering Company in an office, putting work out to the shop floor, keeping the records straight.

Then my Dad managed the Co-op and he got me a job at the Warehouse at Urmston. I was made redundant at 29, just as I'd got married. That was a blow but I found other jobs, mainly in Warehousing which is what I've done for the majority of my working life - right up to when I finished.

I've never really been one to socialise and make friends- I can isolate myself sometimes. I don't want to be bothered with anyone- it's just not for me.

We used to go on holiday and my wife was always making friends and chatting, I couldn't be doing.

I've not got many friends but the ones I do have are very important. Like Marie who I have reconnected with. I get on better with women than men, I don't know what it is. I think we are more likeminded, I'm not into football etc. it's not really for me. My Dad was very much like me too.

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Going to START had made me get out more. I'm a bit more open to people - it's really helped me. Especially now I'm at college I don't feel like I'm an outsider. I have something to talk about.

START has opened me up to do different things - it's broken down some of my barriers, meeting all sorts of people.

I started off by doing a mini course making prints and then moved to drawing with Elaine, I improved my skills. I wouldn't be where I am today without Elaine. She doesn't push you but she makes suggestions that help you - she has brought out something in me.

The group I was in are like a little family, that's how I see it.

I've been in a number of different classes now, textiles with Lisa and photography with Jeni and every group has been amazing. People are so accepting, you instantly feel part of something. There is an overwhelming feeling of love. Everyone says the same.

I was originally seeing a counsellor through 6 Degrees. It was once I had finished work and my confidence was quite low. It sort of helped being able to talk about what was on my mind but my whole mental health changed when I came to START.

It has changed my life - and I don't say that lightly. It has changed my perception of myself and where I am in the world.

I want to volunteer there - to give something back but with lockdown that has been paused.

I've bought all sorts of art materials, pastels, acrylics, pencils so that I can do my practice at home. It's overtaken my life!

In September 2019 I went at Pendleton College to continue with my art but I didn't have the grades - so the next 12 months I spent getting my GCSE Maths and English.

When I could finally do my Diploma in Art it felt like I had begun to recreate me - I was doing the things I should have been doing when I was 16!

Through START I have been able to cover a lot of the groundwork. I said to Elaine that if it wasn't for her I wouldn't have thought about college... and Uni!

My college tutor had spoken to me about University - I was unsure at first, it is quite difficult financially as I've never claimed anything but I have decided that this is what I want to do and I will make it work. This is my journey now. I could never have dreamt of this when I woke up that morning 3 years ago too unwell to go to work - I never thought there could be a happy ending. Now there is so much more to come in my life.

I've been offered a place to do a BA Hons in Fine Art at both Bolton and Salford University. I need to get my UCAS points but I've already got 5 Distinctions, 2 Merits and a Pass so this shouldn't be a problem. I even got nominated as 'Student of the Week' this week by my tutors!

Once I have my qualifications I want to be back at START volunteering, even if it's cleaning up! It is there where I am in my happy place. It is a little oasis in a mad world.'

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Financial review

The beginning of the year saw us entering unprecedented times with a rapidly changing environment, for both our finances and service delivery, due to the effects of the Covid-19 pandemic. The potential negative financial impact, as a result of an increased demand for our services against a possible decrease in income, necessitated a proactive and agile response.

We were fortunate that our funders stood by us, recognising the scale of the challenge and the importance of the vital services we provide. Many funders quickly made emergency funding available and allowed flexibility within existing grants to enable us to continue meeting the needs of those using our services.

Total income for the year was £923,814 (2020: £900,965) an increase of 2.5% on the prior year. Restricted income increased by 168.2% to £338,350 (2020: £126,159) mainly as a result of the targeting of specific Covid-19 recovery funding. Total expenditure for the year was £774,957 (2020: £800,208) a decrease of 3.2% on the prior year resulting in net income for the year of £148,857 (2020: £100,757).

As in previous years, our income was principally secured through the delivery of our service contract with Salford CCG (£489,746) accounting for 53% of total income in 2020/21. Remaining income was achieved through grants (£360,495), government CJRS 'furlough' support (£32,219), sessions and services (£20,717), donations (£16,199), trading activities (£3,770) and bank interest (£468).

Salford CCG continued to support our core Inspiring Minds programme and our Reach Out: Start to end Suicide project as well as providing funding towards the staffing of our pilot programme, Living Well. We were also able to secure continuation funding of £128,518 from **Salford CVS** for the Living Well programme to ensure its sustainability through to 2022.

For a third consecutive year we were successful in securing continuation funding of £45,000 from **Salford Third Sector Consortium** for our Wellbeing Matters project. We also received continuation funding from **Salford CVS** of £5,000 for our Captain Confidence project and £3,850 for our Short Breaks project.

Our Start+ project, now in its second year, received continuation funding of £53,885 from the **National Lottery Community Fund**. In addition, we received £5,000 from **Booth Charities** to support our provision for older people and £5,000 from **GMCVO** towards our Parking-It project, alongside grant funding for a number of smaller projects.

Finally, we were successful in securing specific funding to enable us to respond to the challenges presented by the pandemic. Grants were received from the **National Lottery Community Fund** (£45,589), **Salford City Council** (£20,000), **Salford CVS Recovery Fund** (£19,936), **Baring Foundation** (£12,000), **GMCA** (£10,000), **Clothworkers Foundation** (£1,500), **Salford CVS Crisis Fund** (£1,000) as well as several smaller grants.

We would like to express our gratitude to all of our funders for their support during this extremely challenging year and to sincerely thank our donors and fundraisers for their unceasing efforts.

At the end of the 2020/21 financial year, the charity remained in a good financial position, with total reserves of £515,907; of this £99,961 were restricted funds and £415,946 were unrestricted funds. At the balance sheet date, the tangible fixed assets of the charity were £260,504 representing the net book value of the freehold building, Brunswick House, which is mostly financed by a mortgage. The free reserves available at the year end were £112,946 including £26,183 invested in tangible fixed assets.

