

THE MATRIX TRUST

England & Wales · Charity number 1081852

Details

Status	Registered
Legal form	Charitable company
Company number	03977050
Registered	2000-08-04
Register	View on the Charity Commission register

Contact

Address	Allen House Pavilion Eastgate Gardens Guildford GU1 4AZ
Phone	01483574900
Email	info@matrixtrust.com
Website	www.matrixtrust.com

Activities

Objects: (A) TO ACT AS A RESOURCE FOR YOUNG PEOPLE, UP TO THE AGE OF 25, LIVING IN SURREY AND SURROUNDING AREAS, BY PROVIDING ADVICE AND ASSISTANCE, AND ORGANISING PROGRAMMES OF PHYSICAL, EDUCATIONAL AND OTHER ACTIVITIES AS A MEANS OF:(I) 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;(II) ADVANCING EDUCATION;(III) RELIEVING UNEMPLOYMENT;(IV) 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. B) TO RELIEVE PERSONS WHO ARE IN CONDITIONS OF NEED OR HARDSHIP AND TO RELIEVE THE DISTRESS CAUSED THEREBY C) TO ADVANCE EDUCATION BY SUCH MEANS AS THE TRUSTEES MAY CONSIDER APPROPRIATE INCLUDING BY MEANS OF ESTABLISHING AND OPERATING ANY EDUCATIONAL ESTABLISHMENT OR ESTABLISHMENTS D) TO PROVIDE FACILITIES FOR RECREATION OR OTHER LEISURE TIME OCCUPATION IN THE INTEREST OF SOCIAL WELFARE FOR YOUNG PERSONS WHO HAVE NEED OF SUCH FACILITIES BY REASON OF THEIR AGE, INFIRMITY OR DISABLEMENT, POVERTY OR SOCIAL AND ECONOMIC CIRCUMSTANCES WITH THE OBJECT OF IMPROVING THE CONDITIONS OF LIFE FOR SUCH PERSONS E) TO ADVANCE THE CHRISTIAN FAITH IN ACCORDANCE WITH THE STATEMENT OF BELIEFS APPEARING IN THE SCHEDULE HERETO ATTACHED F) TO PROMOTE AND FULFIL SUCH OTHER CHARITABLE PURPOSES BENEFICIAL TO THE COMMUNITY IN SUCH PARTS OF THE UNITED KINGDOM OR THE WORLD AS THE TRUSTEES MAY FROM TIME TO TIME THINK FIT

Activities: Matrix exists to catalyse change for vulnerable young people by connecting them to their community so they are nurtured, inspired, celebrated and empowered. Following the Christian ethos we work in partnership with young people, schools, churches, organisations and the community to help all young people make the most of their lives.

Classification

- **How:** Provides Human Resources, Provides Services, Provides Advocacy/advice/information
- **What:** General Charitable Purposes, Education/training, The Prevention Or Relief Of Poverty
- **Who:** Children/young People, The General Public/mankind

Geography

- **Area of benefit:** SURREY
- Surrey

Finances

Period end	Income	Expenditure	Assets	Employees
2025-08-31	£547,265	£605,769	£127,162	21
2024-08-31	£522,382	£545,605	£185,665	18
2023-08-31	£499,631	£522,913	-	-
2022-08-31	£429,821	£398,721	-	-
2021-08-31	£334,182	£252,128	-	-
2020-08-31	£242,430	£151,856	-	-

Trustees

Name	Role	Appointed
Simon David Slater	Chair	2014-12-04
Jennifer Margaret Hall		2022-03-17
Kenneth Mead		2020-09-30
Lindsay Sarah Jespersen		2020-12-16
Matt Davis		2018-09-06
Nigel Charles Comstive Wright		2025-12-17
Rachel Jane Slough		2024-12-11
Victoria Jennifer Gomes		2023-12-06

THE MATRIX TRUST

England & Wales - Charity number 1081852

Accounts



The Matrix Trust (Matrix)

(A company limited by guarantee)

Directors Annual Report and Financial Statements For the Year Ended 31 August 2025

Charity Registration No. 1081852

Company Registration number 03977050

Independent Examiners Ltd
The Grain Store
Hills Barns
Appledram Lane South
Chichester
PO20 7EG

Contents

3	Legal and Administrative Information
4	Director's Report
5	Aims and objectives
8	Public benefit and achievements
16	Structure, governance and management
20	Financial review
23	Independent Examiners Report
24	Statement of Financial Activities
25	Balance Sheet
26	Statement of Cash Flows
28	Notes to the Financial Statements

Legal and Administrative Information

Charity Name: The Matrix Trust (Matrix)

Charity registration number: 1081852

Company registration number: 03977050

Legal Status: Incorporated Charity

Start of Financial Year: 1st September 2024

End of Financial Year: 31st August 2025

Registered Office: Allen House Pavilion, Eastgate Gardens, Guildford, Surrey, GU1 4AZ

Directors

Simon Slater	<i>Chair</i>
Matt Davis	
Neil Fenton	<i>Treasurer Resigned December 2025</i>
Nigel Wright	<i>Treasurer Appointed December 2025</i>
Kenneth Mead	
Lindsay Jespersen	
Jennifer Hall	
Victoria Gomes	
Rachel Slough	<i>Appointed December 2024</i>
Simon Hannington	<i>Appointed December 2024 Resigned November 2025</i>

Senior Management Team

Daniel Setterfield	Chief Executive Officer	
Josh Dearden-Howell	Head of Youth Work	<i>Resigned August 2025</i>
Juliette Milton	Head of Finance	
Timothy Littlewood	Head of Operations	
Shira Moberg	Head of Fundraising	<i>Role redundant August 2025</i>

Governing Document Memorandum and Articles of Association Dated 6th April 2000 (updated January 2019).

Independent Examiners: Independent Examiners Ltd
The Grain Store
Hills Barns
Appledram Lane South
Chichester
PO20 7EG

Primary Bankers: The Metro Bank
35-37 North Street
Guildford
GU1 4TE

Directors Report

Matrix, now in its 25th year, remains committed to working with young people—helping them make the most of their lives—and working for young people by nurturing, inspiring, connecting, and empowering them.

This academic year has brought both challenge and resilience. While we continued to consolidate our work across Guildford Borough and saw encouraging growth in key areas, the wider financial pressures facing the charity sector also affected us. These challenges were felt across our team, supporters, and community. Even so, Matrix ended the year with strengthened relationships, a reshaped team, and a renewed commitment to our mission.

Across the year, Matrix supported 1,558 young people through relational, preventative, and developmental programmes. Although this is a reduction from last year's 2,114, it reflects a difficult year—financially and operationally—which impacted staffing capacity and project delivery. Where we focused our energy, we saw deepened impact:

- 2,030 1:1 relational support sessions, offering consistent, tailored help to young people navigating personal challenges.
- 418 young people engaged through school lunchtime drop-ins, and 271 supported through transition work.
- 107 young people gained skills and confidence through our youth development programmes (Traineeships, Work Experience, Young Volunteering).
- Partnerships with 18 schools, strengthening our borough-wide presence and ensuring support is embedded where it's needed most.

I want to acknowledge the resilience and dedication of our leadership team and staff, who ensured Matrix continued to deliver high-quality youth work despite financial uncertainty and changes across staffing, budgets, and partnerships. We are equally grateful to the individuals and organisations whose financial and pro bono support carried us through a demanding year.

On behalf of the Trustees, I extend heartfelt thanks to everyone who has supported Matrix. Looking ahead, I am confident that—despite the challenges—we will continue to deliver on our charitable objectives and make a lasting difference in the lives of the young people we serve.

Simon Slater
Chair of Trustees

Aims and Objectives

Purposes and Aims

Our charity's purposes as set out in the objects contained in the company's memorandum of association are to:

- To act a resource for young people
- To relieve persons who are in conditions of need or hardship
- To advance education
- To provide facilities for recreation or other leisure time occupation in the interest of social welfare for young persons
- To advance the Christian faith
- To promote and fulfil such other charitable purposes beneficial to the community

Matrix aims to catalyse change for vulnerable young people, helping them to make the most of their lives and become active citizens in their community. To achieve this we work in partnership with young people, churches, schools, local organisations and the community to nurture, inspire, connect and empower them. Matrix works from within a Christian ethos which forms the culture within which we work.

Ensuring our work delivers our aims

Each year, we evaluate our aims, objectives, and activities to assess our impact and ensure we remain aligned with our mission. This review examines our achievements over the past 12 months, the outcomes of our work, and the evolving needs of local young people for the year ahead. By doing so, we ensure that our focus continues to reflect our stated purpose.

This year marks the third phase of a five-year strategy—a plan designed to solidify recent growth while equipping us with new tools and infrastructure to propel us forward. Through this approach, we are ensuring a strong foundation for continued progress and future development. Our third year objectives focussed on the following areas: Evaluate Upshot as a system and continue to develop ways of measuring, recording, reporting and analysing changes in young people's mental health / emotional wellbeing across all 1:1 projects. Develop accessibility of youth voice and participation to a wider range of children and young people. Expand the offer of Youth Hubs in local areas across Guildford Borough. Increase engagement with Goals Based Outcomes (GBOs) and shared decision making

across all projects. Further development of youth work in practice policy and embedding this across all of our delivery.

The focus of our work

Our main objectives for the year explicate our focus of supporting young people across Guildford Borough, through preventative and relational support activities:

- Every young person will experience a measurable improvement in their mental health or emotional wellbeing as well as in their resilience and capacity to improve, as a result of them or their parents engaging in Matrix services
- Young people's self-esteem and confidence increases as a result of engaging with a variety of opportunities to try new things and make a difference in their community
- Youth Hideaway (Youth Cafe) and its community derivations reduce social isolation by providing a go-to safe place for 10-18 year olds to go to meet and make friends
- Young people find meaningful and helpful ways to gain experience to help transition into working life
- Matrix to become an NYA Youth Award winning charity (advanced level), able to evidence outstanding impact and high quality youth work, helping an increasing number of young people each year

To help us achieve our 5 year goals, we break these objectives down to achievable aims. Our aims for year 2 are set out as follows:

- Evaluate Upshot as a system and continue to develop ways of measuring, recording, reporting and analysing changes in young people's mental health / emotional wellbeing across all 1:1 projects.
- Develop accessibility of youth voice and participation to a wider range of children and young people.
- Expand the offer of Youth Hubs in local areas across Guildford Borough. Increase engagement with Goals Based Outcomes (GBOs) and shared decision making across all projects.
- Further development of youth work in practice policy and embedding this across all of our delivery.

Plans for Future Periods

Given the financial pressures we have faced this year, alongside wider economic instability across the charity sector, we have undertaken a staff restructure — including changes within our management team. We have also aligned our delivery plans and staffing model to the funding already secured for 2025–26. In parallel, we have reshaped our fundraising

approach, developing a new Income Generation Plan and committing to produce a refreshed three-year strategic plan for launch in September 2026.

Reserves and Financial Planning

Due to the challenging financial climate and a reduction in fundraising income, we closed the financial year with £8,616 in unrestricted reserves. While this is lower than we had hoped, we remain deeply grateful for the generosity of our donors and church partners whose support enabled us to continue our work. Looking ahead to 2025–26, our income strategy sets out a two-year plan to rebuild our reserves — aiming to reach £17,500 by the end of 2025–26 and £35,000 by the end of 2026–27.

Public Benefit and Achievements

All our charitable activities focus on improving the lives of young people, their families and their communities for the public benefit. Our main activities and beneficiaries are described below.

Who used and benefited from our services?

We are dedicated to providing free, high-quality support for young people across Guildford Borough, ensuring our services align with our mission and effectively meet the needs of our beneficiaries.

Our work spans the entire borough and, despite significant financial pressures this year, our commitment to young people has remained unwavering. Where we have focused our energy and resources, we have seen meaningful growth and deeper impact. This includes delivering more than 2,030 one-to-one relational support sessions across primary and secondary schools and in the community; engaging 418 young people through our Lunchtime Drop-ins; and supporting 271 children as they transitioned from primary to secondary school.

We achieve this through a diverse range of projects, offering structured one-to-one and group sessions, alongside community-based activities. Participation is always voluntary, with young people leading the way as we shape our services around their aspirations and goals.

Summary

In 2024-25 we worked with 1,558 different young people across 13 projects. Each year about 40% of our projects don't require a referral for a young person to attend, meaning that they choose to come along to our activities. This accounts for 47% of the total different young people we worked with.

Last year, we met with 1,235 young people working across 18 schools (8 secondary and 10 primary). Our work in each of these looks different with us providing a mixture of one-to-ones, group work as well as one-off workshops and lunchtime drop-ins. Despite challenges relating to project delivery, we continued to deepen our work within schools. Working in all 7 state secondary schools, 1 private school for the Autumn term and growing

our work into 10 primary schools, our Early Intervention Practitioners worked with 57 of some of the most vulnerable primary aged children referred to us.

Our work in primary schools has continued to grow reaching 10 schools. This happened primarily through one-to-one relational support, our existing transition project, two lunchtime drop-ins in two primary schools and an expanding number of workshops focused on building friendships and social confidence.

In secondary schools each partnership looked different - our team were based in two schools as part of the pastoral team and in the others we provided weekly one-to-one sessions as required, or one-off workshops. Through our youth workers in schools, Early Intervention Coordinator, Community Wellbeing Team and our Schools Transition Coaches we provided individual support through one-to-one sessions to 203 young people.

We also supported 643 through targeted social and emotional wellbeing workshops that included a series of 3 friendship workshops in 3 primary schools, 10 schools transition workshops in primary schools, and a series of prayer and reflective spaces across two days in St Peter's Catholic school.

By the end of the academic year we had also enabled 687 young people to feel less lonely or socially isolated through our community-based projects - including our flagship Matrix Youth Café (a drop-in youth café youth setting), targeted workshops, lunchtime drop-in sessions and our monthly youth hub in the community.

Through conversations with young people, teachers, and parents, we know that our services help catalyse change in a wide range of ways. Young people report improvements in their mental health and wellbeing, greater confidence, reduced anxiety, and better emotional regulation. They also gain practical tools and techniques to support themselves during difficult moments, build resilience, make friends, reduce feelings of isolation, and grow in confidence about their skills and future.

However, the impact of our work goes far beyond those we help directly, as change in the lives of young people also has an impact on their parents, families and communities.

Alongside all of our work with young people this year, a total of 31 volunteers joined the team. We had 7 community-based volunteers at both the Youth Café and Merrow Youth Hub, 7 supporting young people in schools one-to-one and at our lunchtime Drop-ins, 4 providing support with our fundraising events. 1 business volunteer providing help to strengthen our corporate connections. 8 more who took on fundraising challenges on behalf of Matrix, and 4 baristas volunteering with the Hideaway before its closure in October 2024. admin support to our finance team and 5 volunteer baristas in the Hideaway.

In addition to these brilliant volunteers, there were many others who supported us in governance and back-office support as well.

The main areas of charitable activity were the provision of one-to-one mentoring and signposting; targeted social, emotional and life skills activities; drop-in social activities in both schools and the community and support to find work experience or training.

Some of the activities listed below form part of our ongoing contract with Mindworks Surrey, through membership of the Surrey Wellbeing Partnership (SWP).

Our model

Our theory of change puts young people at the centre of all we do – we listen to young people in every project and go to where young people are, in schools and in their community. We take a relational approach to all our work and prioritise building genuine connections with young people, through quality, fun, innovative and accessible opportunities.

With Maslow's Hierarchy of Needs as a starting point, our 4 key strands enable young people to achieve their potential. All of our engagement with young people starts with them and ensures that we nurture, inspire, connect and empower them so they can make the most of their life.

The achievements and impact that flow from our work are described in each of the 4 strands below:

Nurture: We provide personalised support for young people when life gets tough

This year, we delivered one-to-one support sessions to 203 young people, offering tailored guidance and care. In addition, we reached a further 643 through targeted workshops, which included:

- *Three friendship workshops* across three primary schools
- *Ten transition workshops* supporting pupils as they moved between educational stages
- *A two-day series of prayer and reflective spaces* at St Peter's Catholic School, creating space for spiritual and emotional wellbeing

Youth Support Sessions

39 young people were referred for one-to-one support across 2 secondary schools in Guildford. They were referred for a range of issues, including family dynamics, self-confidence and anger management, but the majority were referred for mental health, and

more specifically some form of anxiety. This could be either about a particular circumstance, the world around them or about how they felt within themselves.

Each young person is assessed in an initial session to ascertain their level of need and then meets with a trained youth worker according to need (weekly, fortnightly or monthly) to talk, learn tools or techniques, and process their situation. Each young person is seen until they no longer require this additional support, however, most are signed off within 12 months.

In addition to these two schools, our Early Intervention Coordinator worked in a further 4 schools as part of our schools team. This SWP partnership role enabled us to continue widening our offer providing further targeted support across more secondary schools across Guildford Borough. Last year 70 young people were referred to us through this service.

"Sessions with my Youth Worker have helped me build my confidence back a little bit. They have encouraged me to try thinking about regulating my emotions and stop refusing to go into school" - Young Person

Community Wellbeing Team

Our Community Wellbeing Team works with 8 to 18 year olds within both schools and the community, doing 1:1 and group work. This is a needs-led service where young people, alongside their Wellbeing Practitioner, identify the outcomes they wish to achieve. Part of a wider SWP project, these community-based practitioners focus on early intervention and work right across Guildford Borough. By providing this service in community settings, children and young people who were struggling with school attendance were still able to access support.

"1:1 sessions have helped me cope with panic attacks and understand other coping methods to self harming" - Young person

This service provided advocates for children and young people, making sure their voice was heard. Using a multi-agency approach, the team worked closely with other agencies to ensure that the young people got more help if they needed it (e.g. Education, CAMHS, Children's services). Despite ongoing challenges within mental health services, this team continued to deliver great work with children and young people enabling them to move forwards.

"The sessions were a good place to talk about my thoughts and feelings and open up about what is worrying me." - Young person

School Transition Coaching

We worked with 14 Year 6 children one-to-one, who schools identified as needing additional support with the transition to secondary school. Each young person was matched with a trained volunteer who worked through a programme of emotional literacy, supporting the child in building resilience for the move. They continued to work with them for up to 12 months once they moved onto their secondary school. Alongside one-to-one support, we also held Transition Group sessions in primary schools, supporting a further 257 children. A total of 576 attendances were recorded across both one-to-one and group sessions, helping to successfully support these children with tools needed to make a successful transition into their new school. In total we were able to support 271 young people through this project.

Across all of our nurture strand 98.5% of young people agreed that they had made a good relationship with a Matrix Youth Worker and 91% of them agreed or strongly agreed that support they received helped.

Targeted Workshops

We met 386 young people through our targeted social and emotional wellbeing workshops, and our prayer and reflective spaces sessions, all across secondary and primary schools. These covered areas of need, including wellbeing, anxiety and building and maintaining healthy friendships.

Inspire: We build young people's self-esteem and confidence by giving them a voice and a chance to try new things.

To inspire young people we provided projects that enabled them to be heard and to speak up whilst making a difference in their local community, and through a variety of innovative workshops we gave young people the chance to release their creativity which in turn benefited their emotional wellbeing, mental health and resilience.

Community Workshops

This year we continued offering our community workshops at the Youth Hideaway every Wednesday during term-time, where we hosted a wide range of activities for young people to engage with and learn new skills. Some of these included; quilling, painting, archery, an introduction to book binding, drumming, pyrography art and creative journaling, as well as a 4 week set of social action workshops in the summer term.

Case Study

*Callum**

When Callum first arrived at the Youth Café, he was overwhelmed, unsettled, and struggling with aggression after multiple school exclusions. He carried a deep need for safety and consistent, trusted relationships.

The café quickly became a space where he could decompress and connect with supportive adults. Through creative workshops, hands-on projects, and informal conversations, Callum found healthier ways to express himself. Activities that once felt challenging became opportunities for him to practise resilience, manage frustration, and build confidence.

As his engagement grew more consistent, Callum formed stronger relationships with staff and peers. His emotional regulation and social skills improved, and he began to experience a sense of belonging that had been missing elsewhere.

Callum's journey highlights the impact of creative, relational youth work—showing how a safe, choice-led environment can help young people move toward greater stability and self-awareness.

**Name changed.*

Connect: we provide safe spaces for young people to belong where they have fun, relax, meet and make friends, as well as connect with their community.

To connect young people we provided a variety of social settings in both school and the community, ensuring they are welcoming, relevant and safe. These include School Lunchtime Drop-ins, Youth Hideaway (Youth café) and our monthly Youth Hub.

School Lunchtime Drop-ins

We welcomed 418 young people to drop-in sessions. These safe social spaces took place across 4 secondary schools and 2 primary schools and took the form of a lunchtime drop-in with games and chat. They provided a space for socialising, reducing stress-levels through game playing, and for speaking to youth workers about life issues and providing them with a safe place to spend break time.

Similar to most years, most of the young people attending drop-ins find that they serve a very practical purpose. Some examples include that they are a safe place to go to at lunchtime and or somewhere to go to meet others and make friends. Other examples include a place to play in the middle of the school day and a good way to let off steam.

One young person summed it up simply: *"This is the best part of my week."*

Matrix Youth Café

This is a youth designed space where young people aged 10-18 years old can hang out after school. We provide spaces to relax with friends and the chance to chat to a Youth Worker. Young people come to play games, learn a new skill at a workshop, be creative and eat discounted food and drink!

Our Youth Café welcomed 141 different young people through its doors this year, continuing to be an essential space for connection, creativity, and exploration. Despite reducing our opening days from 5 to 3 in order to manage team capacity, engagement remained strong—with an average of 9 sessions attended per young person across the year, the same as 2023-24.

Through a varied programme of activities and themed days, we hosted 1,159 total participant attendances. The café offered young people a consistent, welcoming environment to build relationships, try something new, and feel part of a supportive community.

What young people and parents tell us:

"This is an amazing place - I love it. I feel like I can be myself and I'm accepted."

"It's very fun and exciting and nice people."

"It's so great to see my child laughing and having fun."

Empower: We equip young people for the workplace and adult life

Boost - Youth Development Project

Our Boost project continued to grow this year, with a 29% increase in engagement compared to 2023–24. We supported 107 young people on their journey into the world of work, offering practical experience, confidence-building, and tailored guidance.

Of these, 92 took part in work experience placements across Guildford Borough, while 9 young volunteers accessed opportunities to strengthen their CVs and develop transferable skills.

Despite the closure of The Hideaway in October 2024, we were proud to welcome 6 young people onto traineeships, delivered in partnership with two local cafés—Open Grounds in Guildford and Karuna Coffee House in nearby Aldershot. These placements provided hands-on experience in customer service, teamwork, and workplace routines, helping young people take meaningful steps toward employment.

Traineeships

Through our traineeship programme, each young person is placed in a local hospitality setting, working as part of a café team and gaining practical customer-service experience alongside transferable skills for the sector. Alongside this hands-on learning, they receive one-to-one support from a Matrix team member, helping them build social and emotional literacy, develop their CV, and grow in confidence as they prepare to move from education into the workplace.

Work Experience Placements

Working closely with local schools we match young people who did not have the confidence or connections to find a meaningful placement with local businesses who could.

For some the experience cemented what they wanted to do for future work. Young people who have taken part in work experience have said: "I really enjoyed work there, and it was a great environment". Another young person said: "overall really happy and grateful to Matrix for this opportunity."

Structure, Governance and Management

Governing Document

Matrix is a charitable company limited by guarantee, incorporated on 19th April 2000 and registered as a charity on 4th August 2000. The company was established under a Memorandum and Articles of Association.

The Charity's objects are:

a) To act a resource for young people, up to the age of 25, living in Surrey and surrounding areas, by providing advice and assistance, and organising programmes of physical, educational and other activities as a means of:

i. 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 responsibility individuals;

ii. Advancing education;

iii. Relieving unemployment;

iv. 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.

b) To relieve persons who are in conditions or hardship and to relieve the distress caused thereby

c) To advance education by such means as the trustees may consider appropriate including by means of establishing and operating any educational establishment or establishments

d) To provide facilities for recreation or other leisure time occupation in the interest of social welfare for young persons who have need of such facilities by reason of their age, infirmity or disablement, poverty or social and economic circumstances with the object of improving the conditions of life for such persons.

e) To advance the Christian faith in accordance with the statement of beliefs appearing in the schedule hereto attached (see full Memorandum and Articles of Association).

Organisational Structure

The Trust is overseen by a Board of 8 Trustees who have high levels of experience and expertise in law, safeguarding, tax and financial procedures. It is responsible for the proper running of the charity and meets quarterly. The meetings are fully minuted, with discussions and decisions being recorded.

Until August 2025, the daily management of the charity was delegated to the Chief Executive Officer, Dan Setterfield, supported by a senior management team comprising Juliette Milton (Head of Finance), Josh Dearden-Howell (Head of Youth Work), Tim Littlewood (EA to the CEO and Head of Operations), and Shira Moberg (Head of Fundraising). Together, they oversaw finance, youth work delivery, operations, board support, and fundraising activity.

Following a strategic review, and in light of the Head of Fundraising post being made redundant and the decision not to replace the Head of Youth Work role after Josh's departure in August, the charity has since restructured its leadership model. We have now established an Executive Leadership Team (including CEO, Head of Finance and Head of Operations) and a wider Leadership Team (comprising the Executive Team and three Delivery Managers), providing clearer organisational oversight, shared responsibility, and a more sustainable framework for the next phase of Matrix's development.

In addition to the quarterly meetings, the Trustee Board ensures ongoing Governance through committees and Trustees with specific responsibility. The Finance Committee continues to meet quarterly in-between board meetings, run by the Treasurer, to ensure continued diligent oversight of Matrix finances. A Remuneration Committee meets annually to review staff salary bands and the CEO salary and bring a proposal to the Board for approval. A designated safeguarding trustee meets annually with the Matrix Designated Safeguarding Lead to engage in the audit of safeguarding protocols. One Trustee is nominated to conduct bi-annual reviews of all health and safety and food hygiene protocols.

Recruitment and Appointment of Trustees

The directors of the company are also charity trustees for the purposes of charity law. All Board members must be in agreement with the statement of beliefs. Under the requirements of the Memorandum and Articles of Association the members of the Board are elected to serve for a period of 3 years after which they must be re-elected at the next Annual General Meeting.

All members of the Board give their time voluntarily and receive no benefits from the charity. Any expenses reclaimed from the charity are set out in note 11 to the accounts.

The Board represents a broad range of skills across the community and business sectors, as well as professional bodies. An annual skills audit is undertaken to ensure that this range is maintained, and in the event of particular skills being lost due to retirements, individuals are approached to offer themselves for election to the Board.

Surrey Wellbeing Partnership

Matrix has been a member of the Surrey Wellbeing Partnership (SWP) since April 2021. This is a formal joint venture of local and national charities of various sizes with a common goal: to work with children and young people in the community to improve wellbeing and mental health so that they can live full, fun and confident lives.

This partnership entered its 5th year by the end of this academic year and has brought much benefit to the young people of Guildford and Surrey. This partnership continues to develop in organisational structure and impact.

Responsibilities of the Board

Company law requires the Board to prepare financial statements for each financial year which give a true and fair view of the state of the affairs of the charitable company as at the balance sheet date and of its incoming resources and application of resources, including income and expenditure, for the financial year. In preparing those financial statements, the Board should follow best practice and:

- select suitable accounting policies and then apply them consistently;
- make judgements and estimates that are reasonable and prudent; and
- prepare the financial statements on the going concern basis unless it is not appropriate to assume that the company will continue on that basis.

The Board is responsible for maintaining 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 1985. The Board is 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.

Members of the Board

Members of the Board, who are directors for the purpose of company law and trustees for the purpose of charity law, who served during the year and up to the date of this report are set out on page 3.

In accordance with company law, as the company's directors, we certify that:

- so far as we are aware, there is no relevant audit information of which the company's auditors are unaware; and
- as the directors of the company we have taken all the steps that we ought to have taken in order to make ourselves aware of any relevant audit information and to establish that the charity's auditors are aware of that information.

Independent Examiners

Independent Examiners Ltd were re-appointed as the charitable company's independent examiners during the year and have expressed their willingness to continue in that capacity. This report has been prepared in accordance with the Statement of Recommended Practice: Accounting and Reporting by Charities (FRS102 effective 1 Jan 2015) and in accordance with the special provisions of Part VII of the Companies Act 1985 relating to small entities.

Financial Review

Introduction

The overall income for the last 12 months was £547,265 with expenditure at £605,769. We have increased our income by 5% from last year and our expenditure has increased by 11%. In Oct 2024 the decision was made by both the Matrix and Hideaway board to close the Hideaway as it was no longer able to contribute towards Matrix core costs as originally planned. The Hideaway was closed in October 2024 and trustees agreed to put a specific bad debt provision against the costs owed by the Hideaway to Matrix.

This year was very challenging in terms of income from both grants and fundraising which meant a number of our projects weren't fully funded for the year leading to £23,972k unrestricted money being used at year end to meet those deficits. Another £19,588 of reserves had to be used in support of the unrestricted spend which we had failed to raise from fundraising.

Principal funding sources

The principal funding sources for the charity were from grants, forming 37% of the income and service contracts forming 46%. We are very grateful to the following for their funding contributions towards our core costs: The National Lottery, Garfield Weston, Marsh Christian Trust, HC Beer Charitable Trust, Rowan Bentall Charitable Trust, The Shanly Foundation, The Pepper Family Trust and Matthew 25:35. We are also grateful for the funding for our youth projects from: Office of the Police and Crime Commissioner for Surrey, Community Foundation for Surrey, John Freda Coleman, MacRoberts, Belgae Trust HSBC, The High Sheriff and The Surrey Wellbeing Partnership.

Community fundraising formed 5% of our income. This is only 1% more than the year ending 2024 despite employing a full-time fundraising in February 2024. This is the main reason the trustees made the decision to make this role redundant at the end of this financial year.

Reserves Policy

Matrix recognises the importance of holding an appropriate level of reserves to ensure financial stability while avoiding the unnecessary accumulation of funds for which there are no clear plans. The Trustees' policy is to maintain unrestricted reserves of £30,000 or three months' average unrestricted expenditure (whichever is higher), together with any funds designated for specific future projects. As the charity grows, reserves may temporarily exceed this level to enable Matrix to respond positively to new opportunities.

Reserves are monitored regularly through budget reviews and management accounts to ensure they remain appropriate.

At 31 August 2025, unrestricted reserves stood at £8,616, which is significantly below the target level of £35,000 (based on budgeted unrestricted expenditure for 2025/26). The shortfall reflects the financial pressures experienced during the year, including the lower unrestricted fundraising income than expected and wider cost increases.

Despite this, the Trustees consider the charity to be a going concern, supported by strong relationships with funders, a robust pipeline of grant income, and a staffing restructure that has reduced ongoing costs. The Trustees have agreed a plan to rebuild reserves over the next 12–24 months, including strengthening unrestricted fundraising and prioritising activities with secured funding for the coming year. Reserves will continue to be monitored closely to ensure the charity remains financially resilient.

At year-end, restricted funds totalled £118,547, representing capitalised expenditure on the building development and coffee machine. These funds are not available for general use and will be released through depreciation over the next 20 years in line with the assets' useful economic lives. The charity holds no restricted revenue funds at year-end.

Investment Policy

Apart from the reserves set aside by our reserves policy, the majority of funds are spent over a short-term period and so there are few funds for long term investment. The policy of the Trustees is therefore to maximise the investment returns available for funds which are not immediately required for Trust activities, but having regard to the cash-flow needs of the organisation at any particular time. In practice, this means that a majority of its funds are invested in instant access, interest-bearing accounts.

Risk Management

The Board has considered the risks associated with this charity and consider that the following are those to which appropriate systems and procedures should be put in place:

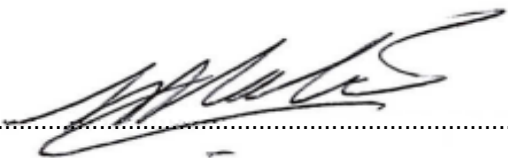
Financial Risks – The Board has put in place internal controls which minimise the risk to the charity of financial loss through fraudulent activity. There is also the risk of low income that would prevent us from being able to cover our liabilities which our reserves policy aims to help regulate.

Safeguarding – Most of the activities of the charity necessitate contact between paid or voluntary staff and minors. The Trustees have therefore drawn up a Safeguarding and Child Protection Policy which deals in detail with procedures to be followed when employees or volunteers are in contact with children, or when complaints or suspicion

about behaviour are raised. There is a safer recruitment procedure in place that all paid or voluntary staff must go through, and all employees and volunteers with significant contact with young people are required to undergo a check through the Disclosure Barring Service. The CEO acts as the Designated Safeguarding Lead and one Trustee has been designated as Safeguarding Lead on the Board. They meet annually to conduct a safeguarding review and update the Safeguarding and Child Protection Policy to reflect any new legislation and recommendations.

All staff and volunteers are trained within a reasonable amount of time and are expected to read and understand the policy, this is repeated annually with any additional updates. Safeguarding 'hot topics' are also discussed with staff at monthly team meetings.

Approved by the Directors on the 18th March 2026

Signed on their behalf by Director 

Print Name: Simon Slater

INDEPENDENT EXAMINER'S REPORT

Report to the trustees/ members of The Matrix Trust on the accounts for the year ended 31st August 2025 set out on pages 24 to 37.

Respective responsibilities of Trustees and examiner

As the charity's Trustees of The Matrix Trust (and also its directors for the purposes of company law) you are responsible for the preparation of the accounts in accordance with the requirements of the Companies Act 2006 ('the 2006 Act').

Having satisfied myself that the accounts of The Matrix Trust are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of your charity's accounts as carried out under section 145 of the Charities Act 2011 ('the 2011 Act'). In carrying out my examination I have followed the Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act.

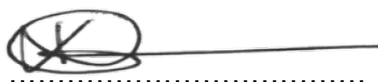
Independent examiner's statement

Since The Matrix Trust gross income exceeded £250,000 your examiner must be a member of a body listed in section 145 of the 2011 Act. I confirm that I am qualified to undertake the examination because I am a member of the Association of Charity Independent Examiners, which is one of the listed bodies.

I have completed my examination. I confirm that no matters have come to my attention in connection with the examination giving me cause to believe:

1. accounting records were not kept in respect of The Matrix Trust as required by section 386 of the 2006 Act; or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a 'true and fair view' which is not a matter considered as part of an independent examination; or
4. the accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities [applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)].

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.


.....

22.5.26

K Gomes MAAT FCIE

Independent Examiners Ltd
The Grain Store
Hills Barns
Appledram Lane South
Chichester
PO20 7EG

Statement of Financial Activities

For the Year Ended 31st August 2025

(Incorporating Income & Expenditure Account)

	Notes	Unrestricted Funds £	Restricted Funds £	TOTAL 2024/25 £	TOTAL 2023/24 £
INCOMING RESOURCES					
Incoming Resources from Generated Funds					
Donations and Legacies	3a	135,988	131,992	267,979	245,122
Charitable Activities	3b	497	251,991	252,488	253,976
Other Trading Activities	3c	26,107	0	26,107	21,572
Investment Income	3d	692	0	692	1,711
		163,283	383,983	547,265	522,382
RESOURCES EXPENDED					
Cost of Generating Funds					
Raising Funds	4a	59,488	0	59,488	38,120
Charitable Activities	4b	126,546	416,237	542,783	502,599
Other	4c	1,329	2,169	3,498	4,886
TOTAL RESOURCES USED		187,363	418,406	605,769	545,605
NET INCOMING (OUTGOING) RESOURCES		(24,080)	(34,423)	(58,503)	(23,223)
Total Funds Brought Forward		52,176	133,490	185,666	208,888
Transfer between funds		(19,480)	19,480	0	0
TOTAL FUNDS CARRIED FORWARD		8,616	118,546	127,162	185,665

Movements on all reserves and all recognised gains and losses are shown above. All the charity's operations are classed as continuing. The notes on pages 28 to 37 form part of these financial statements.

BALANCE SHEET
AS AT 31st AUGUST 2025

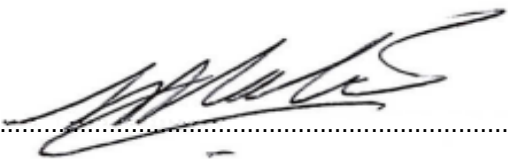
	Note	Unrestricted Funds £	Restricted Funds £	31/08/25 Total £	31/08/24 Total £
Fixed Assets					
Tangible assets	2	1,991	123,497	124,688	133,436
Current Assets					
Debtors & Prepayments	7	3,494	166,329	169,823	130,067
Inventory		654	0	654	1,035
Cash at Bank and in hand	6	22,192	101,539	123,078	117,235
Total Current Assets		25,686	267,869	293,554	248,336
Creditors: due within one year	8	18,261	272,819	291,080	196,107
NET CURRENT ASSETS		7,425	(4,951)	2,474	52,203
TOTAL ASSETS less current liabilities		8,616	118,546	127,162	185,665
NET ASSETS		8,616	118,546	127,162	185,655
Funds of the Charity					
Unrestricted Funds	5	8,616	0	8,616	52,176
Restricted Funds	5	0	118,546	118,546	133,489
		8,616	118,546	127,162	185,665

Directors' Responsibilities

- The members have not required the charity to obtain an audit of its accounts for the year in question in accordance with section 476; and
- The directors acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and the preparation of accounts.

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

The financial statements on pages 24 to 37 were approved by the trustees, and authorised for issue on 18th March 2026 and signed on their behalf by:

Signed on their behalf by Director 

Print Name: Simon Slater

STATEMENT OF CASH FLOWS
AS AT 31st AUGUST 2025

	2024/25	2023/24
	£	£
Cash Flows from operating activities		
Net income / (expenditure) for the year	(58,503)	(23,223)
Interest Receivable	(692)	(1,711)
Adjustments for non-cash items and working capital:		
Depreciation	8,749	8,749
(Increase) in debtors	(39,756)	(71,309)
Increase in creditors (excluding deferred income)	8,425	(43,666)
Increase in deferred income	86,549	14,697
Increase in Inventory	382	130
Total Adjustments	63,656	(89,688)
Net cash provided by operating activities	5,153	(112,911)
Cash flows from investing activities		
Interest Received	692	1,711
Net cash provided by / (used in) investing activities	692	1,711
Net increase in cash and cash equivalents	5,845	(114,622)
Cash and cash equivalents at beginning of year	117,234	231,856
Cash and cash equivalents at end of year	123,079	117,234

The charity has not presented an analysis of changes in net debt as it has no borrowings or finance lease obligations during the year.

1. ACCOUNTING POLICIES

Basis of Preparation & Assessment of Going Concern

Basis of Preparation

The 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. 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 (FRS102) (effective 1 January 2015) - (Charities SORP - FRS102) and the Charities Act 2011.

The Charity meets the definition of a public benefit entity under FRS102. Assets and liabilities are initially recognised at historical cost unless otherwise stated in the relevant accounting policy notes.

Assessment of Going Concern

Preparation of the accounts is on a going concern basis. The trustees consider that there are no material uncertainties about the Charity's ability to continue as a going concern.

Incoming Resources

Recognition of Incoming Resources

These are included in the Statement of Financial Activities (SOFA) when:

- the charity becomes entitled to the resources;
- the trustees are virtually certain they will receive the resources; and
- the monetary value can be measured with sufficient reliability

Incoming Resources with Related Expenditure

Where incoming resources have related expenditure (as with fundraising or contract income) the incoming resource and related expenditure are reported gross in the SOFA.

Grants and Donations

Grants and Donations are only included in the SOFA when the charity has unconditional entitlement to the resources.

Tax Reclaims on Donations and Gifts

Incoming resources from tax reclaims are included in the SOFA at the same time as the gift to which they relate.

Contractual Income and Performance Related Grants

This is only included in the SOFA once the related goods or services has been delivered.

Gifts in Kind

Gifts in kind are accounted for at a reasonable estimate of their value to the charity or the amount actually realised. Gifts in kind for sale or distribution are included in the accounts as gifts only when sold or distributed by the charity. Gifts in kind for use by the charity are included in the SOFA as incoming resources when receivable.

Donated Services and Facilities

These are only included in incoming resources (with an equivalent amount in resources expended) where the benefit to the charity is reasonably quantifiable, measurable and material. The value placed on these resources is the estimated value to the charity of the service or facility received.

Volunteer Help

The value of any voluntary help received is not included in the accounts but is described in the trustees' annual report.

Investment Income

This is included in the accounts when receivable.