The next financial year will present challenges to the financial health of the organisation due to a forecast budget deficit. However, the trustees are confident that we have robust financial management in place, giving both trustees and management a clear understanding of the financial situation. Having reviewed the forecasts for the year and considered their effect on the operations of the charity, the trustees are confident that the organisation will remain stable and is a good going concern.

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Reserves policy

At the end of the previous financial year, given the uncertainty brought about by the Covid-19 pandemic and its potentially long-lasting impact, the trustees revised the reserves policy to include designated reserves, within unrestricted funds.

Designated reserves are set aside by the trustees to fund future redundancy and potential closure costs. In deciding the level of designated funds - which equate to a minimum of three months of charitable expenditure plus redundancy provision - the trustees have taken into consideration what the charity's exposure would be to redundancy and/or restructure costs if the organisation's business model needed to change rapidly to ensure future sustainability.

Reserves are needed to meet the working capital requirements of the charity and the trustees evaluate the reserves position as part of the board's quarterly review of accounting information. The review is based on a 'financial dashboard' of turnover and cost analysis, budget vs actual analysis, financial activities for the year to date and projections to the year end.

This rolling review of year to date results enables the trustees and the Senior Management Team to consider the restricted, designated and free reserves with a view to determining their sufficiency and the impact of the forecast results on reserves held.

The trustees consider that this policy will ensure the provision of sufficient funds to enable the charity to respond to the rapidly changing environment and ensure that the delivery of the charity's activities, as well as its governance and support costs, are covered.

Plans for the future

START have been successful over previous years in securing a number of funding streams to diversify income and ensure the charity is not reliant on any one single large grant or contract, reducing the financial risk of the organisation. This has included securing large longer term grants and a number of short term small grants in addition to our CCG commissioned contract which includes both recurrent and non-recurrent income.

We have also increased our self-generated income through private and public sector partnerships; charging businesses for Mental Health Training, Mindfulness and Room Hire, in addition to the provision of creative sessions delivered in older people's care homes, churches and other community venues where groups pay START directly for delivery.

During the Covid-19 pandemic we have been extremely grateful to a number of large grant funders and Salford CCG who have guaranteed the continuation of their funding during this unprecedented time.

All of our self-generated business income has however ceased and, due to the uncertainty of when we will be able to resume activities and open up this income stream again, we have had to make some difficult decisions to ensure the sustainability of START. These have included furloughing some members of staff as part of the Government's Coronavirus Job Retention Scheme.

Despite the pandemic however, 2020-21 has seen START strengthening partnerships in the city to ensure that the organisation is placed at the centre of potential new investment opportunities for the future. This has meant investing significant time in the strategic development of the charity; with the Senior Management Team focusing on key initiatives and citywide priorities including the new Living Well model and the Social Prescribing programme, Wellbeing Matters, in order to ensure START plays an integral part and are therefore included within any future business cases for sustainable commissioned work.

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We also continue to develop our innovations to address a number of key areas in Salford including the Reach Out Project with a focus on Suicide Prevention which has now been commissioned by Salford CCG and Captain Confidence to increase resilience in young people for which we continue to seek alternative funding opportunities to enable us to sustain the project following the end of grant funding.

Trustees also recognise the importance of nurturing our core services and will prioritise the reporting of our impact and outcomes to encourage discussions with Commissioners around future capacity and investment needs.

Structure, governance and management

Company status

The organisation is a charitable company limited by guarantee, incorporated on 9th June 1999 and registered as a charity on 11th January 2000.

The company was established under a memorandum of association which established the objects and powers of the charitable company and is governed under its articles of association. Any potential amendments which may need to be made are considered and recorded in the board minutes.

Trustees of the charity guarantee to contribute an amount not exceeding £1 to the assets of the charity in the event of winding up. The total number of such guarantees at 31st March 2021 was 7 (2020: 7). The trustees are members of the charity but this entitles them only to voting rights. The trustees have no beneficial interest in the charity.

All trustees give their time voluntarily and receive no benefits from the charity. Any expenses reclaimed from the charity are set out in note 2 to the accounts.

Organisational structure

During the year, as the organisation was tested by the pandemic, the Senior Management Team were able to demonstrate their strengths, skills and abilities, with each manager taking on new and additional responsibilities. As a result, a management re-structure was proposed and successfully implemented.

Former CEO, Bernadette Conlon, took on a new role as Charity President and official figurehead, working in partnership with the Senior Management Team and board of trustees to ensure cohesion and effective joint working. A scheme of delegation remains in place and the day to day strategic, operational and financial responsibility rests with the Senior Management Team overseen by Michelle Dennett as Charity Director.

The board of trustees are accountable for the governance of the organisation and have ultimate responsibility for the strategic management and direction of the charity which is reviewed on a quarterly basis at board meetings.

Prior to each quarterly board meeting, reports are prepared by the Senior Management Team covering their respective areas of responsibility. These are received by trustees in advance so that we are in a position, during the meeting, to discuss matters arising and request follow up actions. These meetings are recorded and minutes are held on file.

The Senior Management Team meet weekly to discuss operational issues and monthly to review financial reporting and operational strategy to ensure they are able to react swiftly to rapidly changing situations and funding availability.

Staff team meetings are held weekly to ensure that all staff have input into developments and to enable effective communication. The meetings moved to a remote schedule following lockdown. In general terms service users are

Start in Salford

Trustees' Annual Report

for the year ended 31st March 2021

represented at all levels within the organisation. This ensures that all decisions are understood by the service users whilst also ensuring that their needs and requirements are understood and met whenever and wherever possible.

Recruitment and appointment of trustees

Every year, the board decide whether they need to actively recruit new trustees. In addition, if during the course of the year, any trustees announce their intention to resign the board decide whether they need to recruit new trustees to ensure that overall the skill set of the board remains adequate.

During 2021 the trustee recruitment process was reviewed and updated. Several methods are used in the recruitment of trustees. Ex-service user members and volunteers are recruited by applying internally. Other trustees are recruited from local business and professional organisations. Applications, including a completed skills matrix, are submitted and initially vetted by the Chair of trustees and the Charity President. Suitable applicants are invited to an initial meeting/interview to discuss the charity in general as well as what is expected of a trustee. If appropriate, applicants are invited to observe at the next board meeting after which the existing trustees vote on whether to approve their application. This system ensures the board has the right balance of skills and knowledge which enables first class governance of the organisation.