Investment Gains and Losses

This included any gain or loss on the sale of investments and any gain or loss resulting from revaluing investments to market value at the end of the year.

Expenditure and Liabilities**Liability Recognition**

Liabilities are recognised as soon as there is a legal or constructive obligation committing the charity to pay out resources.

Governance Costs

Include costs of the preparation and examination of statutory accounts, the costs of the trustees' meetings and cost of any legal advice to trustees on governance or constitutional matters.

Grants with Performance Conditions

Where the charity gives a grant with conditions for its payment being a specific level of service or output to be provided, such grants are only recognised in the SOFA once the recipient of the grant has provided the specified service or output.

Grants Payable without Performance Conditions

These are only recognised in the accounts when a commitment has been made and there are no conditions to be met relating to a grant which remain in control of the charity.

Support Costs

Support costs include central functions and have been allocated to activity cost categories on a basis consistent with the use of the resources, e.g. allocating property costs by floor areas, or per capital, staff costs by the time spent and other costs by their usage.

Fixed Assets

Tangible fixed assets for use by the charity, are capitalised if they can be used for more than one year, and cost at least £1,000. They are valued at cost or, if gifted, at the value to the charity on receipt.

Investments

Investments quoted on a recognised stock exchange are valued at market value at the year end. Other investment assets are included at trustees' best estimate of market value.

There has been no change to the accounting policies (Valuation rules and methods of accounting) since last year.

Depreciation

Depreciation has been calculated on a reducing balance basis. The rates applied per annum are as follows:

Fixtures and Fittings 25%

Equipment 25%

Computer Equipment 25%

Depreciation for Building developments are calculated on a straight line basis over the lease period of the building (20 years).

Depreciation for high cost equipment for the café (for example the coffee machine) are calculated on a straight line bases over 10 years.

2. TANGIBLE FIXED ASSETS

		Unrestricted Equipment	Restricted Equipment	Total 2024/25
		£	£	£
Cost	01-Sep-24	1,701	166,388	168,089
Additions		0	0	0
Cost at	31-Aug-25	1,701	166,388	168,089
Depreciation	01-Sep-24	370	34,313	34,653
Charge	Charge	170	8,578	8,748
Depreciation at	31-Aug-25	510	42,891	43,401
Net Book Value	31-Aug-25	1,191	123,497	124,688
Net Book Value	31-Aug-24	1,361	132,075	133,436

The annual commitments under non-cancelling operating leases, capital commitments, and contingent liabilities are as follows:

31st August 2025:	None
31st August 2024:	None

3. INCOMING RESOURCES

	Note	Unrestricted Funds £	Restricted Funds £	TOTAL 2024/25 £	TOTAL 2023/24 £
a) Donations, Legacies and Similar Income					
Churches & Organisations		21,779	0	21,779	11,756
Gift Aid Refunds		6,539	0	6,539	4,515
Gifts from Individuals		32,969	0	32,969	23,266
Grants received		74,700	131,992	206,692	205,586
		135,988	131,992	267,979	245,122
b) Charitable Activities					
Office Rental		91	0	91	2,748
Outreach & Projects		406	1,273	1,679	3,339
Schools & Youth projects		0	250,718	250,718	247,889
		497	251,991	252,488	253,976
c) Other Trading					
Fundraising & Training		26,047	0	26,047	21,572
Sale of Goods		60	0	60	0
		26,107	0	26,107	21,572

Other trading activities relate solely to fundraising events and sales of goods. No income was received from The Hideaway CIC during the year.

c) Investment Income

Bank Interest		692	0	692	1,711
		692	0	692	1,711

4. RESOURCES EXPENDED

	Note	Unrestricted Funds £	Restricted Funds £	TOTAL 2024/25 £	TOTAL 2023/24 £
a) Expenditure on Raising Funds					
Gifts and General Expenditure					
CIC – Pavilion Hub		0	0	0	7,500
Fundraising Activities		59,488	0	59,488	30,620
		59,488	0	59,488	38,120

Certain comparative figures have been reclassified to ensure consistency with the current year presentation. This relates to the classification of staff costs associated with fundraising activities. There is no impact on total expenditure or net movement in funds.

b) Cost of Charitable Activities	Note	Charitable Activities £	Support Costs £	2024/25 £	2023/24 £
1:1 Support		205,571	130,319	335,890	290,186
Targeted Groups		5,585	7,000	12,585	31,966
Drop in Activities		81,875	67,510	149,385	135,179
Work Experience		18,775	13,871	32,646	45,269
Training Carers / Parent		7,298	4,978	12,276	0
		<u>319,104</u>	<u>223,679</u>	<u>542,783</u>	<u>502,599</u>

Support costs, including depreciation, have been allocated to activities on a basis consistent with the use of resources

4. RESOURCES EXPENDED	Note	Unrestricted Funds £	Restricted Funds £	TOTAL 2024/25 £	TOTAL 2023/24 £
c) Governance Costs					
Accountancy Fees		1,320	0	1,320	1,290
Legal & Professional Fees		9	2,169	2,178	3,396
		<u>1,329</u>	<u>2,169</u>	<u>3,498</u>	<u>4,886</u>

5. FUNDS

Unrestricted Funds

	Balance 01/09/24 £	Income £	Expenditure £	Transfers	Balance 31/08/25 £
General Funds	52,176	163,283	187,363	(19,480)	8,616
Designated Funds	0	0	0	0	0
	52,176	163,283	187,363	(19,480)	8,616

Restricted Funds

	Balance 01/09/24 £	Income £	Expenditure £	Transfers	Balance 31/08/25 £
CIC Depreciation Fund	3,110	0	518	0	2,592
Youth Café	0	75,484	75,484	0	0
Community – Drop Ins	0	20,840	22,254	1,414	0
Community – Hubs	0	13,872	13,872	0	0
Transition Coaching	709	10,751	11,460	0	0
Allen House Development	124,015	0	8,060	0	115,955
Secondary Schools	750	72,395	73,558	413	0
Primary Schools	0	5,294	5,294	0	0
Primary EIP	0	52,893	52,893	0	0
Boost	0	14,252	25,250	10,998	0
Training Hub	0	2,290	11,470	9,180	0
Well-being Team	0	111,887	111,887	0	0
GASP	4905	0	0	(4,905)	0
Young Leaders	0	0	2,380	2,380	0
Workshops	0	4,025	4,025	0	0
	133,489	383,983	418,406	19,480	118,547

Expenditure on certain restricted projects exceeded the income received during the year. In order to meet the charity's delivery commitments, £24,385 was transferred from unrestricted funds to cover the resulting deficit.

The GASP project contract was completed in full, and the contracting party confirmed in writing that no further work was required. As a result, £4,905 of Restricted Funds has been released to General Funds to support the charity's reserves.

Boost: Developing apprentices and arranging work experience placements for young people. Funded by grants from Community Foundation for Surrey and awards from John Freda Coleman, MacRoberts and Belgae Trust.

Training Hub: Evening workshops for parents. Funded mostly from our general funds but also a small grant via SWP.

CIC Depreciation Fund: This is the capitalised money from the original purchase of the Hideaway Coffee machine reserved for it's yearly depreciation.

Youth Café: After school café within the Hideaway. Funded by the Office of the Police and Crime Commissioner for Surrey and Surrey Wellbeing Partnership (SWP) contract.

Community Youth Work: Detached youth work, after school clubs and weekly school drops ins. Funded by HSBC, The High Sheriff, Community Foundation for Surrey grant and SWP Innovation Fund.

Secondary Schools: 1:1 support sessions in schools funded by schools contracts and SWP.

Primary Schools / Primary EIP: This funds Early Intervention Practitioners who work with Primary age young people in schools and in the community. This is funded via a grant through SWP.

Transition Coaching: Mentoring and other activities to support young people moving from Year 6 to Year 7. Funded by the SWP contract.

Wellbeing Team: 1:1 Mentoring in the community. Funded by the SWP contract.

Pavilion Development: The costs for developing the Pavilion into a social enterprise have been capitalised and this fund will be used to meet the depreciation costs.

Workshops: School based workshop within schools funded as part of the SWP contract.

Restricted funds are represented by the charity's cash reserves and fixed assets investments held and are to be expended as specified above.

6. CASH AT BANK AND IN HAND	Unrestricted Fund	Restricted Fund	Total 31/08/2025	Total 31/08/2024
	£	£	£	£
Current Account	21,410	12,467	33,877	31,294
Savings Account	0	89,026	89,026	85,821
Equals	117	0	117	0
Petty Cash	12	46	58	58
	21,538	101,539	123,078	117,235

7. DEBTORS	Unrestricted Fund	Restricted Fund	Total 31/08/2025	Total 31/08/2024
	£	£	£	£
Tax Recoverable	956	0	956	1,014
Sundry Debtors	413	0	413	125,388
CIC Invoices	28,884	0	28,884	25,909
Prepayments	2,125	4,761	6,885	6,713
Specific Debt	(28,884)	0	(28,884)	(28,957)
	3,494	166,329	169,823	130,067

The specific debt relates to amounts owed by the charity's subsidiary, The Pavilion Hub CIC. A full impairment has been recognised as, at the year end, the trustees considered the balance to be irrecoverable based on the subsidiary's financial position and the decision taken to cease the café operation.

8. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	Unrestricted Fund	Restricted Fund	Total 31/08/2025	Total 31/08/2024
	£	£	£	£
Accountancy fees	1,400	0	1,400	1,400
Salaries and NI	15,820	0	15,820	7,056
Sundry Creditors	1,041	0	1,041	1,380
Deferred Income	0	272,819	272,819	186,271
	18,291	272,819	291,080	196,107

Deferred income represents funds received in advance for future projects or for contracts spanning the financial year, recognised as income when the related activity is delivered.

9. STAFF COSTS AND NUMBERS	2024/25	2023/24
	£	£
Gross Wages and Salaries	462,843	374,645
Employer's NI Costs	34,161	24,010
Pension Contributions	12,716	10,196
	509,720	408,851

Employees who were engaged in each of the following activities:

	2024/25	2023/24
	TOTAL	TOTAL
Activities in furtherance of organisation's objects:		
Total number of full-time and part-time employees	21	19
Equivalent number of full time employees	15.2	13.5

The charity operates a PAYE scheme to pay all employed members of staff, and no employees received emoluments above £60,000 (2024/25 None). The total employee benefits of the key management personnel were £204,461 (2024/25 £162,240).

10. RECONCILIATION OF MOVEMENT IN CAPITAL AND RESERVES

The Company is Limited by Guarantee, and is a Charity registered with the Charity Commission number 1081852. The Charity does not have a Share capital and has no income subject to Corporation Tax.

	Note	2024/25	2023/24
		£	£
Surplus/Deficit for the financial year		(58,503)	(23,223)
		(58,503)	(23,223)
Balance brought forward		185,666	208,888
Transfer of funds		0	0
Closing Funds at 31st August		127,162	185,665

11. SUBSIDIARY UNDERTAKINGS

The charity had a wholly-owned subsidiary, The Pavilion Hub CIC, which ceased trading in October 2024. The subsidiary's results are not consolidated in these accounts as the charity qualifies as a small company under the Companies Act and the subsidiary is not material to the group. The subsidiary has filed its own accounts separately.

12. PAYMENTS TO DIRECTORS AND RELATED PARTIES

No payments were made to any Director or any persons connected with them during this financial period. No transaction took place between the charity and the Directors or any person connected with them.

The Hideaway CIC was a wholly owned subsidiary of the charity and therefore a related party under the Charities SORP. No transactions took place between the charity and the CIC during the year other than the impairment of the intercompany balance noted above. Following its dissolution in December 2025, the CIC no longer forms part of the group, and no balances remain outstanding.

13. POST BALANCE SHEET EVENT

The Pavilion Hub CIC, a wholly owned subsidiary of the charity established to operate the Hideaway Café, ceased trading in October 2024. The CIC was subsequently formally dissolved in December 2025, after the year end. As the dissolution occurred after 31 August 2025, it is treated as a non-adjusting post-balance-sheet event in accordance with the Charities SORP.

No income, gift-aid or other transfers were received from the CIC during the year. At 31 August 2025, the charity held an intercompany debtor balance of £28,884 due from the CIC. As the CIC had ceased trading and was unable to repay the amount owed, the trustees recognised a full impairment of this balance within the year. No further financial impact arises from the CIC's dissolution.

THE MATRIX TRUST

England & Wales - Charity number 1081852

Accounts



The Matrix Trust (Matrix)

(A company limited by guarantee)

Directors Annual Report and Financial Statements For the Year Ended 31 August 2024

Charity Registration No. 1081852

Company Registration number 03977050

Independent Examiners Ltd
2 Broadbridge Business Centre
Delling Lane
Bosham
West Sussex
PO18 8NF

Contents

3	Legal and Administrative Information
4	Director's Report
5	Aims and objectives
7	Public benefit and achievements
15	Structure, governance and management
19	Financial review
22	Independent Examiners Report
23	Statement of Financial Activities
24	Balance Sheet
26	Notes to the Financial Statements

Legal and Administrative Information

Charity Name: The Matrix Trust (Matrix)

Charity registration number: 1081852

Company registration number: 03977050

Legal Status: Incorporated Charity

Start of Financial Year: 1st September 2023

End of Financial Year: 31st August 2024

Registered Office: Allen House Pavilion, Eastgate Gardens, Guildford, Surrey, GU1 4AZ

Directors

Simon Slater	<i>Chair</i>
Matt Davis	
Neil Fenton	<i>Treasurer</i>
Kenneth Mead	
Lindsay Jespersen	
Jennifer Hall	
Victoria Gomes	

Senior Management Team

Daniel Setterfield	Chief Executive Officer	
Josh Dearden-Howell	Head of Youth Work	
Juliette Milton	Head of Finance	
Timothy Littlewood	Head of Operations	
Shira Moberg	Head of Fundraising	<i>Appointed February 2024</i>

Governing Document Memorandum and Articles of Association Dated 6th April 2000 (updated January 2019).

Independent Examiners: Independent Examiners Ltd
2 Broadbridge Business Centre
Delling Lane
Bosham
West Sussex
PO18 8NF

Primary Bankers: The Metro Bank
35-37 North Street
Guildford
GU1 4TE

Directors Report

Matrix, established for almost 25 years, remains dedicated to working with young people—helping them to make the most of their lives—and for young people, catalysing change by nurturing, inspiring, connecting, and empowering them.

This last financial year has been one of both progress and challenge. While we have continued to consolidate our work across Guildford Borough and seen encouraging growth in our projects since the pandemic.

Over the year, we worked with 2,114 individuals across 15 projects, dedicating our efforts to supporting 193 of the most vulnerable young people through in-depth, regular one-to-one support—making a tangible difference in their lives.

The achievements of this year are detailed in the public benefit and achievements section of this report, but I particularly want to acknowledge the resilience, dedication, and skill of our leadership team and staff. They have managed continued growth and change amidst financial uncertainty, adapting to shifts in staffing, budgets, and partnerships. This has included our SWP work and the continual development of The Hideaway Café (The Pavilion Hub CIC) before its closure on 18th October 2024, all against the backdrop of wider socio-economic challenges. Their dedication and perseverance have been truly exceptional.

The closure of The Hideaway Café was difficult for us all and we remain grateful for the immense contribution it made to our mission, providing a safe and welcoming space for young people over the years. It also played a vital role in increasing the visibility of Matrix and strengthening its reputation in the community. The continued generosity of individuals and organisations—through both financial and pro bono support—has been invaluable, and we are deeply appreciative of all who have stood by us.

The Matrix Trust finished the year on a firm footing, with strengthened relationships, an expanding team, continued growth of our projects, and a renewed commitment to our mission.

On behalf of the Trustees, I extend my deepest gratitude to all who have supported us during this time. Looking ahead, I am confident that, despite the challenges, we will continue to deliver on our charitable objectives and make a lasting impact on the lives of the incredible young people we serve.

Simon Slater (Chair of Trustees)

Aims and Objectives

Purposes and Aims

Our charity's purposes as set out in the objects contained in the company's memorandum of association are to:

- To act a resource for young people
- To relieve persons who are in conditions of need or hardship
- To advance education
- To provide facilities for recreation or other leisure time occupation in the interest of social welfare for young persons
- To advance the Christian faith
- To promote and fulfil such other charitable purposes beneficial to the community

Matrix aims to catalyse change for vulnerable young people, helping them to make the most of their lives and become active citizens in their community. To achieve this we work in partnership with young people, churches, schools, local organisations and the community to nurture, inspire, connect and empower them. Matrix works from within a Christian ethos which forms the culture within which we work.

Ensuring our work delivers our aims

Each year, we evaluate our aims, objectives, and activities to assess our impact and ensure we remain aligned with our mission. This review examines our achievements over the past 12 months, the outcomes of our work, and the evolving needs of local young people for the year ahead. By doing so, we ensure that our focus continues to reflect our stated purpose.

This year marks the second phase of our five-year strategy—a plan designed to solidify our recent growth while equipping us with new tools and infrastructure to propel us forward. Through this approach, we are ensuring a strong foundation for continued progress and future development. Our second year objectives focussed on the following areas: To embed our new delivery database, expand our Youth Steering Group and young people's feedback across our projects, broaden the attendance of young people at our Youth Cafe, establish a working pathway for young people to learn transferable skills for the workplace and to identify areas of youth work and organisational structure to reach Advanced Level in the National Youth Agencies (NYA) Quality Mark award.

The focus of our work

Our main objectives for the year explicate our focus of supporting young people across Guildford Borough, through preventative and relational support activities:

- Every young person will experience a measurable improvement in their mental health or emotional wellbeing as well as in their resilience and capacity to improve, as a result of them or their parents engaging in Matrix services
- Young people's self-esteem and confidence increases as a result of engaging with a variety of opportunities to try new things and make a difference in their community
- Youth Hideaway (Youth Cafe) and its community derivations reduce social isolation by providing a go-to safe place for 10-18 year olds to go to meet and make friends
- Until its closure in October 2024, The Hideaway Café has provided a clear and successful pathway for at-risk young people to access employment through a growing number of opportunities, leaving a lasting legacy of support and empowerment. Following the closure, we have since adapted our model to continue providing these vital activities through collaborations with other trusted partners, ensuring ongoing support and engagement for those who rely on our services
- Matrix to become an NYA Youth Award winning charity (advanced level), able to evidence outstanding impact and high quality youth work, helping an increasing number of young people each year

To help us achieve our 5 year goals, we break these objectives down to achievable aims. Our aims for year 2 are set out as follows:

- Embed UPSHOT as our system for measuring, recording, reporting and analysing changes in young people's mental health / emotional wellbeing across all 1:1 projects
- Expand Youth Steering Group and other young people's feedback across all projects
- Broaden the attendance of young people at Youth Hideaway from a wider variety of schools
- Establish a working pathway for young people to learn transferable skills for work
- Identify and improve on areas of youth work and organisational structure to reach Advanced level in NYA Award in 75% areas (self-assessed)

Public Benefit and Achievements

All our charitable activities focus on improving the lives of young people, their families and their communities for the public benefit. Our main activities and beneficiaries are described below.

Who used and benefited from our services?

We are dedicated to providing free, high-quality support for young people across Guildford Borough, ensuring our services align with our mission and effectively meet the needs of our beneficiaries.

Our work spans the entire borough, and this year, we have continued to expand our provision—deepening our support for under-11s, increasing engagement with 16-25 year olds through our traineeship and young volunteering programmes, and maintaining our core focus on 11-18 year olds.

We achieve this through a diverse range of projects, offering structured one-to-one and group sessions, alongside community-based activities. Participation is always voluntary, with young people leading the way as we shape our services around their aspirations and goals.

Summary

In the 2023-24 academic year 2114 young people accessed our services across 15 different projects. In about 40% of our projects young people are not referred in, but choose to attend. This accounts for 47% of the total different young people we worked with.

This year, we engaged with 1777 young people across 16 schools—an increase that now includes 8 secondary schools and 8 primary schools. Our approach is tailored to each setting, offering a blend of one-to-one support, group sessions, one-off workshops, and lunchtime drop-ins.

Our work in primary schools has continued to grow, particularly through our existing transition project, two lunchtime drop-ins in two primary schools and an expanding number of workshops focused on building friendships and social confidence.

In secondary schools each partnership looked different - our team were based in two schools as part of the pastoral team and in the others we provided weekly one-to-one sessions as required, or one-off workshops. Through our youth workers in schools, Early Intervention Coordinator, Community Wellbeing Team and our Schools Transition Coaches we provided individual support through one-to-one sessions to 193 young people.

We also supported 964 through targeted social and emotional wellbeing workshops, that included a series of 10 friendship workshops in 5 primary schools, 17 schools transition workshops in 8 primary schools, a workshop for young carers in George Abbot and a series of prayer and reflective spaces across two days in St Peter's Catholic school.

By the end of the academic year we had also enabled 1156 young people to feel less lonely or socially isolated through our community-based projects - including our flagship The Youth Hideaway (a drop-in youth café), targeted workshops, lunchtime drop-in sessions and our monthly youth hub in the community.

Speaking to young people, teachers and parents we know that our delivery services help to catalyse change for young people in a broad variety of ways, including: improving mental health and wellbeing, giving them tools and techniques to help themselves in difficult times and build their resilience, building confidence, reducing anxiety, controlling emotions, helping them make friends, reducing social isolation and building confidence in their skills for the future.

However, the impact of our work goes far beyond those we help directly, as change in the lives of young people also has an impact on their parents, families and communities.

Alongside all of our work with young people this year, a total of 28 volunteers joined the team. We had 12 community-based volunteers at both the Youth Hideaway and Bushy Hill Youth Hub, 10 supporting young people in schools one-to-one and at our lunchtime Drop-ins, 1 providing admin support to our finance team and 5 volunteer baristas in the The Hideaway café. In addition to these brilliant volunteers, there were many others who supported us in governance and back-office support as well.

The main areas of charitable activity were the provision of one-to-one mentoring and signposting; targeted social, emotional and life skills activities; drop-in social activities in both schools and the community and support to find work experience or training.

Some of the activities listed below form part of our ongoing contract with Mindworks Surrey, through the Surrey Wellbeing Partnership.

Our model

Our theory of change puts young people at the centre of all we do – we listen to young people in every project and go to where young people are, in schools and in their community. We take a relational approach to all our work and prioritise building genuine connections with young people, through quality, fun, innovative and accessible opportunities.

With Maslow's Hierarchy of Needs as a starting point, our 4 key strands enable young people to achieve their potential. All of our engagement with young people starts with them and ensures that we nurture, inspire, connect and empower them so they can make the most of their life.

The achievements and impact that flow from our work are described in each of the 4 strands below:

Nurture: We provide personalised support for young people when life gets tough

We provided 193 young people with individual support through one-to-one sessions across 3 projects: Community Wellbeing Team, Youth Support Sessions (including Early Intervention Coordinator) and the School Transition Project. We held a total of 1983 sessions, equating to 1178 hours face-to-face with young people in one-to-one settings.

Youth Support Sessions

49 young people were referred for one-to-one support across 2 secondary schools in Guildford. They were referred for a range of issues, including family dynamics, self-confidence and anger management, but the majority were referred for mental health, and more specifically some form of anxiety. This could be either about a particular circumstance, the world around them or about how they felt within themselves.

Each young person is assessed in an initial session to ascertain their level of need and then meets with a trained youth worker according to need (weekly, fortnightly or monthly) to talk, learn tools or techniques, and process their situation. Each young person is seen until they no longer require this additional support, however, most are signed off within 12 months.

In addition to these two schools, our Early Intervention Coordinator worked in a further 4 schools as part of our schools team. This SWP partnership role enabled us to continue expanding our offer providing further targeted support across more secondary schools across Guildford Borough. Last year 75 young people were referred to us through this service.

"I tell my youth worker everything, she knows more about me than anyone in school, including my friends, because I can be honest with her." - Young person

Community Wellbeing Team

Our Community Wellbeing Team works with 8 to 18 year olds within both schools and the community, doing 1:1 and group work. This is a needs-led service where young people, alongside their Wellbeing Practitioner, identify the outcomes they wish to achieve. Part of a wider SWP project, these community-based practitioners focus on early intervention and work right across Guildford Borough. By providing this service in community settings, children and young people who were struggling with school attendance were still able to access support.

"I feel like I can cope a lot better now. I feel more confident" - Young person

This service provided advocates for children and young people, making sure their voice was heard. Using a multi-agency approach, the team worked closely with other agencies to ensure that the young people got more help if they needed it (e.g. Education, CAMHS, Children's services). Despite ongoing challenges within mental health services, this team continued to deliver great work with children and young people enabling them to move forwards.

"1:1 sessions are a good place to talk and let out my emotions." - Young person

School Transition Coaching

We worked with 14 Year 6 children one-to-one, who schools identified as needing additional support with the transition to secondary school. Each young person was matched with a trained volunteer who worked through a programme of emotional literacy, supporting the child in building resilience for the move. They continued to work with them for up to 12 months once they moved onto their secondary school. Alongside one-to-one support, we also held Transition Group sessions in eight primary schools. A total of 494 attendances were recorded across both one-to-one and group sessions, helping to successfully support these children with tools needed to make a successful transition into their new school. In total we were able to support 459 young people through this project.

Across all of our nurture strand 98% of young people agreed that they had made a good relationship with a Matrix Youth Worker and 93% of them agreed or strongly agreed that these sessions have helped them improve in the area they specified.

Targeted Workshops

We met 519 young people through our targeted social and emotional wellbeing workshops, and our prayer and reflective spaces sessions, all across two secondary and eight primary schools. These covered areas of need, including wellbeing, anxiety and building and maintaining healthy friendships.

Inspire: We build young people's self-esteem and confidence by giving them a voice and a chance to try new things.

To inspire young people we provided projects that enabled them to be heard and to speak up whilst making a difference in their local community, and through a variety of innovative workshops we gave young people the chance to release their creativity which in turn benefited their emotional wellbeing, mental health and resilience.

Youth Steering Group

Our Youth Steering Group met regularly together, gathering around our 3 values - to Investigate, Influence and Innovate. We had a core group of 11 young people who met each month to discuss various topics and issues affecting their local community and their peers.

This year saw some further development to our group, increasing the representation of young people from a wider number of Matrix projects.. The group has representatives from 8 Matrix projects and is made up of 6 male and 3 female participants and also includes one young person who identifies as non-binary. A couple of the group also identify as being a part of the LGBTQ+ community.

Community Workshops

This year we continued offering our community workshops at the Youth Hideaway every Wednesday during term-time, where we hosted a wide range of activities for young people to engage with and learn new skills. Some of these included; quilling, painting, archery, an introduction to book binding, drumming, pyrography art and creative journaling, as well as a 4 week set of social action workshops in the summer term.

Case Study

Artem*

Artem is Ukrainian and has not been living here all his life, only recently coming to the UK a couple of years ago. When he started coming to Youth Hideaway he was shy and reserved but arrived with some school friends for the workshop Wednesday doing pyrography. We created a welcoming space for Artem to help him feel comfortable and at ease, providing him with a free milkshake for his first visit. This workshop Wednesday was very exciting and busy! Artem was especially eager to try Pyrography. We made sure to make Artem and his friends feel important and comfortable by finding a space for them to participate. We made sure to welcome the family when they arrived to collect Artem, introducing them to the youth workers and going into detail about what the Youth Hideaway provides. Artem felt so welcomed and thoroughly enjoyed the workshop, taking the work he made home with him. The following week, during the Easter holidays, Artem felt confident enough to come back on his own. Initially, he played with the youth workers and made a new friend during the club sessions where they began playing games together, teaching one another new tricks and assisting each other when help was needed. Artem's mum came back and said thank you, and kindly gifted the youth workers cadbury creme eggs!

**Name changed.*

Connect: we provide safe spaces for young people to belong where they have fun, relax, meet and make friends, as well as connect with their community.

To connect young people we provided a variety of social settings in both school and the community, ensuring they are welcoming, relevant and safe. These include School Lunchtime Drop-ins, Youth Hideaway (Youth café) and our monthly Youth Hub.

School Lunchtime Drop-ins

We welcomed 640 young people to drop-in sessions. These safe social spaces took place across 4 secondary schools and 2 primary schools and took the form of a lunchtime drop-in with games and chat. They provided a space for socialising, reducing stress-levels through game playing, and for speaking to youth workers about life issues and providing them with a safe place to spend break time.

Similar to most years, most of the young people attending drop-ins find that they serve a very practical purpose. Some examples include that they are a safe place to go to at

lunchtime and or somewhere to go to meet others and make friends. Other examples include a place to play in the middle of the school day and a good way to let off steam.

One young person who was brought along by a friend for the first time was asked if he would come again and he said *"yes, definitely, it was great fun."*

Youth Hideaway (Youth Café)

This is a youth designed space where young people aged 10-18 years old can hang out after school. We provide spaces to relax with friends and the chance to chat to a Youth Worker. Young people come to play games, learn a new skill at a workshop, be creative and eat discounted food and drink!

Our flagship project the Youth Hideaway has continued to grow and develop over this last year and we have seen many new additions to the programme.

A key focus for Youth Hideaway this year was to build up repeat attendances of young people coming along to sessions. This year we welcomed 150 different young people to the cafe and through the programme of activities and themed days provided, we saw 1404 total participant attendances, meaning that the average number of sessions attended by each young person was just over 9 sessions across the year.

Since we opened in 2021 it has been great to welcome so many young people to our sessions, however it has been difficult to make sure that they come on a regular basis. However the work that has been done in this last year has been tremendous and it's good to be able to see the effectiveness of the sessions through repeat attendance.

Young people tell us that:

"I really love this place, there are my favourite things here"

"It's the place to go!"

"Today was my first day of this club, it was so much. I made some new friends and I loved coming

along and I would love to come back again"

Empower: We equip young people for the workplace and adult life

Boost @ The Hideaway Café

The Hideaway Café, a social enterprise asset-locked to Matrix, provides a venue and workplace to engage the community in empowering and inspiring at-risk young people through employment, support & training.

This academic year our Boost Project has continued to grow, helping support 83 young people into the world of work and employment. 59 of these young people were connected into a work placement to gain experience. We also supported a further 13 through our 12 week Traineeship program where attendees also have the opportunity to complete their food hygiene certificate upon completion. We also supported 11 young people in finding opportunities to volunteer, both with Matrix/The Hideaway café and other external partners.

Traineeships

Through our traineeship program, each young person works as part of our café team, gaining valuable customer service experience and other transferable skills within the hospitality sector. Alongside this practical experience, each participant benefits from one-to-one support from one of the Matrix team, working with them to build their social and emotional literacy, as well as developing their CV helping them to be more confident in making the transition from education into the workplace.

Work Experience Placements

Working closely with local schools we match young people who did not have the confidence or connections to find a meaningful placement with local businesses who could.

For some the experience cemented what they wanted to do for future work. Young people who have taken part in work experience have said: "I really enjoyed work there, and it was a great environment". Another young person said: "overall really happy and grateful to Matrix for this opportunity."

Structure, Governance and Management

Governing Document

Matrix is a charitable company limited by guarantee, incorporated on 19th April 2000 and registered as a charity on 4th August 2000. The company was established under a Memorandum and Articles of Association.

The Charity's objects are:

a) To act a resource for young people, up to the age of 25, living in Surrey and surrounding areas, by providing advice and assistance, and organising programmes of physical, educational and other activities as a means of:

i. 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 responsibility individuals;

ii. Advancing education;

iii. Relieving unemployment;

iv. 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.

b) To relieve persons who are in conditions or hardship and to relieve the distress caused thereby

c) To advance education by such means as the trustees may consider appropriate including by means of establishing and operating any educational establishment or establishments

d) To provide facilities for recreation or other leisure time occupation in the interest of social welfare for young persons who have need of such facilities by reason of their age, infirmity or disablement, poverty or social and economic circumstances with the object of improving the conditions of life for such persons.

e) To advance the Christian faith in accordance with the statement of beliefs appearing in the schedule hereto attached (see full Memorandum and Articles of Association).

Organisational Structure

Matrix is overseen by a Board of 7 Trustees who have high levels of experience and expertise in law, safeguarding, tax and financial procedures. It is responsible for the proper running of the charity and meets quarterly. The meetings are fully minuted, with discussions and decisions being recorded.

The daily management of the Charity is delegated to the Chief Executive Officer (Dan Setterfield). He is responsible for ensuring the smooth running of the charity and that it delivers the expected services. An operational senior management team is formed with the CEO; Juliette Milton (Head of Finance) who is responsible for accurate management and reporting on all aspects of finance and funds; Josh Dearden-Howell (Head of Youth Work) who is responsible for the delivery team and all the services we provide, Tim Littlewood (EA to the CEO and Head of Operations), he is responsible for Board support and team operations; and Shira Moberg (Head of Fundraising), who is responsible for securing financial support through fundraising activities, cultivating donor relationships, and ensuring sustainable income streams for the charity's ongoing work.

In addition to the quarterly meetings, the Trustee Board ensures ongoing Governance through committees and Trustees with specific responsibility. The Finance Committee continues to meet quarterly in-between board meetings, run by the Treasurer, to ensure continued diligent oversight of Matrix finances. A Remuneration Committee meets annually to review staff salary bands and the CEO salary and bring a proposal to the Board for approval. A designated safeguarding trustee meets annually with the Matrix Designated Safeguarding Lead to engage in the audit of safeguarding protocols. One Trustee is nominated to conduct bi-annual reviews of all health and safety and food hygiene protocols.

Recruitment and Appointment of Trustees

The directors of the company are also charity trustees for the purposes of charity law. All Board members must be in agreement with the statement of beliefs. Under the requirements of the Memorandum and Articles of Association the members of the Board are elected to serve for a period of 3 years after which they must be re-elected at the next Annual General Meeting.

All members of the Board give their time voluntarily and receive no benefits from the charity. Any expenses reclaimed from the charity are set out in note 11 to the accounts.

The Board represents a broad range of skills across the community and business sectors, as well as professional bodies. An annual skills audit is undertaken to ensure that this range is maintained, and in the event of particular skills being lost due to retirements, individuals are approached to offer themselves for election to the Board.

The Pavilion Hub CIC ("CIC")

The Pavilion Hub CIC is a not for profit company with any surplus or assets used principally for the benefit of the community. It is Asset Locked to Matrix, meaning that any surplus is donated to the charity.

The CIC, a subsidiary of Matrix, ran and controlled the Hideaway café.

The CIC was launched to enable us to expand and support our services and make full use of our leased building, Allen House Pavilion.

After continuing trading losses it was with great regret that the Trustees took the decision to discontinue its financial support to the CIC and the board of the CIC subsequently decided the Hideaway café was no longer financially viable. It closed on 18th October 2024.

Matrix remains dedicated to fostering a welcoming and supportive environment for young people at Allen House Pavilion and has repurposed the vacated space accordingly.

Surrey Wellbeing Partnership

Matrix has been a member of the Surrey Wellbeing Partnership (SWP) since April 2021. This is a formal joint venture of local and national charities of various sizes with a common goal: to work with children and young people in the community to improve wellbeing and mental health so that they can live full, fun and confident lives.

This partnership entered its 4th year by the end of this academic year and has brought much benefit to the young people of Guildford and Surrey. This partnership continues to develop in organisational structure and impact.

Responsibilities of the Board

Company law requires the Board to prepare financial statements for each financial year which give a true and fair view of the state of the affairs of the charitable company as at the balance sheet date and of its incoming resources and application of resources, including income and expenditure, for the financial year. In preparing those financial statements, the Board should follow best practice and:

- select suitable accounting policies and then apply them consistently;
- make judgements and estimates that are reasonable and prudent; and
- prepare the financial statements on the going concern basis unless it is not appropriate to assume that the company will continue on that basis.

The Board is responsible for maintaining 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 1985. The Board is 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.

Members of the Board

Members of the Board, who are directors for the purpose of company law and trustees for the purpose of charity law, who served during the year and up to the date of this report are set out on page 3.

In accordance with company law, as the company's directors, we certify that:

- so far as we are aware, there is no relevant audit information of which the company's auditors are unaware; and
- as the directors of the company we have taken all the steps that we ought to have taken in order to make ourselves aware of any relevant audit information and to establish that the charity's auditors are aware of that information.

Independent Examiners

Independent Examiners Ltd were re-appointed as the charitable company's independent examiners during the year and have expressed their willingness to continue in that capacity. This report has been prepared in accordance with the Statement of Recommended Practice: Accounting and Reporting by Charities (FRS102 effective 1 Jan 2015) and in accordance with the special provisions of Part VII of the Companies Act 1985 relating to small entities.

Financial Review

Introduction

The overall income for the last 12 months was £522,382 with expenditure at £545,605. We have increased our income by 4.5% from last year and our expenditure has increased by 4%. In Oct 2025 the decision was made by both the Matrix and Hideaway café board to close the Hideaway café as it was no longer able to contribute towards Matrix core costs as originally planned. The Hideaway café was closed in October 2024 and trustees agreed to put a specific bad debt provision against the costs owed by the Hideaway to Matrix. This 28.9K debt is 5% of Matrix expenditure, this has led to a 7.8K reduction in designated reserves at the end of the year.

Principal funding sources

The principal funding sources for the charity were from grants, forming 39% of the income and service contracts forming 47%. We are very grateful to the following for their funding contributions towards our core costs: The PTL Foundation, The National Lottery, Alchemy Foundation Trust, and match funding from The Big Give Trust. We are also grateful for the funding for our youth projects from: Office of the Police and Crime Commissioner for Surrey, Community Foundation for Surrey, Voluntary Action for SW Surrey, John Freda Coleman, The Hedley Foundation, The Shanley Foundation, Joanies Fund and The High Sherriff.

Community fundraising formed 4% of our income which is the same as year ending 2023. In February 24 we employed a full time Fundraiser in the hope of increasing income from corporate funders and events next year.

Reserves Policy

Matrix recognises the propriety of not building up funds for which there are no clear expenditure plans while retaining funds which are prudent in the light of risk management. Our policy is therefore to allow reserves to accrue to a level of £30,000 or three months average unrestricted expenditure (whichever is the greater), plus funds which may be designated for specific projects in the future. As the charity grows, reserves may exceed this policy level in order to be able to respond positively to new opportunities. This situation is actively monitored using a process of regular budget and management accounting reviews to ensure that reserves do not build up unnecessarily. This year sees us end with unrestricted reserve funds at £52,176 which is just over three months average unrestricted expenditure of £48,117. Although the reserves have dropped since last year

our unrestricted expenditure has also dropped and therefore the level of reserves meets our current policy. Our restricted funds are £133,490 of which £127,015 is capitalised expenditure which will be used in the deprecation of the building development and coffee machine over the next 20 years.

Investment Policy

Apart from the reserves set aside by our reserves policy, the majority of funds are spent over a short-term period and so there are few funds for long term investment. The policy of the Trustees is therefore to maximise the investment returns available for funds which are not immediately required for Matrix activities, but having regard to the cash-flow needs of the organisation at any particular time. In practice, this means that a majority of its funds are invested in instant access, interest-bearing accounts.

Risk Management

The Board has considered the risks associated with this charity and consider that the following are those to which appropriate systems and procedures should be put in place:

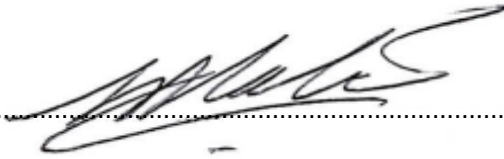
Financial Risks – The Board has put in place internal controls which minimise the risk to the charity of financial loss through fraudulent activity. There is also the risk of low income that would prevent us from being able to cover our liabilities which our reserves policy aims to help regulate.

Safeguarding – Most of the activities of the charity necessitate contact between paid or voluntary staff and minors. The Trustees have therefore drawn up a Safeguarding and Child Protection Policy which deals in detail with procedures to be followed when employees or volunteers are in contact with children, or when complaints or suspicion about behaviour are raised. There is a safer recruitment procedure in place that all paid or voluntary staff must go through, and all employees and volunteers with significant contact with young people are required to undergo a check through the Disclosure Barring Service. The CEO acts as the Designated Safeguarding Lead and one Trustee has been designated as Safeguarding Lead on the Board. They meet annually to conduct a safeguarding review and update the Safeguarding and Child Protection Policy to reflect any new legislation and recommendations.

All staff and volunteers are trained within a reasonable amount of time and are expected to read and understand the policy, this is repeated annually with any additional updates. Safeguarding 'hot topics' are also discussed with staff at monthly team meetings.

Approved by the Directors on the 13th May 2025.....