New trustees are formally voted on to the board at the beginning of the first board meeting they attend following the observation meeting. Joining the board is subject to receipt of satisfactory references and a basic DBS being obtained. New trustees must be in receipt of a basic DBS certificate before attending the next board meeting. Continued membership of the board is contingent on completing all mandatory safeguarding training within 3 months and all other mandatory training within 6 months.

Induction and training of trustees

During 2021 the trustee induction process was reviewed and updated. New trustees are provided with a comprehensive induction pack which briefs them on their legal obligations under charity and company law, explains the processes of the charity, provides information on how to arrange the mandatory training and outlines the conduct expected of trustees.

New trustees are required to arrange meetings with each member of the Senior Management Team in order to support their understanding of the specific role individual managers have within the organisation. They are also invited to attend a live session run by one of our service delivery team and to meet our members.

The Charity President is responsible for ensuring new trustees complete the induction process and will meet with the new trustee prior to the next board meeting to finalise and sign off their induction.

Start in Salford
Trustees' Annual Report
for the year ended 31st March 2021

Related parties

Start in Salford (START) is an independent charity with one subsidiary undertaking, **Start Creative – Hand Crafted in Salford Ltd**, the purpose and activities of which are described below.

Start Creative's Purpose

In April 2012 START established a trading arm, in the form of Start Creative, a separate wholly owned subsidiary of the company. Start Creative strives to ensure that the natural resources of this country are sustainably managed for use in design, manufacture and sale of handcrafted items; for the social value of and by the vulnerable people of our communities.

Start Creative does this by offering work experience, volunteering and employment opportunities to community members whenever possible, generating investment for START's services and enhancing the lives of communities through positive experiences and regeneration of local environments.

The organisation has a Managing Director who runs a team of trained volunteers; Start Creative provides 'real life' commercial experience whilst continuing to develop confidence, self-esteem and aspiration in a familiar and supportive environment.

Any profits from Start Creative are re-invested in START to enhance and support the services we provide. The work of Start Creative is constantly reviewed to see what opportunities it can provide for our service users to help them find a pathway within their chosen life, but also to maximise any possible returns from commercial activities for the benefit of START.

Activities and the impact of Covid-19

This year Start Creative was deeply affected by the Covid-19 pandemic with its only member of staff being furloughed for much of the year. In September he was able to begin work on contracts again and has been operating under a flexible furlough arrangement to deliver on the grants and contracts which Start Creative have been able to work on within the restrictions. The furlough grant money has meant that financially they have been able to sustain the business.

Start Creative completed a building project for the new RHS garden in Worsley and although the restrictions meant that they were largely unable to engage with their volunteers through this process, as the restrictions were lifted, they were able to invite some of the volunteers to take part in specific limited activity on the building site. The building was a huge success and further work has been commissioned for the upcoming year. They were also able to finalise a 'pod' for the 'Make Space' in Salford, commissioned by Start Inspiring Minds, which will be used for engagement work in the shopping centre.

Start Creative also completed the CVS 'Salford Wood for Good' grant delivery which enabled the creation of wooden planters filled with spring bulbs which have been gifted to care homes across the city, in order to brighten up the lives of people who were isolated because of the pandemic. On completion of the project there were some excess spring bulbs which were able to be distributed to communities through food banks.

Although they have been unable to work directly with their volunteers, they have kept in touch with the team through various social media platforms and they are excited and keen to get back to projects when able to do so. The GMMHT have committed to 3 blocks of green wood delivery for 'arts for good health' for the upcoming year and Start Creative have designed a new system of delivery allowing them to engage with people outdoors and in a safe, socially distant manner.

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Relationships with other organisations

START undertakes contracts and works in partnership with a number of external organisations in the delivery of services to Salford residents. They include; Salford Clinical Commissioning Group, Salford Royal Foundation Trust, Greater Manchester Mental Health Trust, Achieve Drug and Alcohol service, Salford Primary Care Networks, Salford City Council and many from the Voluntary, Community, Social Enterprise Sector including Salford CVS, Mind in Salford, Six Degrees, Salford Loaves & Fishes, Manchester City Mission & Revive.

Remuneration policy for key management personnel

The overall policy on remuneration within START is as follows:

- Trustees are voluntary and not remunerated. Out-of-pocket expenses paid to trustees are shown as part of the Financial Statements in note 2.
- Any salary increases proposed reflect the need to retain key staff and are recommended by the Senior Management Team and ultimately determined by the Charity Director.
- The salary package for the Charity President is determined by the board of trustees.
- We continually review staff benefits and have implemented an Income Protection policy via MetLife Group as well as the EAP employee assistance programme run via Peninsula, which is an additional Health and Wellbeing package for all employees.

Risk management

We continue to face a challenging financial environment where there is increasing difficulty in bridging the gap between rising demand for our services and our ability to achieve full cost recovery, which is vital to the health and sustainability of the charity. The Senior Management Team have developed a network of contacts, including commissioners and principals at a number of external organisations, so that we can continue to work in partnership in the delivery of services across Salford.

A risk management process has been put in place. A Risk Register is maintained detailing the major financial and other risks we face as a charity and the systems and processes in place to mitigate these risks. Identified risks are graded against their likelihood and impact. New risks identified are discussed monthly by the Senior Management Team who, where required, implement procedures designed to minimise or manage any potential impact on the charity should those risks materialise. At the date of this report there were 17 identified risks recorded on the Risk Register.

Management of risk is a standing agenda item at board meetings and the Risk Register is reviewed by the trustees on a quarterly basis. The addition of any newly identified risks are proposed by the Senior Management Team and agreed by the trustees where considered appropriate. The trustees are satisfied that systems are in place to mitigate their exposure to major risk.

Start in Salford
Trustees' Annual Report
for the year ended 31st March 2021

Statement of responsibilities of the trustees

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

Company law requires the 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 these 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 and statements of recommended practice have been followed, subject to any material departures disclosed and explained in the financial statements
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation

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

In so far as the trustees are aware:

- There is no relevant audit information of which the charitable company's auditors are unaware
- 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

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Auditors

Community Accountancy Service Ltd were appointed as the charitable company's independent examiners during the year.