Signed on their behalf by Director

A handwritten signature in black ink, appearing to read 'Simon Slater', written over a dotted line.

Print Name: Simon Slater

INDEPENDENT EXAMINER'S REPORT

Report to the trustees/ members of The Matrix Trust on the accounts for the year ended 31st August 2024 set out on pages 23 to 34.

Respective responsibilities of Trustees and examiner

As the charity's Trustees of The Matrix Trust (and also its directors for the purposes of company law) you are responsible for the preparation of the accounts in accordance with the requirements of the Companies Act 2006 ('the 2006 Act').

Having satisfied myself that the accounts of The Matrix Trust are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of your charity's accounts as carried out under section 145 of the Charities Act 2011 ('the 2011 Act'). In carrying out my examination I have followed the Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act.

Independent examiner's statement

Since The Matrix Trust gross income exceeded £250,000 your examiner must be a member of a body listed in section 145 of the 2011 Act. I confirm that I am qualified to undertake the examination because I am a member of the Chartered Institute of Management Accountants, which is one of the listed bodies.

I have completed my examination. I confirm that no matters have come to my attention in connection with the examination giving me cause to believe:

1. accounting records were not kept in respect of The Matrix Trust as required by section 386 of the 2006 Act; or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a 'true and fair view' which is not a matter considered as part of an independent examination; or
4. the accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities [applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)].

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.



Date :15.5.25

K Gomes MAAT FCIE
Independent Examiners Ltd
2 Broadbridge Business Centre
Delling Lane
Bosham
West Sussex
PO18 8NF

Statement of Financial Activities

For the Year Ended 31st August 2024

(Incorporating Income & Expenditure Account)

	Notes	Unrestricted Funds £	Restricted Funds £	TOTAL 2023/24 £	TOTAL 2022/23 £
INCOMING RESOURCES					
Incoming Resources from Generated Funds					
Donations and Legacies	3a	134,042	111,080	245,122	230,942
Charitable Activities	3b	14,420	239,556	253,976	247,381
Other Trading Activities	3c	21,572	0	21,572	19,957
Investment Income	3d	1,711	0	1,711	1,352
		<u>171,746</u>	<u>350,636</u>	<u>522,382</u>	<u>499,631</u>
RESOURCES EXPENDED					
Cost of Generating Funds					
Raising Funds	4a	7,902	7,500	15,402	16,850
Charitable Activities	4b	182,132	343,185	525,317	501,052
Other	4c	2,436	2,450	4,886	5,010
TOTAL RESOURCES USED		<u>192,470</u>	<u>353,135</u>	<u>545,605</u>	<u>522,913</u>
NET INCOMING (OUTGOING) RESOURCES					
		<u>(20,724)</u>	<u>(2,498)</u>	<u>(23,223)</u>	<u>(23,281)</u>
Total Funds Brought Forward		69,899	138,989	208,888	234,451
Transfer between funds		3,001	(3,001)	0	2,281
TOTAL FUNDS CARRIED FORWARD		<u>52,176</u>	<u>133,489</u>	<u>185,665</u>	<u>208,888</u>

Movements on all reserves and all recognised gains and losses are shown above. All the charity's operations are classed as continuing. The notes on pages 28 to 36 form part of these financial statements.

BALANCE SHEET
AS AT 31st AUGUST 2024

	Note	Unrestricted Funds £	Restricted Funds £	31/08/24 Total £	31/08/23 Total £
Fixed Assets					
Tangible assets	2	1,361	132,075	133,436	142,184
Current Assets					
Debtors & Prepayments	7	455	129,612	130,067	68,248
Cash at Bank and in hand	6	54,435	63,834	118,270	233,022
Total Current Assets		54,890	192,446	248,336	301,270
Creditors: due within one year	8	4,075	192,032	196,107	234,566
NET CURRENT ASSETS		50,816	1,414	52,230	66,704
TOTAL ASSETS less current liabilities		52,176	133,489	185,665	208,888
NET ASSETS		52,176	133,489	185,665	208,888
Funds of the Charity					
Unrestricted Funds	5	52,176	0	52,176	69,899
Restricted Funds	5	0	133,489	133,489	138,989
		52,176	133,489	185,665	208,888

Directors' Responsibilities

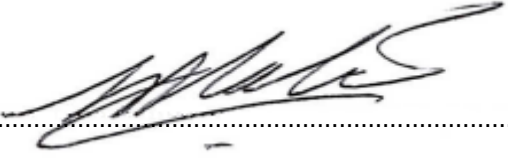
The directors are satisfied that for the period ended on 31st August 2024 the charitable company was entitled to exemption from the requirement to obtain an audit under section 477 of the Companies Act 2006 and that no member or members have required the company to obtain an audit of the accounts for the year in question in accordance with section 476 of the Act. However in accordance with section 145 of the Charities Act 2011, the accounts have been examined by an Independent Examiner whose report appears on page 31.

The directors acknowledge their responsibility for complying with the requirements of the Companies Act 2006 with respect to accounting records and the preparation of accounts.

The accounts have been prepared in accordance with the provision in Part 15 of the Companies Act 2006 applicable to companies subject to the small companies regime and in accordance with the Financial Reporting standard for Smaller Entities (effective April 2008).

The directors acknowledge their responsibility for ensuring that the company keep proper accounting records which comply with section 386 of the Act and for preparing financial statements which give a true and fair view of the state of affairs of the company as at the end of the financial year and if its profit and loss for the financial year in accordance with the requirements of the sections 394 and 395 and which otherwise comply with the requirements of the Companies Act 2006 relating to accounts, so far as applicable to the Company.

Approved by the Directors on the 13th May 2025.....

Signed on their behalf by Director.....

Print Name: Simon Slater

1. ACCOUNTING POLICIES

Basis of Preparation & Assessment of Going Concern

Basis of Preparation

The 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. 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 (FRS102) (effective 1 January 2015) - (Charities SORP - FRS102) and the Charities Act 2011.

The Charity meets the definition of a public benefit entity under FRS102. Assets and liabilities are initially recognised at historical cost unless otherwise stated in the relevant accounting policy notes.

Assessment of Going Concern

Preparation of the accounts is on a going concern basis. The trustees consider that there are no material uncertainties about the Charity's ability to continue as a going concern.

Incoming Resources

Recognition of Incoming Resources

These are included in the Statement of Financial Activities (SOFA) when:

- the charity becomes entitled to the resources;
- the trustees are virtually certain they will receive the resources; and
- the monetary value can be measured with sufficient reliability

Incoming Resources with Related Expenditure

Where incoming resources have related expenditure (as with fundraising or contract income) the incoming resource and related expenditure are reported gross in the SOFA.

Grants and Donations

Grants and Donations are only included in the SOFA when the charity has unconditional entitlement to the resources.

Tax Reclaims on Donations and Gifts

Incoming resources from tax reclaims are included in the SOFA at the same time as the gift to which they relate.

Contractual Income and Performance Related Grants

This is only included in the SOFA once the related goods or services has been delivered.

Gifts in Kind

Gifts in kind are accounted for at a reasonable estimate of their value to the charity or the amount actually realised. Gifts in kind for sale or distribution are included in the accounts as gifts only when sold or distributed by the charity. Gifts in kind for use by the charity are included in the SOFA as incoming resources when receivable.

Donated Services and Facilities

These are only included in incoming resources (with an equivalent amount in resources expended) where the benefit to the charity is reasonably quantifiable, measurable and material. The value placed on these resources is the estimated value to the charity of the service or facility received.

Volunteer Help

The value of any voluntary help received is not included in the accounts but is described in the trustees' annual report.

Investment Income

This is included in the accounts when receivable.

Investment Gains and Losses

This included any gain or loss on the sale of investments and any gain or loss resulting from revaluing investments to market value at the end of the year.

Expenditure and Liabilities**Liability Recognition**

Liabilities are recognised as soon as there is a legal or constructive obligation committing the charity to pay out resources.

Governance Costs

Include costs of the preparation and examination of statutory accounts, the costs of the trustees' meetings and cost of any legal advice to trustees on governance or constitutional matters.

Grants with Performance Conditions

Where the charity gives a grant with conditions for its payment being a specific level of service or output to be provided, such grants are only recognised in the SOFA once the recipient of the grant has provided the specified service or output.

Grants Payable without Performance Conditions

These are only recognised in the accounts when a commitment has been made and there are no conditions to be met relating to a grant which remain in control of the charity.

Support Costs

Support costs include central functions and have been allocated to activity cost categories on a basis consistent with the use of the resources, eg allocating property costs by floor areas, or per capital, staff costs by the time spent and other costs by their usage.

Fixed Assets

Tangible fixed assets for use by the charity, are capitalised if they can be used for more than one year, and cost at least £1,000. They are valued at cost or, if gifted, at the value to the charity on receipt.

Investments

Investments quoted on a recognised stock exchange are valued at market value at the year end. Other investment assets are included at trustees' best estimate of market value.

There has been no change to the accounting policies (Valuation rules and methods of accounting) since last year.

Depreciation

Depreciation has been calculated on a reducing balance basis. The rates applied per annum are as follows:

Fixtures and Fittings 25%

Equipment 25%

Computer Equipment 25%

Depreciation for Building developments are calculated on a straight line basis over the lease period of the building (20 years).

Depreciation for high cost equipment for the café (for example the coffee machine) are calculated on a straight line bases over 10 years.

2. TANGIBLE FIXED ASSETS

		Unrestricted Equipment	Restricted Equipment	Total
		£	£	£
Cost	01-Sep-23	1,701	166,388	168,089
Additions		0	0	0
Cost at	31-Aug-24	1,701	166,388	168,089
Depreciation	01-Sep-23	170	25,735	25,905
Charge	Charge	170	8,578	8,748
Depreciation at	31-Aug-24	340	34,313	34,653
Net Book Value	31-Aug-24	1,361	132,075	133,436
Net Book Value	31-Aug-23	1,531	140,653	142,184

The annual commitments under non-cancelling operating leases, capital commitments, and contingent liabilities are as follows:

31st August 2024:	None
31st August 2023:	None

3. INCOMING RESOURCES

	Note	Unrestricted Funds £	Restricted Funds £	TOTAL 2023/24 £	TOTAL 2022/23 £
a) Donations, Legacies and Similar Income					
Churches & Organisations		11,396	360	11,756	17,850
Gift Aid Refunds		4,515	0	4,515	4,430
Gifts from Individuals		22,816	450	23,266	23,701
Grants received		95,316	110,270	205,586	184,961
		134,042	111,080	245,122	230,942
b) Charitable Activities					
Office Rental		1,841	907	2,748	7,520
Outreach & Projects		2,229	1,111	3,339	820
Schools & Youth projects		10,350	23,539	247,889	239,041
		14,420	239,556	253,976	247,381
c) Other Trading					
Fundraising & Training		21,572	0	21,572	19,957
		21,572	0	21,572	19,957
c) Investment Income					
Bank Interest		1,711	0	1,711	1,352
		1,711	0	1,711	1,352

4. RESOURCES EXPENDED

	Note	Unrestricted Funds £	Restricted Funds £	TOTAL 2023/24 £	TOTAL 2022/23 £
a) Expenditure on Raising Funds					
Gifts and General Expenditure					
CIC – Pavilion Hub		0	7,500	7,500	10,000
Fundraising Activities		7902	0	7,902	6,850
		7,902	7,500	15,402	16,850
b) Cost of Charitable Activities					
Advertising & Publicity		1,136	3,613	4,748	7,096
Office & Administration Costs		960	15,602	16,562	22,344
Recruitment & Training		8,186	5,964	14,150	7,809
Rent & Rates		16	29,413	29,429	26,337
Salaries, Tax & NI	9	140,828	268,023	408,851	414,717
Project Costs		147	9,293	9,440	12,029
Communication		920	3,511	4,431	3,971
Depreciation Expense		983	7,765	8,749	8,749
CIC Specific Debt		28,957	0	28,957	0
		182,132	343,185	525,317	501,052

4. RESOURCES EXPENDED	Note	Unrestricted Funds £	Restricted Funds £	TOTAL 2023/24 £	TOTAL 2022/23 £
c) Governance Costs					
Accountancy Fees		1,290	0	1,290	1,589
Legal & Professional Fees		1,146	2,450	3,396	3,421
		<u>2,436</u>	<u>2,450</u>	<u>4,886</u>	<u>5,010</u>

5. FUNDS

Unrestricted Funds	Balance 01/09/23 £	Income £	Expenditure £	Transfers	Balance 31/08/24 £
General Funds	60,000	171,746	192,470	12,900	52,176
Designated Funds	9,899	0	0	(9,889)	0
	69,899	171,746	192,470	3,001	52,176

Designated Funds comprising of £9,899 towards specific projects has been moved into General Funds to support the reserves. £3,001 of funds donated to help with the CIC have also been moved into General Funds for reserved after closure of the CIC and with agreement with the original donor.

Restricted Funds	Balance 01/09/23 £	Income £	Expenditure £	Transfers	Balance 31/08/24 £
Ready 4 Action	0	1,000	1,000	0	0
CIC running Fund	0	6,907	3,906	(3,001)	0
CIC Depreciation Fund	3,628	0	518	0	3,110
Youth Café	131	65,517	65,648	0	0
Community Youth Work	1,314	24,201	25,515	0	0
Transition Coaching	709	10,536	10,536	0	709
Allen House Development	131,263	0	7,247	0	124,015
Secondary Schools	750	58,249	58,249	0	750
Primary Schools	0	14,533	14,533	0	0
Primary EIP	0	15,085	15,085	0	0
Boost	0	35,401	35,401	0	0
Well-being Team	0	110,807	110,807	0	0
GASP	1,194	4,694	984	0	4,905
Workshops	0	3,707	3,707	0	0
	138,989	350,636	353,134	(3,001)	133,489

Ready 4 Action: Social Action workshops for Young people to help in the Community. This was funded by Voluntary Action for SW Surrey.

Boost: Developing apprentices and arranging work experience placements for young people. Funded by grants from Community Foundation for Surrey and awards from John Freda Coleman, The Hedley Foundation, The Shanley Foundation and Joanies Fund. We also used funds from our PTL Foundation grant.

CIC Running funds: Funds donated to Matrix for the Hideaway Café and also income and expenditure incurred by Matrix on behalf of the Hideaway café.

CIC Depreciation Fund: This is the capitalised money from the original purchase of the Hideaway Coffee machine reserved for its yearly depreciation.

Youth Café: After school café within the Hideaway. Funded by the Office of the Police and Crime Commissioner for Surrey and Surrey Wellbeing Partnership (SWP) contract.

Community Youth Work: Detached youth work, after school clubs and weekly school drops ins. Funded by The High Sheriff, Community Foundation for Surrey grant and PTL Foundation grant.

Secondary Schools: 1:1 support sessions in schools funded by schools contracts and SWP.

Primary Schools: 1:1 support sessions in schools & Primary drops in funded by money from our PTL Foundation grant.

Primary EIP: This funds Early Intervention Practitioners who work with Primary age young people in schools and in the community. This is funded via a grant through SWP.

Transition Coaching: Mentoring and other activities to support young people moving from Year 6 to Year 7. Funded by the SWP contract.

Wellbeing Team: 1:1 Mentoring in the community. Funded by the SWP contract.

GASP: Funded by the Gasp project to give their Young People 1:1 sessions with a youth worker.

Allen House Development: The costs for developing the Pavilion into an office and community space have been capitalised and this fund will be used to meet the depreciation costs.

Restricted funds are represented by the charity's cash reserves and fixed assets investments held and are to be expended as specified above.

6. CASH AT BANK AND IN HAND	Unrestricted Fund	Restricted Fund	Total 31/08/2024	Total 31/08/2023
	£	£	£	£
Current Account	31,294	0	31,294	4,001
Savings Account	22,033	63,788	85,821	227,797
Equals	61	0	0	0
Inventory	1,035	0	1,035	1,166
Petty Cash	12	46	58	58
	54,435	63,834	118,270	233,022

7. DEBTORS	Unrestricted Fund	Restricted Fund	Total 31/08/2024	Total 31/08/2023
	£	£	£	£
Tax Recoverable	1,014	0	1,014	1,327
Sundry Debtors	0	125,388	125,388	52,370
CIC Invoices	25,909		25,909	12,254
Prepayments	2,489	4,224	6,713	2,298
Specific Debt	(28,957)	0	(28,957)	0
	455	129,612	130,067	68,248

The Specific Debt includes the current and expected debt up to the closure of the café in October 2025.

8. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	Unrestricted Fund	Restricted Fund	Total 31/08/2024	Total 31/08/2023
	£	£	£	£
Accountancy fees	1,400	0	1,400	1,400
Salaries and NI	1,295	5,761	7,056	9,620
Sundry Creditors	1,380	0	1,380	42,481
Deferred Income	0	186,271	186,271	181,064
	4,075	192,032	196,107	234,566

9. STAFF COSTS AND NUMBERS	2023/24	2022/23
	£	£
Gross Wages and Salaries	374,645	380,512
Employer's NI Costs	24,010	25,238
Pension Contributions	10,196	8,967
	408,851	414,717

Employees who were engaged in each of the following activities:

	2023/24	2022/23
	TOTAL	TOTAL
Activities in furtherance of organisation's objects:		
Total number of full-time and part-time employees	18	19
Equivalent number of full time employees	13.1	13.5

The charity operates a PAYE scheme to pay all employed members of staff, and no employees received emoluments above £60,000 (2022/23 None).

10. RECONCILIATION OF MOVEMENT IN CAPITAL AND RESERVES

The Company is Limited by Guarantee, and is a Charity registered with the Charity Commission number 1081852. The Charity does not have a Share capital and has no income subject to Corporation Tax.

	Note	2023/24	2022/23
		£	£
Surplus/Deficit for the financial year		(23,223)	(23,281)
		(23,223)	(23,281)
Balance brought forward		208,888	234,451
Transfer of Restricted funds			(2,281)
Closing Funds at 31st August		185,665	208,888

11. PAYMENTS TO DIRECTORS AND RELATED PARTIES

No payments were made to any Director or any persons connected with them during this financial period. No transaction took place between the charity and the Directors or any person connected with them.

12. RISK ASSESSMENT

The Directors actively review the major risks which the charity faces on a regular basis, and believe that maintaining the free reserves stated combined with the annual review of the controls over key financial systems will provide sufficient resources in adverse conditions. The Directors have also examined other operational and business risks which they face, and confirm that they have established systems to mitigate the significant risks.

13. RESERVES POLICY

Matrix recognises the propriety of not building up funds for which there are no clear expenditure plans. Matrix's policy is to allow reserves to accrue to a level of three months' average expenditure, plus funds which may be earmarked for specific projects in the future. As Matrix is still growing, reserves may only exceed this policy level in order to be able to respond positively to new opportunities. This situation is actively monitored to ensure that reserves do not build up unnecessarily.

14. PUBLIC BENEFIT

The charity acknowledges its requirement to demonstrate clearly that it must have charitable purposes or 'aims' that are for the public benefit. Details of how the charity has achieved this are provided in the Trustees' report. The Trustees confirm that they have paid due regard to the Charity Commission guidance on public benefit before deciding which activities the charity should undertake.

THE MATRIX TRUST

England & Wales - Charity number 1081852

Accounts



The Matrix Trust (Matrix)

(A company limited by guarantee)

Directors Annual Report and Financial Statements For the Year Ended 31 August 2023

Charity Registration No. 1081852

Company Registration number 03977050

Independent Examiners Ltd
2 Broadbridge Business Centre
Delling Lane
Bosham
West Sussex
PO18 8NF

Contents

3	Legal and Administrative Information
4	Director's Report
5	Aims and objectives
7	Public benefit and achievements
17	Structure, governance and management
21	Financial review
24	Independent Examiners Report
25	Statement of Financial Activities
26	Balance Sheet
28	Notes to the Financial Statements

Legal and Administrative Information

Charity Name: The Matrix Trust (Matrix)

Charity registration number: 1081852

Company registration number: 03977050

Legal Status: Incorporated Charity

Start of Financial Year: 1st September 2022

End of Financial Year: 31st August 2023

Registered Office: Allen House Pavilion, Eastgate Gardens, Guildford, Surrey, GU1 4AZ

Directors

Simon Slater	<i>Chair</i>
Tim Bower	<i>Resigned 14 December 2022</i>
Ian Nicholson	<i>Resigned 21 September 2023</i>
Ian Cook	<i>Resigned 13 March 2023</i>
Matt Davis	
Neil Fenton	<i>Treasurer</i>
Kenneth Mead	
Lindsay Jespersen	
Jennifer Hall	
Victoria Gomes	<i>Appointed 21 September 2023</i>

Senior Management Team

Daniel Setterfield	Chief Executive Officer	<i>Appointed 01 July 2023</i>
Misty Bower	Chief Executive Officer	<i>Resigned 30 June 2023</i>
Josh Howell	Head of Youth Work	<i>Appointed 01 July 2023</i>
Daniel Setterfield	Head of Youth Work	<i>Resigned 30 June 2023</i>
Juliette Milton	Head of Finance	
Timothy Littlewood	Head of Operations	

Governing Document Memorandum and Articles of Association Dated 6th April 2000 (updated January 2019).

Independent Examiners: Independent Examiners Ltd
2 Broadbridge Business Centre
Delling Lane
Bosham
West Sussex
PO18 8NF

Primary Bankers: The Metro Bank
35-37 North Street
Guildford
GU1 4TE

Directors Report

Matrix has now been established for almost 25 years and is dedicated to working with young people - helping them to make the most of their lives, and for young people - catalysing change by nurturing, inspiring, connecting and empowering them.

This last academic year we have continued to consolidate our work across Guildford Borough and have seen continued growth across our projects since the pandemic. The Matrix Trust finished the year on a firm footing once again with strengthened relationships in the community, an ever growing team, continued growth of flagship projects and a more secure financial position.

Over the year we worked with 1830 individuals across 15 projects, working tirelessly to support 232 of the most vulnerable young people with in-depth regular support, making a real difference to young people's lives.

The achievements are detailed in the public benefit and achievements section of the report, but I would highlight in particular the hard work, commitment and skills of the leadership team and staff in responding to and managing continued rapid growth and change in activity levels, staffing, budget and partnerships. This has included the SWP work, and continual development of the Hideaway (CIC), all against the backdrop of the socio economic difficulties and complications we have all been dealing with. A very impressive performance once again!

During this year with the continued support of The Hideaway Café and the growing team, The Trust continued to increase its visibility and strengthen its reputation in the community. This continues to be reflected in the generous financial and pro bono support received from many individuals and organisations in the past year, whom we are indebted to.

On behalf of the Trustees, I am extremely grateful to all concerned and looking ahead I am confident that we can continue to deliver on our charitable objectives and make a tangible difference in the lives of the amazing young people we work with. I would also like to express our appreciation for the many years of service that Ian Cook gave to the board until his sad death in March.

Simon Slater (Chair of Trustees)

Aims and Objectives

Purposes and Aims

Our charity's purposes as set out in the objects contained in the company's memorandum of association are to:

- To act a resource for young people
- To relieve persons who are in conditions of need or hardship
- To advance education
- To provide facilities for recreation or other leisure time occupation in the interest of social welfare for young persons
- To advance the Christian faith
- To promote and fulfil such other charitable purposes beneficial to the community

Matrix aims to catalyse change for vulnerable young people, helping them to make the most of their lives and become active citizens in their community. To achieve this we work in partnership with young people, churches, schools, local organisations and the community to nurture, inspire, connect and empower them. Matrix works from within a Christian ethos which forms the culture within which we work.

Ensuring our work delivers our aims

We review our aims, objectives and activities each year. This review looks at what we achieved and the outcomes of our work in the previous 12 months and what the local needs of young people are for the year ahead. The review also helps us ensure our aims, objectives and activities remain focused on our stated purposes.

This year saw the launch of our new 5 year strategy which sets out a plan that helps us to consolidate all of our recent growth and develop new tools and infrastructure to enable us to move forward in the future. This new strategy has at its core, objectives and aims that will help us deliver even more effective work with the voice and the needs of young people leading the way. Through this strategy Matrix is working towards achieving the National Youth Agency's (NYA) Quality Mark at Advanced Level in order to provide the framework and infrastructure needed for future development.

We also set out to source a new database to enable us to gather data to enable us to ensure that we are meeting the needs of the young people we work with, as well as helping us to better demonstrate our impact. This system has been identified and initial work to begin implementation during year 2 of our strategic plan is underway.

The focus of our work

Our main objectives for the year explicate our focus of supporting young people across Guildford Borough, through preventative and relational support activities:

- Every young person will experience a measurable improvement in their mental health or emotional wellbeing as well as in their resilience and capacity to improve, as a result of them or their parents engaging in Matrix services
- Young people's self-esteem and confidence increases as a result of engaging with a variety of opportunities to try new things and make a difference in their community
- Youth Hideaway and its community derivations reduce social isolation by providing a go-to safe place for 10-18 year olds to go to meet and make friends
- The Hideaway provides a clear and successful pathway for at-risk young people to access employment through a growing number of opportunities
- Matrix to become an NYA Youth Award winning charity (advanced level), able to evidence outstanding impact and high quality youth work, helping an increasing number of young people each year

To help us achieve our 5 year goals, we break these objectives down to achievable aims. Our aims for year 1 are set out as follows:

- Improve and embed an effective system for measuring, recording, reporting and analysing changes in mental health / emotional wellbeing across all 1:1 projects
- Expand the offer of, and awareness and engagement in MTX creative and socially-minded activities
- Grow the reputation of the Youth Hideaway as an attractive and reputable space for young people to have be seen and fun
- Establish a working pathway for young people to learn transferable skills for work
- Identify and improve on areas of youth work and organisational structure to reach Advanced level in NYA Award in 75% areas (self-assessed)

Public Benefit and Achievements

All our charitable activities focus on improving the lives of young people, their families and their communities for the public benefit. Our main activities and beneficiaries are described below.

Who used and benefited from our services?

We focus our services for young people across Guildford Borough, to provide a depth of provision that serves our objects and beneficiaries well. All our services are provided free.

Our work with young people stretches across the whole of Guildford Borough. This year we continued to expand and develop our work with under 11's, recruiting a project lead to oversee this. We have also grown the number of 16-25 year olds that we work with by redeveloping our trainee programme, whilst continuing to work with our core age group of 11-18 year olds.

We achieve our goals through a variety of projects working with young people in planned one-to-one and group sessions and in community-based activities. In all cases, young people choose to participate and we are led by their desires and goals.

Summary

In the 2022-23 academic year 1830 young people accessed our services across 15 different projects. In about 40% of our projects young people are not referred in, but choose to attend. This accounts for 47% of the total different young people we worked with.

This year we met with 1418 young people in schools. The number of schools we worked with increased to 12 (7 secondary schools and 5 primary schools). Our work in each of these looks different with us providing a mixture of one-to-ones, group work as well as one-off workshops and lunchtime drop-ins. Our work in primary schools has grown this year through our transition project which has enabled us to establish 2 new lunchtime drop-ins in 2 primary schools.

In secondary schools each partnership looked different - our team were based in 2 schools as part of the pastoral team and in the others we provided weekly one-to-one sessions as required, or one-off workshops. Through our youth workers in schools, Early Intervention Coordinator, Community Wellbeing Team and our Schools Transition Coaches we provided individual support through one-to-one sessions to 232 young people, we also supported

665 through 4 targeted social and emotional wellbeing workshops, 10 schools transition workshops and 27 prayer and reflective spaces.

By the end of the academic year we had also enabled 925 young people to feel less lonely or socially isolated through our community-based projects - including our flagship The Youth Hideaway (a drop-in youth café), targeted workshops, lunchtime drop-in sessions and our monthly youth hub in the community.

Speaking to young people, teachers and parents we know that our delivery services help to catalyse change for young people in a broad variety of ways, including: improving mental health and wellbeing, giving them tools and techniques to help themselves in difficult times and build their resilience, building confidence, reducing anxiety, controlling emotions, helping them make friends, reducing social isolation and building confidence in their skills for the future.

However, the impact of our work goes far beyond those we help directly, as change in the lives of young people also has an impact on their parents, families and communities.

Alongside all of our work with young people this year, a total of 26 volunteers joined the team. We had 11 community-based volunteers at both the Youth Hideaway and Bushy Hill Youth Hub, 10 supporting young people in schools one-to-one and at our lunchtime Drop-ins and 5 volunteer baristas in the Hideaway. In addition to these brilliant volunteers, there were many others who supported us in governance and back-office support as well.

The main areas of charitable activity were the provision of one-to-one mentoring and signposting; targeted social, emotional and life skills activities; drop-in social activities in both schools and the community and support to find work experience or training.

Some of the activities listed below form part of our ongoing contract with Mindworks Surrey, through the Surrey Wellbeing Partnership.

Our model

Our theory of change puts young people at the centre of all we do – we listen to young people in every project and go to where young people are, in schools and in their community. We take a relational approach to all our work and prioritise building genuine connections with young people, through quality, fun, innovative and accessible opportunities.

With Maslow's Hierarchy of Needs as a starting point, our 4 key strands enable young people to achieve their potential. All of our engagement with young people starts with

them and ensures that we nurture, inspire, connect and empower them so they can make the most of their life.

The achievements and impact that flow from our work are described in each of the 4 strands below:

Nurture: We provide personalised support for young people when life gets tough

We provided 232 young people with individual support through one-to-one sessions across 3 projects: Community Wellbeing Team, Youth Support Sessions (including Early Intervention Coordinator) and the School Transition Project. We held a total of 2566 sessions, equating to 1283 hours face-to-face with young people in one-to-one settings.

Youth Support Sessions

86 young people were referred for one-to-one support across 2 secondary schools in Guildford. They were referred for a range of issues, including family dynamics, self-confidence and anger management, but the majority were referred for mental health, and more specifically some form of anxiety. This could be either about a particular circumstance, the world around them or about how they felt within themselves.

Each young person is assessed in an initial session to ascertain their level of need and then meets with a trained youth worker according to need (weekly, fortnightly or monthly) to talk, learn tools or techniques, and process their situation. Each young person is seen until they no longer require this additional support, however, most are signed off within 12 months.

In addition to these 2 schools, our Early Intervention Coordinator was able to expand their work into a further 3 schools as part of our schools team. This SWP partnership role enabled us to expand our offer and provide further targeted support across more secondary schools across Guildford Borough.

"These sessions have really helped me with my anxiety, I'm managing it better....I really like to have someone to talk to because I don't always get that." Young person

Community Wellbeing Team

Our Community Wellbeing Team works with 8 to 18 year olds within both schools and the community, doing 1:1 and group work. This is a needs-led service where young people, alongside their Wellbeing Practitioner, identify the outcomes they wish to achieve. Part of a wider SWP project, these community-based practitioners focus on early intervention and work right across Guildford Borough. By providing this service in community settings, children and young people who were struggling with school attendance were still able to access support.

"When I'm with you I manage my emotions better." Young person

This service provided advocates for children and young people, making sure their voice was heard. Using a multi-agency approach, the team worked closely with other agencies to ensure that the young people got more help if they needed it (e.g. Education, CAMHS, Children's services). Despite ongoing challenges within mental health services, this team continued to deliver great work with children and young people enabling them to move forwards.

"Thank you ever so much for your support and for making genuine connection with Abbey. She is really thankful for having you in her past, as you made a huge difference to her mental health progress, and you really helped her to understand her emotions. You have taught her some useful strategies to cope when feeling overwhelmed. Many thanks for your support to me as a parent as well."* Young person

**Name changed.*

School Transition Coaching

We worked with 16 Year 6 children one-to-one, who schools identified as needing additional support with the transition to secondary school. Each young person was matched with a trained volunteer who worked through a programme of emotional literacy, supporting the child in building resilience for the move. They continued to work with them for up to 12 months once they moved onto their secondary school. A total of 231 sessions were held, helping to successfully support these children in settling into their new school.

Across all of our nurture strand 82% of young people told us they met with a Matrix Youth Worker for issues surrounding mental health or wellbeing and 80% of them agreed or strongly agreed that these sessions have helped them improve in the area they specified.

Targeted Workshops

We met 665 children and young people through 4 targeted social and emotional wellbeing workshops, 10 transition groups and 27 reflective spaces sessions, all across 6 schools. These covered areas of need, including wellbeing, anxiety and moving to secondary school.

GASP Partnership

Working in partnership with the GASP Motor Project we supported 22 young people who attend the project due to difficulties accessing mainstream school. Providing youth work activities to help engage young people in the sessions and one-to-one appointments for those who needed to talk to a youth worker about issues they were facing.

Inspire: We build young people's self-esteem and confidence by giving them a voice and a chance to try new things.

To inspire young people we provided projects that enabled them to be heard and to speak up whilst making a difference in their local community, and through a variety of innovative workshops we gave young people the chance to release their creativity which in turn benefited their emotional wellbeing, mental health and resilience.

Youth Steering Group

Our Youth Steering Group established a more regular pattern for meeting together, gathering around our 3 values - to Investigate, Influence and Innovate. We had a core group of 8 young people who met each month to discuss various topics and issues and most notably our contribution to the Guildford wide Knife Angel initiative as well as our recruitment for a new CEO.

Community Workshops

This year we ran community workshops at the Youth Hideaway every Wednesday during term-time, where we hosted a wide range of activities for young people to engage with and learn new skills. Some of these included; football skills, baking skills and sewing skills, budgeting, art and comics workshops as well and a 6 week set of drama workshops as part of the Guildford Knife Angel initiative.

"Q: How much did you enjoy this session?" "11/10".

"Q: How useful was it?" "Also 11/10. It was exactly what I needed help with."

(Young person commenting on the budgeting session for a weekly shop - Budgeting workshop)

Connect: we provide safe spaces for young people to belong where they have fun, relax, meet and make friends, as well as connect with their community.

To connect young people we provided a variety of social settings in both school and the community, ensuring they are welcoming, relevant and safe. These include School Lunchtime Drop-ins, Youth Hideaway (Youth café) and our monthly Youth Hub.

School Lunchtime Drop-ins

We welcomed 468 young people to drop-in sessions. These safe social spaces took place across 3 secondary schools and 2 primary schools and took the form of a lunchtime drop-in with games and chat. They provided a space for socialising, reducing stress-levels through game playing, and for speaking to youth workers about life issues and providing them with a safe place to spend break time. In addition, 138 young people joined in with the team on the playground of 1 school, playing games and chatting.

Young people who attended drop-in said they came because: "I wanted some peace or quiet so I would go and play games", "it sounded fun" and "a good way to meet new people". Others came to eat their lunch and play games. And 50% of those who completed the feedback survey told us that they felt able to speak to a Matrix Youth Worker about something that has been worrying them.

Some found that drop-in served very practical purposes, some examples of these are a quiet and safe place to go at lunchtime or somewhere to hang out with their friends. Again we found that it served as a great place for young people to go and relax and unwind. Some young people have also said that because of the drop-in they are now able to: "play with people that I didn't know", "Make new friends in the future" and "talk to new people".

Youth Hideaway (Youth Café)

This is a youth designed space where young people aged 11-18 years old can hang out after school. We provide spaces to relax with friends and the chance to chat to a Youth Worker. Young people come to play games, learn a new skill at a workshop, be creative and eat discounted food and drink!

Our flagship project the Youth Hideaway has continued to grow and develop over this last year and we have seen many new additions to the programme. We expanded our opening times from 3 days per week to 5 days, Monday to Friday. We introduced themed days including 'Free Food Fridays' as well as an affordable menu for young people.

171 young people visited the Youth Hideaway last year with our highest attendance in a single session being 25 young people. The team also introduced loyalty schemes in order

to encourage attendees to return and we had over 60% of young people coming back regularly. Of those young people who have completed our feedback survey for Youth Hideaway, 40% had said that it had helped reduce loneliness or social isolation, whilst 60% were indifferent. They told us that it's a great place to: "Meet friends and relax", "Escape" and "Help me feel less anxious about school".

Empower: We equip young people for the workplace and adult life

Boost @ The Hideaway Café

The Hideaway Café, a social enterprise asset-locked to Matrix, provides a venue and workplace to engage the community in empowering and inspiring at-risk young people through employment, support & training.

This academic year our Boost Project has continued to grow, helping support 52 young people into the world of work and employment. 30 of these young people were connected into a work placement to gain experience. We also supported a further 13 through our 12 week Traineeship program where attendees also have the opportunity to complete their food hygiene certificate upon completion. We also supported 9 young people in finding opportunities to volunteer, both with Matrix/The Hideaway and other external partners.

Traineeships

Through our traineeship program, each young person works as part of our café team, gaining valuable customer service experience and other transferable skills within the hospitality sector. Alongside this practical experience, each participant benefits from one-to-one support from one of the Matrix team, working with them to build their social and emotional literacy, as well as developing their CV helping them to be more confident in making the transition from education into the work place.

Work Experience Placements

Working closely with local schools we match young people who did not have the confidence or connections to find a meaningful placement with local businesses who could.

For some the experience cemented what they wanted to do for future work. Young people who have taken part in work experience have said: "It definitely helped me with my planning skills, communication skills, and I think it really prepared me for the work environment." Another young person said: "It was a really valuable experience and it really showed me the sense of community there is when you're at Matrix."

Structure, Governance and Management

Governing Document

Matrix is a charitable company limited by guarantee, incorporated on 19th April 2000 and registered as a charity on 4th August 2000. The company was established under a Memorandum and Articles of Association.

The Charity's objects are:

a) To act a resource for young people, up to the age of 25, living in Surrey and surrounding areas, by providing advice and assistance, and organising programmes of physical, educational and other activities as a means of:

i. 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 responsibility individuals;

ii. Advancing education;

iii. Relieving unemployment;

iv. 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.

b) To relieve persons who are in conditions or hardship and to relieve the distress caused thereby

c) To advance education by such means as the trustees may consider appropriate including by means of establishing and operating any educational establishment or establishments

d) To provide facilities for recreation or other leisure time occupation in the interest of social welfare for young persons who have need of such facilities by reason of their age, infirmity or disablement, poverty or social and economic circumstances with the object of improving the conditions of life for such persons.

e) To advance the Christian faith in accordance with the statement of beliefs appearing in the schedule hereto attached (see full Memorandum and Articles of Association).

Organisational Structure

The Trust is overseen by a Board of 9 Trustees who have high levels of experience and expertise in law, safeguarding, tax and financial procedures. It is responsible for the proper running of the charity and meets quarterly. The meetings are fully minuted, with discussions and decisions being recorded.

The daily management of the Charity is delegated to the Chief Executive Officer (Dan Setterfield). He is responsible for ensuring the smooth running of the charity and that it delivers the expected services. An operational senior management team is formed with the CEO; Juliette Milton (Head of Finance) who is responsible for accurate management and reporting on all aspects of finance and funds; Josh Howell (Head of Youth Work) who is responsible for the delivery team and all the services we provide and Tim Littlewood (EA to the CEO and Head of Operations), he is responsible for Board support and team operations.

In addition to the quarterly meetings, the Trustee Board ensures ongoing Governance through committees and Trustees with specific responsibility. The Finance Committee continues to meet quarterly in-between board meetings, run by the Treasurer, to ensure continued diligent oversight of Matrix finances. A Remuneration Committee meets annually to review staff salary bands and the CEO salary and bring a proposal to the Board for approval. A designated safeguarding trustee meets annually with the Matrix Designated Safeguarding Lead to engage in the audit of safeguarding protocols. One Trustee is nominated to conduct bi-annual reviews of all health and safety and food hygiene protocols.

Recruitment and Appointment of Trustees

The directors of the company are also charity trustees for the purposes of charity law. All Board members must be in agreement with the statement of beliefs. Under the requirements of the Memorandum and Articles of Association the members of the Board are elected to serve for a period of 3 years after which they must be re-elected at the next Annual General Meeting.

All members of the Board give their time voluntarily and receive no benefits from the charity. Any expenses reclaimed from the charity are set out in note 11 to the accounts.

The Board represents a broad range of skills across the community and business sectors, as well as professional bodies. An annual skills audit is undertaken to ensure that this range is maintained, and in the event of particular skills being lost due to retirements, individuals are approached to offer themselves for election to the Board.

The Pavilion Hub CIC

The Pavilion Hub CIC is a not for profit company with any surplus or assets used principally for the benefit of the community. It is Asset Locked to Matrix, meaning that any surplus is donated to the charity. Just over its first 2 years of trading at the end of this academic year only a small surplus was donated, with Matrix supporting the development and operations of the CIC with some uncharged staff time and skills.