This report has been prepared in accordance with the provisions applicable to companies subject to the small companies' regime of the Companies Act 2006.

The trustees' annual report has been approved by the trustees on 27th October 2021 and signed on their behalf by



Sue McAndrew

Chair

Independent examiner's report to the trustees of Start in Salford

I report on the accounts of the company for the year ended 31st March 2021, which are set out on pages 19 to 32.

Respective responsibilities of trustees and examiner

The trustees (who are also the directors of the company for the purposes of company law) are responsible for the preparation of the accounts. The trustees consider that an audit is not required for this year under section 144(2) of the Charities Act 2011 (the 2011 Act) and that an independent examination is needed. The charity is required by company law to prepare accrued accounts and I am qualified to undertake the examination by being a qualified member of The Association of Chartered Certified Accountants.

Having satisfied myself that the charity is not subject to audit under company law and is eligible for independent examination, it is my responsibility to:

- examine the accounts under section 145 of the 2011 Act ;
- to follow the procedures laid down in the general Directions given by the Charity Commission under section 145(b) of the 2011 Act; and
- to state whether particular matters have come to my attention.

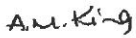
Basis of independent examiner's report

My examination was carried out in accordance with the general Directions given by the Charity Commission. An examination includes a review of the accounting records kept by the charity and a comparison of the accounts presented with those records. It also includes consideration of any unusual items or disclosures in the accounts, and seeking explanations from you as trustees concerning any such matters. The procedures undertaken do not provide all the evidence that would be required in an audit and consequently no opinion is given as to whether the accounts present a 'true and fair view' and the report is limited to those matters set out in the statement below.

Independent examiner's statement

In connection with my examination, no matter has come to my attention:

- (1) which gives me reasonable cause to believe that in any material respect the requirements
 - to keep accounting records in accordance with section 386 of the Companies Act 2006; and
 - to prepare accounts which accord with the accounting records, comply with the accounting requirements of section 396 of the Companies Act 2006, ; and
 - with the methods and principles of the Statement of Recommended Practice: Accounting and Reporting by Charities have not been met; or
- (2) to which, in my opinion, attention should be drawn in order to enable a proper understanding of the accounts to be reached.

AM King FCCA 
 Community Accountancy Service Ltd
 The Grange, Pilgrim Drive, Beswick, Manchester, M11 3TQ

Date: 27th October 2021

STATEMENT OF FINANCIAL ACTIVITIES FOR THE YEAR ENDED 31st MARCH 2021
(INCLUDING INCOME AND EXPENDITURE ACCOUNT)

		Unrestricted Funds	Restricted Funds	Total Funds Year Ended 31 March 2021	Total Funds Year Ended 31 March 2020
	Further Details	£	£	£	£
Income from:					
Donations and legacies	(3)	16,199	-	16,199	23,561
Charitable Activities	(4)	563,327	338,350	901,677	866,280
Other Trading Activities	(5)	3,770	-	3,770	10,411
Investment Income	(6)	468	-	468	713
Other Income		1,700	-	1,700	-
Total		585,464	338,350	923,814	900,965
Expenditure on:					
Charitable Activities	(7)	535,291	239,666	774,957	800,208
Total		535,291	239,666	774,957	800,208
Net income/(expenditure)		50,173	98,684	148,857	100,757
Transfers between funds	(17)	(500)	500	-	-
Other recognised gains/(losses):					
Other gains/(losses)		-	-	-	2,150
Net movement in funds		49,673	99,184	148,857	102,907
Reconciliation of funds					
Total funds brought forward	(17)	366,273	777	367,050	264,143
Total funds carried forward	(17)	415,946	99,961	515,907	367,050

The statement of financial activities includes all gains and losses recognised in the year. All income and expenditure derive from continuing activities.

The notes on pages 22 to 32 form part of these accounts.

BALANCE SHEET AS AT 31st MARCH 2021

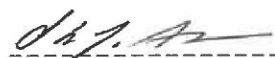
	Notes	2021 £	2020 £
Fixed assets:			
Tangible assets	(12)	260,504	267,184
Total fixed assets		<u>260,504</u>	<u>267,184</u>
Current assets:			
Debtors	(13)	17,785	30,616
Cash at Bank & in Hand		535,154	398,695
Total current assets		<u>552,939</u>	<u>429,311</u>
Liabilities:			
Creditors: Amounts falling due within one year	(14)	75,380	95,010
Net current assets or liabilities		<u>477,559</u>	<u>334,301</u>
Total assets less current liabilities		738,063	601,485
Creditors: Amounts falling due after more than one year		(222,156)	(234,435)
Total net assets or liabilities		<u>515,907</u>	<u>367,050</u>
The funds of the charity:			
Restricted income funds	(17)	99,961	777
Unrestricted income funds	(17)	415,946	366,273
Total charity funds		<u>515,907</u>	<u>367,050</u>

For the period in question the company was entitled to the exemption conferred by section 477 of the Companies Act 2006, and that no notice has been deposited under section 476 in relation to its accounts for the financial year; and the directors acknowledge their responsibilities for:

- complying with the requirements of the Companies Act 2006 with respect to accounting records and the preparation of accounts.

These accounts have been prepared in accordance with the provisions applicable to companies subject to the small companies' regime.

Approved by the trustees on 27th October 2021



Sue McAndrew Chair

The notes on pages 22 to 32 form part of these accounts.

Statement of Cash Flows for the year ending 31st March 2021

	Year Ended 31 March 2021 £	Year Ended 31 March 2020 £
Net cash used in operating activities	148,270	114,941
Cash flows from investment activities:		
Interest	468	713
Cash flows from financing activities:		
Repayment of borrowing	(12,279)	(11,623)
Net cash provided by investing activities	<u>(11,811)</u>	<u>(10,910)</u>
Increase/(decrease) in cash and cash equivalents during the year	136,459	104,031
Cash and cash equivalents brought forward	398,695	294,664
Cash and cash equivalents carried forward	<u>535,154</u>	<u>398,695</u>

Notes to the accounts

1. Accounting policies**(a) Basis of preparation and assessment of going concern**

The accounts (financial statements) have been prepared under the historical cost convention with items recognised at cost or transaction value unless otherwise stated in the relevant notes to these accounts. The financial statements have been prepared in accordance with the Statement of Recommended Practice: Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102) and the Charities Act 2011.