The objects of the CIC are to carry on activities which benefit the young people of Guildford together with the wider community and in particular (without limitation) to run a central hub for the Guildford community to connect with and support young people. The offer is a café for the community to meet and that provides employment and training opportunities for local young people as well as a meeting space for hire.

This CIC was launched to enable us to expand and support our services and make full use of our leased building, Allen House Pavilion. As such, The Matrix Trust is the legal entity that holds significant control over the CIC and The Pavilion Hub is asset locked to Matrix.

It was agreed that the number of Directors of the CIC shall not be less than four, of which at least three must be Matrix Directors, ensuring that at least half of the directors are also Trustees of Matrix.

Surrey Wellbeing Partnership

Matrix has been a member of the Surrey Wellbeing Partnership (SWP) since April 2021. This is a formal joint venture of local and national charities of various sizes with a common goal: to work with children and young people in the community to improve wellbeing and mental health so that they can live full, fun and confident lives.

This partnership entered its 3rd year by the end of this academic year and has brought much benefit to the young people of Guildford and Surrey. This partnership continues to develop in organisational structure and impact.

Responsibilities of the Board

Company law requires the Board to prepare financial statements for each financial year which give a true and fair view of the state of the affairs of the charitable company as at the balance sheet date and of its incoming resources and application of resources, including income and expenditure, for the financial year. In preparing those financial statements, the Board should follow best practice and:

- select suitable accounting policies and then apply them consistently;

- make judgements and estimates that are reasonable and prudent; and
- prepare the financial statements on the going concern basis unless it is not appropriate to assume that the company will continue on that basis.

The Board is responsible for maintaining 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 1985. The Board is 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.

Members of the Board

Members of the Board, who are directors for the purpose of company law and trustees for the purpose of charity law, who served during the year and up to the date of this report are set out on page 3.

In accordance with company law, as the company's directors, we certify that:

- so far as we are aware, there is no relevant audit information of which the company's auditors are unaware; and
- as the directors of the company we have taken all the steps that we ought to have taken in order to make ourselves aware of any relevant audit information and to establish that the charity's auditors are aware of that information.

Independent Examiners

Independent Examiners Ltd were re-appointed as the charitable company's independent examiners during the year and have expressed their willingness to continue in that capacity. This report has been prepared in accordance with the Statement of Recommended Practice: Accounting and Reporting by Charities (FRS102 effective 1 Jan 2015) and in accordance with the special provisions of Part VII of the Companies Act 1985 relating to small entities.

Financial Review

Introduction

The overall income for the last 12 months was £499,631 with expenditure at £522,913. We have increased our income by 16% from last year and our expenditure has increased by 31%. The increase in spending is due to expansion of our provision for Primary School age children and Older age Young people needing work experience. We had both restricted and designated funds to meet the deficit. Donations, legacies and similar income has increased by 25% compared to our 21/22 income and charitable activities increased by 11%, leading to our overall income increase.

Principal funding sources

The principal funding sources for the charity were from grants, forming 37% of the income and service contracts forming 48%. We are very grateful to the following for their funding contributions towards our core costs: The PTL Foundation, Garfield Weston, Henry Smith, and The Joseph Rank Trust. We are also grateful for the funding for our youth projects from: Office of the Police and Crime Commissioner for Surrey, Community Foundation for Surrey, Surrey County Council and Health watch Surrey.

Community fundraising formed 4% of our income which is a still much lower than pre-pandemic levels. As overall income levels have risen (due mainly to the contracted work with SWP) we expect community fundraising to remain at a smaller percentage of the overall income generated.

Reserves Policy

Matrix recognises the propriety of not building up funds for which there are no clear expenditure plans while retaining funds which are prudent in the light of risk management. Our policy is therefore to allow reserves to accrue to a level of £30,000 or three months average unrestricted expenditure (whichever is the greater), plus funds which may be designated for specific projects in the future. As the charity grows, reserves may exceed this policy level in order to be able to respond positively to new opportunities. This situation is actively monitored using a process of regular budget and management accounting reviews to ensure that reserves do not build up unnecessarily. This year sees us end with unrestricted reserve funds at £69,899 being three months average unrestricted expenditure of £60,000 and £9,899 designated funds (see note 5 in the accounts). Our restricted funds are £138,989 of which £134,891 is capitalised expenditure which will be

used in the depreciation of the building development and coffee machine over the next 20 years.

Investment Policy

Apart from the reserves set aside by our reserves policy, the majority of funds are spent over a short-term period and so there are few funds for long term investment. The policy of the Trustees is therefore to maximise the investment returns available for funds which are not immediately required for Trust activities, but having regard to the cash-flow needs of the organisation at any particular time. In practice, this means that a majority of its funds are invested in instant access, interest-bearing accounts.

Risk Management

The Board has considered the risks associated with this charity and consider that the following are those to which appropriate systems and procedures should be put in place:

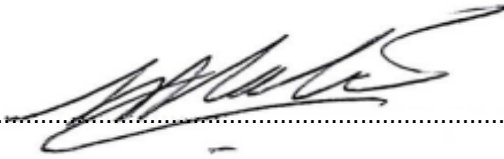
Financial Risks – The Board has put in place internal controls which minimise the risk to the charity of financial loss through fraudulent activity. There is also the risk of low income that would prevent us from being able to cover our liabilities which our reserves policy aims to help regulate.

Safeguarding – Most of the activities of the charity necessitate contact between paid or voluntary staff and minors. The Trustees have therefore drawn up a Safeguarding and Child Protection Policy which deals in detail with procedures to be followed when employees or volunteers are in contact with children, or when complaints or suspicion about behaviour are raised. There is a safer recruitment procedure in place that all paid or voluntary staff must go through, and all employees and volunteers with significant contact with young people are required to undergo a check through the Disclosure Barring Service. The CEO acts as the Designated Safeguarding Lead and one Trustee has been designated as Safeguarding Lead on the Board. They meet annually to conduct a safeguarding review and update the Safeguarding and Child Protection Policy to reflect any new legislation and recommendations.

All staff and volunteers are trained within a reasonable amount of time and are expected to read and understand the policy, this is repeated annually with any additional updates. Safeguarding 'hot topics' are also discussed with staff at monthly team meetings.

Approved by the Directors on the 30 April 2024.....

Signed on their behalf by Director

A handwritten signature in black ink, appearing to read 'S. Slater', written over a dotted line.

Print Name: Simon Slater

INDEPENDENT EXAMINER'S REPORT

Report to the trustees/ members of The Matrix Trust on the accounts for the year ended 31st August 2023 set out on pages 25 to 36.

Respective responsibilities of Trustees and examiner

As the charity's Trustees of The Matrix Trust (and also its directors for the purposes of company law) you are responsible for the preparation of the accounts in accordance with the requirements of the Companies Act 2006 ('the 2006 Act').

Having satisfied myself that the accounts of The Matrix Trust are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of your charity's accounts as carried out under section 145 of the Charities Act 2011 ('the 2011 Act'). In carrying out my examination I have followed the Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act.

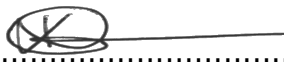
Independent examiner's statement

Since The Matrix Trust gross income exceeded £250,000 your examiner must be a member of a body listed in section 145 of the 2011 Act. I confirm that I am qualified to undertake the examination because I am a member of the Chartered Institute of Management Accountants, which is one of the listed bodies.

I have completed my examination. I confirm that no matters have come to my attention in connection with the examination giving me cause to believe:

1. accounting records were not kept in respect of The Matrix Trust as required by section 386 of the 2006 Act; or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a 'true and fair view' which is not a matter considered as part of an independent examination; or
4. the accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities [applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)].

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.


.....

K Gomes MAAT FCIE

Independent Examiners Ltd
2 Broadbridge Business Centre
Delling Lane
Bosham
West Sussex
PO18 8NF

Statement of Financial Activities

For the Year Ended 31st August 2023

(Incorporating Income & Expenditure Account)

	Notes	Unrestricted Funds £	Restricted Funds £	TOTAL 2022/23 £	TOTAL 2021/22 £
INCOMING RESOURCES					
Incoming Resources from Generated Funds					
Donations and Legacies	3a	164,231	66,711	230,942	184,468
Charitable Activities	3b	6,812	240,569	247,381	221,920
Other Trading Activities	3c	19,957	0	19,957	23,352
Investment Income	3d	1,352	0	1,352	82
		192,351	307,280	499,631	429,821
RESOURCES EXPENDED					
Cost of Generating Funds					
Raising Funds	4a	16,850	0	16,850	10,703
Charitable Activities	4b	164,242	336,811	501,052	385,520
Other	4c	3,392	1,618	5,010	2,498
TOTAL RESOURCES USED		184,484	338,429	522,913	398,721
NET INCOMING (OUTGOING) RESOURCES		7,867	(31,148)	(23,281)	31,100
Total Funds Brought Forward		66,745	167,705	234,451	203,351
Transfer between funds		(4,713)	2,432	2,281	
TOTAL FUNDS CARRIED FORWARD		69,899	138,989	208,888	234,451

Movements on all reserves and all recognised gains and losses are shown above. All the charity's operations are classed as continuing. The notes on pages 28 to 36 form part of these financial statements.

BALANCE SHEET
AS AT 31st AUGUST 2023

	Note	Unrestricted Funds £	Restricted Funds £	31/08/23 Total £	31/08/22 Total £
Fixed Assets					
Tangible assets	2	1,531	140,653	142,184	150,933
Current Assets					
Debtors & Prepayments	7	16,150	52,098	68,248	44,814
Cash at Bank and in hand	6	150,029	82,993	233,022	311,235
Total Current Assets		166,179	135,090	301,270	356,049
Creditors: due within one year	8	97,810	136,755	234,566	272,530
NET CURRENT ASSETS		68,369	(1,665)	66,704	83,518
TOTAL ASSETS less current liabilities		69,889	138,989	208,888	234,451
NET ASSETS		69,889	138,989	208,888	234,451
Funds of the Charity					
Unrestricted Funds	5	69,889	0	69,889	66,745
Restricted Funds	5	0	138,989	139,889	167,705
		69,889	138,989	208,888	234,451

Directors' Responsibilities

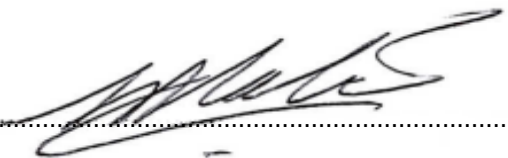
The directors are satisfied that for the period ended on 31st August 2023 the charitable company was entitled to exemption from the requirement to obtain an audit under section 477 of the Companies Act 2006 and that no member or members have required the company to obtain an audit of the accounts for the year in question in accordance with section 476 of the Act. However in accordance with section 145 of the Charities Act 2011, the accounts have been examined by an Independent Examiner whose report appears on page 31.

The directors acknowledge their responsibility for complying with the requirements of the Companies Act 2006 with respect to accounting records and the preparation of accounts.

The accounts have been prepared in accordance with the provision in Part 15 of the Companies Act 2006 applicable to companies subject to the small companies regime and in accordance with the Financial Reporting standard for Smaller Entities (effective April 2008).

The directors acknowledge their responsibility for ensuring that the company keep proper accounting records which comply with section 386 of the Act and for preparing financial statements which give a true and fair view of the state of affairs of the company as at the end of the financial year and if its profit and loss for the financial year in accordance with the requirements of the sections 394 and 395 and which otherwise comply with the requirements of the Companies Act 2006 relating to accounts, so far as applicable to the Company.

Approved by the Directors on the 30 April 2024.....

Signed on their behalf by Director.....

Print Name: Simon Slater

1. ACCOUNTING POLICIES

Basis of Preparation & Assessment of Going Concern

Basis of Preparation

The 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. 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 (FRS102) (effective 1 January 2015) - (Charities SORP - FRS102) and the Charities Act 2011.

The Charity meets the definition of a public benefit entity under FRS102. Assets and liabilities are initially recognised at historical cost unless otherwise stated in the relevant accounting policy notes.

Assessment of Going Concern

Preparation of the accounts is on a going concern basis. The trustees consider that there are no material uncertainties about the Charity's ability to continue as a going concern.

Incoming Resources

Recognition of Incoming Resources

These are included in the Statement of Financial Activities (SOFA) when:

- the charity becomes entitled to the resources;
- the trustees are virtually certain they will receive the resources; and
- the monetary value can be measured with sufficient reliability

Incoming Resources with Related Expenditure

Where incoming resources have related expenditure (as with fundraising or contract income) the incoming resource and related expenditure are reported gross in the SOFA.

Grants and Donations

Grants and Donations are only included in the SOFA when the charity has unconditional entitlement to the resources.

Tax Reclaims on Donations and Gifts

Incoming resources from tax reclaims are included in the SOFA at the same time as the gift to which they relate.

Contractual Income and Performance Related Grants

This is only included in the SOFA once the related goods or services has been delivered.

Gifts in Kind

Gifts in kind are accounted for at a reasonable estimate of their value to the charity or the amount actually realised. Gifts in kind for sale or distribution are included in the accounts as gifts only when sold or distributed by the charity. Gifts in kind for use by the charity are included in the SOFA as incoming resources when receivable.

Donated Services and Facilities

These are only included in incoming resources (with an equivalent amount in resources expended) where the benefit to the charity is reasonably quantifiable, measurable and material. The value placed on these resources is the estimated value to the charity of the service or facility received.

Volunteer Help

The value of any voluntary help received is not included in the accounts but is described in the trustees' annual report.

Investment Income

This is included in the accounts when receivable.

Investment Gains and Losses

This included any gain or loss on the sale of investments and any gain or loss resulting from revaluing investments to market value at the end of the year.

Expenditure and Liabilities**Liability Recognition**

Liabilities are recognised as soon as there is a legal or constructive obligation committing the charity to pay out resources.

Governance Costs

Include costs of the preparation and examination of statutory accounts, the costs of the trustees' meetings and cost of any legal advice to trustees on governance or constitutional matters.

Grants with Performance Conditions

Where the charity gives a grant with conditions for its payment being a specific level of service or output to be provided, such grants are only recognised in the SOFA once the recipient of the grant has provided the specified service or output.

Grants Payable without Performance Conditions

These are only recognised in the accounts when a commitment has been made and there are no conditions to be met relating to a grant which remain in control of the charity.

Support Costs

Support costs include central functions and have been allocated to activity cost categories on a basis consistent with the use of the resources, eg allocating property costs by floor areas, or per capital, staff costs by the time spent and other costs by their usage.

Fixed Assets

Tangible fixed assets for use by the charity, are capitalised if they can be used for more than one year, and cost at least £1,000. They are valued at cost or, if gifted, at the value to the charity on receipt.

Investments

Investments quoted on a recognised stock exchange are valued at market value at the year end. Other investment assets are included at trustees' best estimate of market value.

There has been no change to the accounting policies (Valuation rules and methods of accounting) since last year.

Depreciation

Depreciation has been calculated on a reducing balance basis. The rates applied per annum are as follows:

Fixtures and Fittings 25%

Equipment 25%

Computer Equipment 25%

Depreciation for Building developments are calculated on a straight line basis over the lease period of the building (20 years).

Depreciation for high cost equipment for the café (for example the coffee machine) are calculated on a straight line bases over 10 years.

2. TANGIBLE FIXED ASSETS

		Unrestricted Equipment	Restricted Equipment	Total 2022/23
		£	£	£
Cost	01-Sep-22	1,701	166,388	168,08
Additions			0	
Cost at	31-Aug-23	1,701	166,388	168,089
Depreciation	01-Sep-22	0	17,156	17,156
Charge		170	8,578	8,748
Depreciation at	31-Aug-23	170	25,735	25,905
Net Book Value	31-Aug-23	1,531	140,653	142,184
Net Book Value	31-Aug-22	1,701	149,232	150,933

The annual commitments under non-cancelling operating leases, capital commitments, and contingent liabilities are as follows:

31st August 2023:	None
31st August 2022:	None

3. INCOMING RESOURCES

	Note	Unrestricted Funds £	Restricted Funds £	TOTAL 2022/23 £	TOTAL 2021/22 £
a) Donations, Legacies and Similar Income					
Churches & Organisations		17,490	360	17,850	10,504
Gift Aid Refunds		4,430	0	4,430	4,747
Gifts from Individuals		23,101	600	23,701	26,824
Grants received		119,210	65,751	184,961	142,394
		164,231	66,711	230,942	184,468
b) Charitable Activities					
Office Rental		6,812	708	7,520	501
Outreach & Projects		0	820	820	0
Schools & Youth projects		0	239,041	239,041	221,419
		6,812	240,569	247,381	221,920
c) Other Trading					
Fundraising & Training		19,957	0	19,957	23,352
		19,957	0	19,957	23,352
c) Investment Income					
Bank Interest		1,352	0	1,352	82
		1,352	0	1,352	82

4. RESOURCES EXPENDED

	Note	Unrestricted Funds £	Restricted Funds £	TOTAL 2022/23 £	TOTAL 2021/22 £
a) Expenditure on Raising Funds					
Gifts and General Expenditure					
CIC – Pavilion Hub		10,000	0	10,000	5,000
Fundraising Activities		6,850	0	6,850	5,703
		16,850	0	16,850	10,703
b) Cost of Charitable Activities					
Advertising & Publicity		3,641	3,455	7,096	3,323
Office & Administration Costs		11,927	10,417	22,344	17,419
Recruitment & Training		4,103	3,706	7,809	8,333
Rent & Rates		6,730	19,606	26,337	23,427
Salaries, Tax & NI	9	134,092	280,625	414,717	308,018
Other labour costs		0	0	0	1,953
Project Costs		2,513	7,517	10,029	12,086
Communication		252	3,719	3,971	1,923
Depreciation Expense		983	7,765	8,749	8,579
CIC Development		0	0	0	460
		164,242	336,811	501,052	385,520

4. RESOURCES EXPENDED	Note	Unrestricted Funds £	Restricted Funds £	TOTAL 2022/23 £	TOTAL 2021/22 £
c) Governance Costs					
Accountancy Fees		352	1,237	1,589	1,200
Legal & Professional Fees		3,040	381	3,421	1,298
		<u>3,392</u>	<u>1,618</u>	<u>5,010</u>	<u>2,498</u>

5. FUNDS

Unrestricted Funds	Balance 01/09/22 £	Income £	Expenditure £	Transfers	Balance 31/08/23 £
General Funds	55,000	192,351	184,484	(2,867)	60,000
Designated Funds	11,745	0	0	(1,846)	9,899
	66,745	192,351	184,484	(4,713)	69,899

Designated Funds comprise of £11,745 towards specific projects identified by the Senior Leadership team and agreed to be held in a designed fund by the board of trustees.

Restricted Funds	Balance 01/09/22 £	Income £	Expenditure £	Transfers	Balance 31/08/23 £
Albury	2,281	0	0	(2,281)	2,281
Ready 4 Action	0	2,180	2,180	0	0
CIC Startup Fund	229	708	1,220	283	0
CIC Depreciation Fund	4,147	0	518	0	3,628
Youth Café	9,839	58,326	70,029	1,995	131
Community Youth Work	4,833	12,988	16,507	0	1,314
Transition Coaching	709	9,782	9,782	0	709
Allen House Development	138,510	0	7,247	0	131,263
Secondary Schools	238	55,010	54,498	0	750
Primary Schools	0	10,775	16,402	(5627)	0
Horsley YC	802	0	0	(802)	0
Boost	0	26,954	28,792	1,838)	0
Well-being Team	0	118,320	118,320	0	0
GASP	1,194	4,810	4,810	0	1,194
Digital	3,730	0	0	(3,730)	0
Workshops	0	7,428	8,123	696	0
Young Leaders	1,193	0	0	(1,193)	0
	167,705	307,280	338,429	2,432	138,989

Albury: This was a weekly youth club funded by The Lychgate Trust. The remaining money was transferred back to Lychgate during the year.

Ready 4 Action: Social Action workshops for Young people to help in the Community. This year we used part of our unrestricted PTL Foundation grant to fund this project.

Boost: Developing apprentices and arranging work experience placements for young people. Funded by a grant from CFS, an award from Healthwatch Surrey and also from funds from our PTL Foundation grant.

CIC Startup funds: Funds donated to Matrix in order to startup the café (The Hideaway) in the CIC.

CIC Depreciation Fund: This is the capitalised money from the original purchase of the Hideaway Coffee machine reserved for it's yearly depreciation.