The charity constitutes a public benefit entity as defined by FRS 102.

The trustees consider that there are no material uncertainties about the charity's ability to continue as a going concern. The trustees have made no key judgements which have a significant effect on the accounts.

The trustees do not consider that there are any sources of estimation uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying amount of assets and liabilities within the next reporting period.

(b) Funds structure

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by the donor or trust deed. There are 16 restricted funds.

Unrestricted income funds comprise those funds which the trustees are free to use for any purpose in furtherance of the charitable objects. Unrestricted funds include designated funds where the trustees, at their discretion, have created a fund for a specific purpose.

Further details of each fund are disclosed in note 17.

(c) Income recognition

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

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.

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the bank. Dividends are recognised once the dividend has been declared and notification has been received of the dividend due.

(d) Expenditure Recognition

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that settlement will be required and the amount of the obligation can be measured reliably.

All expenditure is accounted for on an accruals basis. All expenses including support costs and governance costs are allocated or apportioned to the applicable expenditure headings. For more information on this attribution refer to note (f) below.

(e) Irrecoverable VAT

Irrecoverable VAT is charged against the expenditure heading for which it was incurred.

(f) Allocation of support and governance costs

Support costs have been allocated between governance costs and other support costs. Governance costs comprise all costs involving the public accountability of the charity and its compliance with regulation and good practice. These costs include costs related to independent examination and legal fees together with an apportionment of overhead and support costs.

Governance costs and support costs relating to charitable activities have been apportioned based on type of expense. The allocation of support and governance costs is analysed in note 9.

(g) Costs of raising funds

The charity does not consider any of its costs to be those of raising funds.

(h) Charitable Activities

Costs of charitable activities include governance costs and an apportionment of support costs as shown in note 7.

(i) Tangible fixed assets and depreciation

All assets costing more than £1,000 are capitalised and valued at historical cost. Depreciation is charged on the following basis:

Software	20% on cost
Computer and Office Equipment	25% on cost
Freehold Building	2% on cost

(j) Realised gains and losses

All gains and losses are taken to the Statement of Financial Activities as they arise. Realised gains and losses on investments are calculated as the difference between sales proceeds and their opening carrying value or their purchase value if acquired subsequent to the first day of the financial year. Unrealised gains and losses are calculated as the difference between the fair value at the year end and their varying value. Realised and unrealised investment gains and losses are combined in the Statement of Financial Activities.

(k) Pensions

Employees of the charity are entitled to join a defined contribution "money purchase" scheme. The charity's contribution is restricted to the contributions disclosed in note 10. There were outstanding contributions of £nil at the year end (2019: £nil). The costs of the defined contribution scheme are included within support and governance costs and allocated to the funds of the charity using the methodology set out in note 9.

The money purchase plan is managed by Friends Life Group Limited (part of Aviva plc.) and the plan invests the contributions made by the employee and employer in an investment fund to build up over the term of the plan which is then converted into a pension upon the employee's normal retirement year age when eligible for a state pension. The total expense ratio of the plan is 1.00% and this is deducted from the investment fund annually. The charity has no liability beyond making its contributions and paying across the deductions for the employees' contributions.

(l) Debtors

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

(m) Creditors and provisions

Creditors and provisions 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. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

(n) Operating leases

Operating leases are leases in which the title to the assets, and the risks and rewards of ownership, remain with the lessor. Rental charges are charged on a straight line basis over the term of the lease.

(o) Cash at bank and in hand

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

2. Related party transactions and trustees' expenses and remuneration

The trustees all give freely their time and expertise without any form of remuneration or other benefit in cash or kind (2020: £nil). Expenses paid to the trustees in the year totalled £nil (2020: £nil).

There are no donations from related parties which are outside the normal course of business and no restricted donations from related parties.

No trustee or other person related to the charity had any personal interest in any contract or transaction entered into by the charity, including guarantees, during the year (2020: nil).

One trustee gave unconditional donations of £75 during the year (2020: £nil).

3. Donations and Legacies

	Unrestricted Year Ended 31 March 2021 £	Restricted Year Ended 31 March 2021 £	Total Funds Year Ended 31 March 2021 £	Total Funds Year Ended 31 March 2020 £
Donations	16,199	-	16,199	23,561
	16,199	-	16,199	23,561
Previous reporting period	23,561	-	23,561	

4. Income from charitable activities

	Unrestricted Year Ended 31 March 2021 £	Restricted Year Ended 31 March 2021 £	Total Funds Year Ended 31 March 2021 £	Total Funds Year Ended 31 March 2020 £
Covid 19 Response				
Baring Foundation	-	12,000	12,000	-
HMRC CVJRS	21,183	-	21,183	-
Lottery Community Fund	-	45,589	45,589	-
Clothworkers Foundation	-	1,500	1,500	-
Salford CVS - Crisis Grants	-	1,000	1,000	-
Salford CVS - Covid Recovery Fund	-	19,936	19,936	-
Salford City Council	20,000	-	20,000	-
Salford City Council - Windows	-	1,758	1,758	-
GMCA	-	10,000	10,000	-
Worsley Rotary Club	-	500	500	-
Groundwork - Tesco Bags of Help	-	500	500	-
Salford Primary Care Together	-	958	958	-
	41,183	93,741	134,924	-
Inspiring Minds				
Salford CCG	385,271	-	385,271	375,357
Greater Manchester Mental Health	-	-	-	2,120
Salford CCG - MHSG	24,420	-	24,420	23,176
Salford CVS - Volunteer Week	500	-	500	500
Workers' Educational Association - ESF	-	-	-	4,922
Other Income	11,652	-	11,652	24,217
	421,843	-	421,843	430,292
Over 50's				
Big Lottery - Creativity in Care Project	-	-	-	53,691
Other Income	-	-	-	12,304
	-	-	-	65,995
Innovation Projects				
Big Lottery - Start+	-	53,886	53,886	57,550
Salford CCG - Living Well	-	52,855	52,855	-
Salford CVS - Short Breaks	-	3,850	3,850	5,000
Salford CVS - Captain Confidence	5,000	-	5,000	45,002
Salford CCG - Start Forward	-	-	-	52,855
Salford CCG - Reach Out	27,200	-	27,200	15,867
Salford CVS - Achieve Recovery Asset Fund	-	-	-	15,000
Salford CVS - Living Well	-	128,518	128,518	46,454
The Booth Charities	5,000	-	5,000	-
Awards for All	-	-	-	9,917
HMRC CVJRS	11,036	-	11,036	-
Greater Manchester Mental Health - Dragons Den	-	-	-	7,500
GMCVO	-	5,000	5,000	-
Salford Royal NHS Foundation Trust	-	-	-	49,998
The Third Sector Consortium - Wellbeing Matters	45,000	-	45,000	38,244
Mind in Salford	-	500	500	2,048
Other Income	7,065	-	7,065	24,558
	100,301	244,609	344,910	369,993
Total Income from charitable activities	563,327	338,350	901,677	866,280
Previous reporting period	740,122	126,158	866,280	

4. Income from charitable activities continued

Previous reporting period

	Unrestricted Year Ended 31 March 2020 £	Restricted Year Ended 31 March 2020 £	Total Funds Year Ended 31 March 2020 £
Inspiring Minds			
Salford CCG	375,357	-	375,357
Greater Manchester Mental Health	2,120	-	2,120
Salford CCG - MHSG	23,176	-	23,176
Salford CVS - Volunteer Week	500	-	500
Workers' Educational Association - ESF	4,922	-	4,922
Other Income	24,217	-	24,217
	<u>430,292</u>	<u>-</u>	<u>430,292</u>
Over 50's			
Big Lottery - Creativity in Care Project	-	53,691	53,691
Other Income	12,304	-	12,304
	<u>12,304</u>	<u>53,691</u>	<u>65,995</u>
Innovation Projects			
Big Lottery - Start+	-	57,550	57,550
Salford CVS - Short Breaks	-	5,000	5,000
Salford CVS - Captain Confidence	45,002	-	45,002
Salford CVS - Impact Fund	-	-	-
Salford CCG - Start Forward	52,855	-	52,855
Salford CCG - Reach Out	15,867	-	15,867
Salford CVS - Achieve Recovery Asset Fund	15,000	-	15,000
Salford CVS - Start Living Well	46,454	-	46,454
Awards for All	-	9,917	9,917
Greater Manchester Mental Health - Dragons Den	7,500	-	7,500
Salford Royal NHS Foundation Trust	49,998	-	49,998
The Third Sector Consortium - Wellbeing Matters	38,244	-	38,244
Mind in Salford	2,048	-	2,048
Other Income	24,558	-	24,558
	<u>297,526</u>	<u>72,467</u>	<u>369,993</u>
Total Income from charitable activities	<u>740,122</u>	<u>126,158</u>	<u>866,280</u>

5. Income from other trading activities

	Unrestricted Year Ended 31 March 2021 £	Restricted Year Ended 31 March 2021 £	Total Funds Year Ended 31 March 2021 £	Total Funds Year Ended 31 March 2020 £
Room hire	615	-	615	6,058
Other Income	3,155	-	3,155	4,353
	<u>3,770</u>	<u>-</u>	<u>3,770</u>	<u>10,411</u>
Previous reporting period	<u>10,411</u>	<u>-</u>	<u>10,411</u>	

6. Investment Income

	Unrestricted Year Ended 31 March 2021 £	Restricted Year Ended 31 March 2021 £	Total Funds Year Ended 31 March 2021 £	Total Funds Year Ended 31 March 2020 £
Bank Interest	468	-	468	713
	<u>468</u>	<u>-</u>	<u>468</u>	<u>713</u>
Previous reporting period	<u>713</u>	<u>-</u>	<u>713</u>	

7. Expenditure

	Health & Wellbeing Activities £	Year Ended 31 March 2021 £	Year Ended 31 March 2020 £
Expenditure on charitable activities:			
Events	-	-	142
Art Materials & Equipment	11,198	11,198	16,609
Delivery Costs	12,842	12,842	22,960
Living Well Delivery	18,056	18,056	20,326
Refurbishment	22,175	22,175	21,005
Advertising and marketing	309	309	348
Employment Costs	551,565	551,565	535,118
Sessional Artists	1,332	1,332	31,213
Covid 19 Response	14,593	14,593	-
DBS Costs	583	583	390
Monitoring & Evaluation	3,250	3,250	2,500
Training	1,319	1,319	720
Housekeeping	13,351	13,351	12,600
Security	747	747	747
Vending Expense	846	846	679
Mortgage Interest	9,796	9,796	10,043
Bank Charges	513	513	676
Travel Expenses	574	574	3,272
Volunteer Expenses	360	360	2,111
Rates and Water	6,744	6,744	6,386
Room Hire	-	-	588
Heat and Light	11,271	11,271	12,759
Subscriptions	144	144	144
IT Maintenance	7,973	7,973	8,999
Cleaning & Waste Disposal	981	981	917
Telephone	12,875	12,875	13,468
Repairs and Maintenance	30,958	30,958	30,708
Insurance	12,875	12,875	11,589
Governance Costs	5,518	5,518	6,244
Post, Printing & Stationery	11,797	11,797	12,633
Depreciation	6,680	6,680	9,559
General Contingency & Miscellaneous	3,732	3,732	4,755
	<u>774,957</u>	<u>774,957</u>	<u>800,208</u>
Restricted Funds		239,666	168,841
Unrestricted Funds		<u>535,291</u>	<u>631,367</u>
		<u>774,957</u>	<u>800,208</u>

8. Analysis of expenditure on charitable activities

	Inspiring Minds	Covid 19 Response	Innovation Projects	Year Ended 31 March 2021	Year Ended 31 March 2020
	£	£	£	£	£
Staff Costs	189,102	50,322	189,480	428,904	368,585
Project Administration	3,815	-	6,126	9,941	8,837
Project Costs	4,816	36,632	39,885	81,333	119,360
Governance Costs (see note 9)	4,293	204	1,021	5,518	5,644
Support Costs (see note 9)	193,950	9,195	46,116	249,261	297,782
	<u>395,976</u>	<u>96,353</u>	<u>282,628</u>	<u>774,957</u>	<u>800,208</u>

Previous reporting period

	Inspiring Minds	Over 50's	Innovation Projects	Year Ended 31 March 2020
	£	£	£	£
Staff Costs	182,960	66,485	119,140	368,585
Administration	3,237	1,000	4,600	8,837
Project Costs	20,378	16,917	82,065	119,360
Governance Costs (see note 9)	2,803	430	2,411	5,644
Support Costs (see note 9)	147,913	22,686	127,183	297,782
	<u>357,291</u>	<u>107,518</u>	<u>335,399</u>	<u>800,208</u>

9. Allocation of governance and support costs

The breakdown of support costs and how these were allocated between governance and other support costs is shown below:

	General Support	Governance	Total	Basis of apportionment
Depreciation	6,680	-	6,680	all costs are support costs
Employment Costs	122,661	-	122,661	percentage of income
Office Costs	119,920	-	119,920	percentage of income
Accountancy Fees	-	1,320	1,320	all costs are governance costs
Legal & Professional Fees	-	4,198	4,198	all costs are governance costs
	<u>249,261</u>	<u>5,518</u>	<u>254,779</u>	

10. Analysis of staff costs

	Year Ended 31 March 2021	Year Ended 31 March 2020
	£	£
Wages and Salaries	484,603	452,390
Holiday Pay Accrual	1,482	3,161
Childcare Vouchers	4,374	6,322
Social Security Costs	36,704	35,835
Pension Costs	24,402	37,410
	<u>551,565</u>	<u>535,118</u>
Charitable activities	428,904	368,585
Support costs	122,661	166,533
	<u>551,565</u>	<u>535,118</u>

The average number of employees during the year was 22 (previous year: 22).

The average full time equivalent number of staff employed during the period was 17.9 (previous year: 16.1).

The charity considers its key management personnel comprises the trustees and senior management team. The total employment benefits, including employer pension contributions of the key management personnel were £191,257 (previous year: £191,855). No employee has benefits in excess of £60,000 (previous year: none).

11. Net income/(expenditure) for the year

This is stated after charging/(crediting):

	Year Ended 31 March 2021	Year Ended 31 March 2020
	£	£
Depreciation	6,680	9,559
Interest Payable	9,796	10,043
Operating Lease Rentals:		
Water Heating System	-	979
Vending Machine	619	-
Telephone System	1,928	1,928
Photocopier	2,013	2,061
Independent Examination Fees	1,320	1,440

12. Tangible Fixed Assets

	Freehold Building	Office Equipment	Computer Equipment	Total
Cost	£	£	£	£
At 1 April 2020	333,980	20,375	14,400	368,755
Additions	-	-	-	-
Eliminated on Disposals	-	-	-	-
At 31 March 2021	333,980	20,375	14,400	368,755
Depreciation				
At 1 April 2020	66,796	20,375	14,400	101,571
Charge for Year	6,680	-	-	6,680
Eliminated on Disposals	-	-	-	-
At 31 March 2021	73,476	20,375	14,400	108,251
NET BOOK VALUE				
At 31 March 2021	260,504	-	-	260,504
At 31 March 2020	267,184	-	-	267,184

13. Analysis of debtors

	2021	2020
	£	£
Balance due from subsidiary	7,647	7,647
Other debtors	3,096	17,275
Prepayments	7,042	5,694
	17,785	30,616

Debtors and prepayments related to restricted funds £650 (2020: £nil) and unrestricted funds £17,135 (2020: £30,616).

14. Creditors: amounts falling due within one year

	2021	2020
	£	£
Bank loan	12,166	11,690
Creditors	47,324	27,179
Short-term compensated absences (holiday pay)	1,482	3,161
Other creditors and accruals	3,854	37,631
Deferred income	-	7,396
Taxation and social security costs	10,554	7,953
	<u>75,380</u>	<u>95,010</u>

15. Deferred income

Deferred income comprises fees received in advance.

Balance as at 1 April 2020	7,396
Amount released to income earned from charitable activities	(7,396)
Amount deferred in year	-
Balance at 31 March 2021	<u>-</u>

16. Creditors: amounts falling due after more than one year

	2021	2020
	£	£
Secured bank loan	222,156	234,435
	<u>222,156</u>	<u>234,435</u>
Repayable after more than 5 years by instalments	168,348	182,746
	<u>168,348</u>	<u>182,746</u>

17. Analysis of charitable funds**Analysis of movements in unrestricted funds**

	Balance at 1 April 2020	Incoming Resources	Resources Expended	Transfers	Balance at 31 March 2021
	£	£	£	£	£
General Fund	81,273	585,464	(535,291)	(18,500)	112,946
Designated Funds	285,000	-	-	18,000	303,000
	<u>366,273</u>	<u>585,464</u>	<u>(535,291)</u>	<u>(500)</u>	<u>415,946</u>

Previous reporting period

	Balance at 1 April 2019	Incoming Resources	Resources Expended	Transfers	Balance at 31 March 2020
	£	£	£	£	£
General Fund	221,144	776,957	(631,367)	(285,461)	81,273
Designated Funds	-	-	-	285,000	285,000
	<u>221,144</u>	<u>776,957</u>	<u>(631,367)</u>	<u>(461)</u>	<u>366,273</u>

Name of unrestricted fund:

General Fund

Designated Funds

Description, nature and purpose of the fund

The "free reserves"

For future redundancy and closure costs

17. Analysis of charitable funds

Analysis of movements in restricted funds

	Balance at 1 April 2020 £	Incoming Resources £	Resources Expended £	Transfers £	Balance at 31 March 2021 £
Covid 19 Response					
Baring Foundation	-	12,000	(12,000)	-	-
Lottery Community Fund	-	45,589	(45,589)	-	-
Clothworkers Foundation	-	1,500	(1,500)	-	-
Salford CVS - Crisis Grants	-	1,000	(1,000)	-	-
Salford CVS - Covid Recovery Fund	-	19,936	(4,733)	-	15,203
Salford City Council - Windows	-	1,758	(1,758)	-	-
GMCA	-	10,000	(10,000)	-	-
Worsley Rotary Club	-	500	(500)	-	-
Groundwork - Tesco Bags of Help	-	500	(500)	-	-
Salford Primary Care Together	-	958	(958)	-	-
	-	93,741	(78,538)	-	15,203
Innovation Projects					
Big Lottery - Start+	(465)	53,886	(51,310)	-	2,111
Salford CCG - Living Well	-	52,855	(52,855)	-	-
Salford CVS - Living Well	-	128,518	(50,897)	500	78,121
Salford CVS - Short Breaks	1,242	3,850	(3,383)	-	1,709
GMCVO	-	5,000	(2,183)	-	2,817
Mind in Salford	-	500	(500)	-	-
	777	244,609	(161,128)	500	84,758
Total	777	338,350	(239,666)	500	99,961

Previous reporting period

	Balance at 1 April 2019 £	Incoming Resources £	Resources Expended £	Transfers £	Balance at 31 March 2020 £
Over 50's					
Big Lottery - Creativity in Care Project	42,999	53,691	(97,151)	461	-
	42,999	53,691	(97,151)	461	-
Innovation Projects					
Big Lottery - Start+	-	57,550	(58,015)	-	(465)
Awards for All	-	9,917	(9,917)	-	-
Salford CVS - Short Breaks	-	5,000	(3,758)	-	1,242
	-	72,467	(71,690)	-	777
Total	42,999	126,158	(168,841)	461	777

17. Analysis of charitable funds

Name of restricted fund:

Covid 19 Response

Baring Foundation
 Lottery Community Fund
 Clothworkers Foundation
 Salford CVS - Crisis Grants
 Salford CVS - Covid Recovery Fund
 Salford City Council - Windows
 GMCA
 Worsley Rotary Club
 Groundwork - Tesco Bags of Help
 Salford Primary Care Together

Description, nature and purpose of the fund

To respond to challenges presented by the pandemic
 To respond to challenges presented by the pandemic
 To respond to challenges presented by the pandemic
 To respond to challenges presented by the pandemic
 To respond to challenges presented by the pandemic
 To respond to challenges presented by the pandemic
 To respond to challenges presented by the pandemic
 To respond to challenges presented by the pandemic
 To respond to challenges presented by the pandemic
 To respond to challenges presented by the pandemic

Innovation Projects

Big Lottery - Start+
 Salford CCG - Living Well
 Salford CVS - Living Well
 Salford CVS - Short Breaks
 GMCVO
 Mind in Salford

Funding to work within the community with those hard to reach
 For the Living Well pilot programme
 For the Living Well pilot programme
 for the "Short Breaks" project
 for the "Parking It" project
 For the Living Well pilot programme

18. Analysis of net assets between funds

	Unrestricted funds	Designated funds	Restricted funds	Total 2021
	£	£	£	£
Tangible fixed assets	260,504	-	-	260,504
Cash at bank and in hand	124,382	303,000	107,772	535,154
Other net current assets/(liabilities)	(49,784)	-	(7,811)	(57,595)
Creditors of more than one year	(222,156)	-	-	(222,156)
Total	112,946	303,000	99,961	515,907

Previous reporting period

	Unrestricted funds	Designated funds	Restricted funds	Total 2019
	£	£	£	£
Tangible fixed assets	267,184	-	-	267,184
Cash at bank and in hand	112,714	285,000	981	398,695
Other net current assets/(liabilities)	(64,190)	-	(204)	(64,394)
Creditors of more than one year	(234,435)	-	-	(234,435)
Total	81,273	285,000	777	367,050

19. Financial Instruments

The charity only has financial assets and liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised on a transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at an amortised cost using the effective interest method.

Financial instruments measured at amortised cost comprise the loan financing provided by Unity Trust bank to the charity.

	2021	2020
	£	£
Loan payable falling due within one year	12,166	11,690
Loan payable falling due in more than one year but in less than five years	53,808	51,689
Loan payable falling due after five years	168,348	182,746
	<u>234,322</u>	<u>246,125</u>

The loan financing is a mortgage with a fixed interest rate to purchase Brunswick House, 62 Broad Street, Salford, M6 5BY and the loan is secured on the property. The loan is repaid on a capital and interest basis, by regular monthly payments, over a repayment profile of 25 years. The loan represents 90% (2020: 92%) of the book value of the property.

20. Reconciliation of net movement in funds to net cash flow from operating activities

	Year Ended 31 March 2021	Year Ended 31 March 2020
	£	£
Net movement in funds	148,857	102,907
Add back depreciation	6,680	9,559
Deduct investment income	(468)	(713)
Decrease/(increase) in debtors	12,831	2,807
Increase/(decrease) in creditors	(19,630)	381
Net cash used in operating activities	<u>148,270</u>	<u>114,941</u>

21. Government grants

The government grants recognised in the accounts were as follows:

	Year Ended 31 March 2021	Year Ended 31 March 2020
	£	£
Salford CCG	489,746	467,255
HMRC CVJRS	32,219	-
	<u>521,965</u>	<u>467,255</u>

There were no unfulfilled conditions and contingencies attached to the grants.

22. Subsidiary Undertaking

The charity has one subsidiary - Start Creative, a company limited by guarantee, company number 07988221.

Transactions in the period comprised:

	2021	2020
	£	£
Balance owed by/(to) the subsidiary at the period end	<u>7,647</u>	<u>7,647</u>

23. Corporation Tax

The charity is exempt from tax on income and gains falling within Chapter 3 of Part 11 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that these are applied to its charitable objects. No tax charges have arisen in the charity.

24. Operating Lease Commitments

The charity's total future minimum lease payments under non-cancellable operating leases is as follows:

	2021	2020
	£	£
Less than one year	4,560	4,738
One to five years	5,088	9,870
	<u>9,648</u>	<u>14,608</u>