Youth Café: After school café within the Hideaway. Funded by the Office of the Police and Crime Commissioner for Surrey and Surrey Wellbeing Partnership (SWP) contract.

Community Youth Work: Detached youth work, after school clubs and weekly school drops ins. Funded by Community Foundation for Surrey grant and PTL Foundation grant.

Secondary Schools: 1:1 support sessions in schools funded by schools contracts and SWP.

Primary Schools: 1:1 support sessions in schools & Primary drops in funded by money from our PTL Foundation grant.

Horsley YC: The money from this fund was transferred to the youth hideaway project as it had the same aims and is open to all the Horsley YC young people.

Transition Coaching: Mentoring and other activities to support young people moving from Year 6 to Year 7. Funded by the SWP contract.

Wellbeing Team: 1:1 Mentoring in the community. Funded by the SWP contract.

Young Leaders: A young leaders program working with young people in school years 10-13. Funded by the High Sheriff. This money was transferred to the Youth Café project as it is now being run within that project.

GASP: Funded by the Gasp project to give their Young People 1:1 sessions with a youth worker.

Digital: Funded by the Community Foundation for Surrey. This project was to resource and support the staff running digital sessions due to Covid. The remaining money in this fund was transferred to core funding to cover the investment into our new software to record young people's sessions (as this was in the request in the original grant application).

Pavilion Development: The costs for developing the Pavilion into a social enterprise have been capitalised and this fund will be used to meet the depreciation costs.

Restricted funds are represented by the charity's cash reserves and fixed assets investments held and are to be expended as specified above.

6. CASH AT BANK AND IN HAND	Unrestricted Fund	Restricted Fund	Total 31/08/2023	Total 31/08/2022
	£	£	£	£
Current Account	4,001	0	4,001	7,889
Savings Account	144,850	82,947	227,797	301,900
Inventory	1,166	0	1,166	1,127
Petty Cash	12	46	58	325
	150,029	82,993	233,022	311,235

7. DEBTORS	Unrestricted Fund	Restricted Fund	Total 31/08/2023	Total 31/08/2022
	£	£	£	£
Tax Recoverable	1,327	0	1,327	2,007
Sundry Debtors	12,526	52,098	64,624	39,937
Prepayments	2,298	0	2,298	2,870
	16,150	52,098	68,248	44,814

8. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	Unrestricted Fund	Restricted Fund	Total 31/08/2023	Total 31/08/2022
	£	£	£	£
Accountancy fees	1,400	0	1,400	1,200
Salaries and NI	9,620	0	9,620	6,955
HMRC VAT	0	0	0	0
Sundry Creditors	790	41,691	42,481	1,249
Deferred Income	86,000	95,064	181,064	263,126
	97,810	136,755	234,566	272,530

9. STAFF COSTS AND NUMBERS	2022/23	2021/22
	£	£
Gross Wages and Salaries	380,512	285,002
Employer's NI Costs	25,238	17,583
Pension Contributions	8,967	5,220
	414,717	307,805

Employees who were engaged in each of the following activities:

	2022/23	2021/22
	TOTAL	TOTAL
Activities in furtherance of organisation's objects:		
Total number of full-time and part-time employees	19	15
Equivalent number of full time employees	13.5	12

The charity operates a PAYE scheme to pay all employed members of staff, and no employees received emoluments above £60,000 (2021/22 None).

10. RECONCILIATION OF MOVEMENT IN CAPITAL AND RESERVES

The Company is Limited by Guarantee, and is a Charity registered with the Charity Commission number 1081852. The Charity does not have a Share capital and has no income subject to Corporation Tax.

	Note	2022/23	2021/22
		£	£
Surplus/Deficit for the financial year		(23,281)	31,100
		(23,281)	31,100
Balance brought forward		234,451	203,351
Transfer of Restricted funds		(2,281)	
Closing Funds at 31st August		208,888	234,451

11. PAYMENTS TO DIRECTORS AND RELATED PARTIES

No payments were made to any Director or any persons connected with them during this financial period. No transaction took place between the charity and the Directors or any person connected with them.

12. RISK ASSESSMENT

The Directors actively review the major risks which the charity faces on a regular basis, and believe that maintaining the free reserves stated combined with the annual review of the controls over key financial systems will provide sufficient resources in adverse conditions. The Directors have also examined other operational and business risks which they face, and confirm that they have established systems to mitigate the significant risks.

13. RESERVES POLICY

The Trust recognises the propriety of not building up funds for which there are no clear expenditure plans. The Trust's policy is to allow reserves to accrue to a level of three months' average expenditure, plus funds which may be earmarked for specific projects in the future. As the Trust is still growing, reserves may only exceed this policy level in order to be able to respond positively to new opportunities. This situation is actively monitored to ensure that reserves do not build up unnecessarily.

14. PUBLIC BENEFIT

The charity acknowledges its requirement to demonstrate clearly that it must have charitable purposes or 'aims' that are for the public benefit. Details of how the charity has achieved this are provided in the Trustees' report. The Trustees confirm that they have paid due regard to the Charity Commission guidance on public benefit before deciding which activities the charity should undertake.

THE MATRIX TRUST

England & Wales - Charity number 1081852

Accounts



The Matrix Trust (Matrix)

(A company limited by guarantee)

Directors Annual Report and Financial Statements For the Year Ended 31 August 2022

Charity Registration No. 1081852

Company Registration number 03977050

Independent Examiners Ltd
2 Broadbridge Business Centre
Delling Lane
Bosham
West Sussex
PO18 8NF

Contents

3	Legal and Administrative Information
4	Director's Report
5	Aims and objectives
7	Public benefit and achievements
14	Structure, governance and management
18	Financial review
21	Independent Examiners Report
22	Statement of Financial Activities
23	Balance Sheet
25	Notes to the Financial Statements

Legal and Administrative Information

Charity Name: The Matrix Trust (Matrix)

Charity registration number: 1081852

Company registration number: 03977050

Legal Status: Incorporated Charity

Start of Financial Year: 1st September 2021

End of Financial Year: 31st August 2022

Registered Office: Allen House Pavilion, Eastgate Gardens, Guildford, Surrey, GU1 4AZ

Directors

Simon Slater	<i>Chair</i>
Tim Bower	<i>Resigned 14 December 2022</i>
Ian Nicholson	
Ian Cook	
Kyung Chul Kang	<i>Resigned 17 March 2022</i>
Matt Davis	
Neil Fenton	<i>Treasurer</i>
Kenneth Mead	
Lindsay Jespersen	
Jennifer Hall	<i>Appointed 17 March 2022</i>

Senior Management Team

Misty Bower	Chief Executive Officer
Daniel Setterfield	Head of Youth Work
Juliette Milton	Head of Finance
Timothy Littlewood	Executive Assistant to CEO

Governing Document Memorandum and Articles of Association Dated 6th April 2000 (updated January 2019).

Independent Examiners: Independent Examiners Ltd
2 Broadbridge Business Centre
Delling Lane
Bosham
West Sussex
PO18 8NF

Primary Bankers: The Metro Bank
35-37 North Street
Guildford
GU1 4TE

Directors Report

Matrix has now been established for 22 years and is dedicated to working with young people - helping them to make the most of their lives, and for young people - catalysing change by nurturing, inspiring, connecting and empowering them.

This academic year continued to bring challenges as a result of the global pandemic and the growth and deepening complexity of the needs of young people. However, The Matrix Trust finished the year on a firm footing with strengthened relationships in the community, a much larger team, continued growth of flagship projects and a more secure financial position.

Over the year this academic year we worked with 1390 individuals across 15 projects, working tirelessly to support 199 of the most vulnerable young people with in-depth regular support, making a real difference to young people's lives.

The achievements are detailed in the public benefit and achievements section of the report, but I would highlight in particular the hard work, commitment and skills of the leadership team and staff in responding to and managing rapid growth and change in activity levels, staffing, budget and partnerships. This has included the SWP work, the development of the Pavilion, and the opening of the Hideaway (CIC), all against the backdrop of pandemic related restrictions and complications. A very impressive performance!

During this year with the support of The Hideaway Café and the growing team, The Trust also continued to increase its visibility and strengthen its reputation in the community. This continues to be reflected in the generous financial and pro bono support received from many individuals and organisations in the past year, whom we are indebted to.

On behalf of the Trustees, I am extremely grateful to all concerned and looking ahead I am confident that we can continue to deliver on our charitable objectives and make a tangible difference in the lives of the amazing young people we work with.

Simon Slater (Chair of Trustees)

Aims and Objectives

Purposes and Aims

Our charity's purposes as set out in the objects contained in the company's memorandum of association are to:

- To act a resource for young people
- To relieve persons who are in conditions of need or hardship
- To advance education
- To provide facilities for recreation or other leisure time occupation in the interest of social welfare for young persons
- To advance the Christian faith
- To promote and fulfil such other charitable purposes beneficial to the community

Matrix aims to catalyse change for vulnerable young people, helping them to make the most of their lives and become active citizens in their community. To achieve this we work in partnership with young people, churches, schools, local organisations and the community to nurture, inspire, connect and empower them. Matrix works from within a Christian ethos which forms the culture within which we work.

Ensuring our work delivers our aims

We review our aims, objectives and activities each year. This review looks at what we achieved and the outcomes of our work in the previous 12 months and what the local needs of young people are for the year ahead. The review also helps us ensure our aims, objectives and activities remain focused on our stated purposes.

This year saw the successful completion of our 3 year strategy including securing a substantial one-off unrestricted grant that will enable development activities to take place; increased community profile and connection through our social enterprise café, leading to more opportunities for young people; and the continued improvement of the way we measure, record and report feedback and the impact of our services.

In addition, led by the CEO, the SLT, Board and wider team all contributed to a review of services, an analysis of the current and future needs of young people which led to the development and creation of a new 5 year strategy which starts in September 2022.

The focus of our work

Our main objectives for the year explicate our focus of supporting young people across Guildford Borough, through preventative and relational support activities:

- Develop new and improve existing provision that has a measurable positive impact on young people's wellbeing and holistic development
- Increase the provision of and access to innovative and enjoyable activities and experiences that provide young people with the opportunity to discover and achieve their potential
- Build networks and a range of opportunities for young people to connect with their community
- Build a young leader's pathway that equips young people with transferable skills
- Grow Matrix to a sustainable size and consolidate our position as an effective youthwork provider that delivers on its strategy for the young people of Guildford

COVID Restrictions

During this academic year there were still some restrictions on services and the team brought on by the covid-19 pandemic. However, this only restricted one project in a significant way (lunchtime drop-ins) and only during the Autumn Term.

Public Benefit and Achievements

All our charitable activities focus on improving the lives of young people, their families and their communities for the public benefit. Our main activities and beneficiaries are described below.

Who used and benefited from our services?

We focus our services for young people across Guildford Borough, to provide a depth of provision that serves our objects and beneficiaries well. All our services are provided free.

Our work with young people stretches across the whole of Guildford Borough. This year we continued to expand the number of under 11's that we work with through our partnership with SWP and also the number of 18-21 year olds, through our apprentice and trainee programme, whilst continuing to work with our core age group of 11-18 year olds.

We achieve our goals through a variety of projects working with young people in planned one-to-one and group sessions and in community-based activities. In all cases, young people choose to participate and we are led by their desires and goals.

Summary

In the 2021-22 academic year 1390 young people accessed our services across 15 different projects. About 4% of the young people attended more than one Matrix project. In about 40% of our projects young people are not referred in, but choose to attend. This accounts for 43% of the total number of young people we worked with.

This year we met with 1191 young people in schools. The number of schools we worked with increased to 12 (8 secondary schools and 5 primary schools). Most of the primary schools work was linked to the School Transition Project, however an increasing amount was for one-to-one sessions for mental health or wellbeing issues. In secondary schools each partnership looked different - our team were based in 2 schools as part of the pastoral team and in the others we provided weekly one-to-one sessions as required, or one-off workshops. Over the academic year we offered 1114 one-to-one sessions across schools and the community.

By the end of the academic year we had also enabled 528 young people to feel less lonely or socially isolated through 5 of our community-based projects - including our

flagship The Youth Hideaway (a drop-in youth café), 22 inspiring workshops and 191 drop-in sessions.

Speaking to young people, teachers and parents we know that our delivery services help to catalyse change for young people in a broad variety of ways, including: improving mental health and wellbeing, giving them tools and techniques to help themselves in difficult times and build their resilience, building confidence, reducing anxiety, controlling emotions, helping them make friends, reducing social isolation and building confidence in their skills for the future.

However, the impact of our work goes far beyond those we help directly, as change in the lives of young people also has an impact on their parents, families and communities.

In addition to the young people we worked with, we also trained 10 new volunteers across community and schools projects. In total we had 20 volunteers supporting us in governance, face-to-face youth work and back-office support.

The main areas of charitable activity were the provision of one-to-one mentoring and signposting; targeted social, emotional and life skills activities; drop-in social activities in both schools and the community and support to find work experience or training.

Some of the activities listed below form part of our ongoing contract with Mindworks Surrey, through the Surrey Wellbeing Partnership.

Our model

Our theory of change puts young people at the centre of all we do – we listen to young people in every project and go to where young people are, in schools and in their community. We take a relational approach to all our work and prioritise building genuine connections with young people, through quality, fun, innovative and accessible opportunities.

With Maslow's Hierarchy of Needs as a starting point, our 4 key strands enable young people to achieve their potential. All of our engagement with young people starts with them and ensures that we nurture, inspire, connect and empower them so they can make the most of their life.

The achievements and impact that flow from our work are described in each of the 4 strands below:

Nurture: We provide personalised support for young people when life gets tough

We provided 199 young people with individual support through one-to-one sessions across 3 projects: Community Wellbeing Team, Youth Support Sessions and the School Transition Project. We held a total of 947 sessions, equating to 557 hours with face-2-face with young people in 1:1 settings.

Youth Support Sessions

79 young people were referred for one-to-one support across 2 secondary schools in Guildford. They were referred for a range of issues, including family dynamics, self-confidence and anger management, but the majority were referred for mental health, and more specifically some form of anxiety. This could be either about a particular circumstance, the world around them or about how they felt within themselves.

Each young person is assessed in an initial session to ascertain their level of need and then meets with a trained youth worker according to need (weekly, fortnightly or monthly) to talk, learn tools or techniques, and process their situation. Each young person is seen until they no longer require this additional support, however, most are signed off within 12 months.

In April 2022 we launched our Early Intervention Coordinator role, working as part of the schools team, this SWP partnership role enabled us to provide targeted support across more secondary schools.

'It was not quite direct, in a way, as other therapy options, because it really helped to both focus on my individual interests, and also the feelings, emotions and stress management side of things.' Young Person

Community Wellbeing Team

Our Community Wellbeing Team works with 8 to 18 year olds within both schools and the community, doing 1:1 and group work. This is a needs-led service where young people, alongside their Wellbeing Practitioner, identify the outcomes they wish to achieve. Part of a wider SWP project, these community-based practitioners focus on early intervention and work right across Guildford Borough. By providing this service in community settings, children and young people who were struggling with school attendance were still able to access support.

"I'm really grateful for the help that you gave me and I'm definitely doing better because of it...thank you so much for being there to talk"

This service provided advocates for children and young people, making sure their voice was heard. Using a multi-agency approach, the team asked worked closely with other agencies to ensure that the young people got more help if they needed it (e.g. Education, CAMHS, Children's services). This team was expanded in 2022, which meant that more children and young people received support

"My son is generally much happier and his behaviour at school has improved"

School Transition Coaching

We worked with 11 Year 6 children who schools identified as needing additional support with the transition to secondary school. Each young person was matched with a trained volunteer who worked through a programme of emotional literacy, supporting the child in building resilience for the move. They continued to work with them for up to 12 months once they moved onto their secondary school. A total of 121 sessions were held, helping to successfully support these children in settling into their new school.

Across all of our nurture strand 60% young people told us they met with a Matrix Youth Worker for issues surrounding mental health or wellbeing and 80% of them agreed or strongly agreed that these sessions have helped them improve in the area they specified.

Targeted Workshops

We met 664 children and young people through 15 targeted social and emotional wellbeing workshops and 31 reflective spaces sessions across 2 schools. These covered areas of need, including wellbeing, anxiety and moving to secondary school.

GASP Partnership

Working in partnership with the GASP Motor Project we supported a variety of young people who attend the project due to difficulties accessing mainstream school. Providing youth work activities to help engage young people in the sessions and one-to-one appointments for those who needed to talk to a youth worker about issues they were facing.

Inspire: We build young people's self-esteem and confidence by giving them a voice and a chance to try new things.

To inspire young people we provided projects that enabled young people to be heard and speak up whilst making a difference in their local community and through a variety of innovative workshops we gave young people the chance to release their creativity which in turn benefited their emotional wellbeing, mental health and resilience.

Youth Steering Group

6 young people aged 13-18 attended our Youth Steering Group. This gave them a platform to make a difference for both themselves and their peers.

Community Workshops and Ready 4 Action

This year we ran 22 community workshop sessions, based at the Youth Hideaway, where young people learnt skills like sign language, comic book drawing and dance or engaged in crafts or activities out of the ordinary, such as flying a drone.

We also re-launched R4A by providing social action workshops, firstly in the community, and then in schools. These had a mixed take up and it took a lot of effort to get young people and schools engaged.

In total 11 young people were inspired to help people in their community through social action workshops.

'Just wanted to say a huge thank you for sharing the information about the Comic Workshops. My son joined the first session yesterday and really enjoyed it. All the team were absolutely lovely and welcoming too. Such a good location and opportunity. Thank you!!' Parent

Connect: we provide safe spaces for young people to belong where they have fun, relax, meet and make friends, as well as connect with their community.

To connect young people we provided a variety of social settings in both school and the community, ensuring they are welcoming, relevant and safe. Once pandemic restrictions were lifted, attendance increased slowly as young people and parents gained confidence in being in larger social groupings again.

School Lunchtime Drop-ins

We welcomed 253 young people to drop-in sessions. These safe social spaces took place across 3 secondary schools and took the form of a lunchtime drop-in with games and chat. They provided a space for socialising, reducing stress-levels through game playing, and for speaking to youth workers about life issues and providing them with a safe place to spend break time. In addition, 232 young people joined in with the team on the playgrounds of 2 schools, playing games and chatting.

Young people told us that they came to drop-in because they can: "talk to someone", "have peace" and "make friends". Others came to eat their lunch and play games. And over 50% of those who completed the feedback survey told us that they feel less isolated or lonely because of it. About 1/3rd wanted to make friends and the same amount wanted to be less bored or have fun.

Some found that drop-in served very practical purposes, like keeping warm or hanging out with friends, but some young people told us that coming to drop in had helped them in other ways: I can "deal with things better", "Relax", "make friends"

Youth Hideaway (Youth Café)

This is a youth designed space where young people aged 11-18 years old can hang out after school. We provide spaces to relax with friends and the chance to chat to a Youth Worker. Young people come to play games, learn a new skill at a workshop, be creative and eat discounted food and drink!

81 young people visited the Youth Hideaway last academic year with the highest attendance for Youth Hideaway in a single session being 15 young people. 20% young people attended more 1/3rd of all sessions and 7% young people attended more than half. Of those young people who completed the feedback survey for Youth Hideaway, 40% said it had definitely helped to reduce their loneliness or social isolation. They told us that it's a great place to: "talk about your worries and your feelings" and "hang out with and meet friends"

Empower: We equip young people for the workplace and adult life

Boost @ The Hideaway Café

The Hideaway Café, a social enterprise asset-locked to Matrix, provides a venue and workplace to engage the community in empowering and inspiring at-risk young people through employment, support & training.

This academic year we worked with 4 young adults, helping them to achieve and move forward:

We supported one young adult to pass their chef's [MB1] apprenticeship, and with further CV development and interview practice they went straight into full time employment in a local pub. Another passed her chef's apprenticeship on the second attempt, demonstrating the persistence and resilience we encouraged throughout her time with us, she also entered full time employment in a local pub. Our last apprentice, struggled to complete the course, but was able to find alternative employment.

We had one paid trainee at The Hideaway who used their time with us to build transferrable skills for employment, exploring a variety of options. Despite very difficult personal, family and social difficulties they persevered and moved on after 12 months having experienced support, care and a safe environment to full time employment and with more options open to their future.

Work Experience Placements

Working closely with local schools we matched 9 young people who did not have the confidence or connections to find a meaningful placement with local businesses who could. 100% of students who took part in the project said they got from it what they wanted.

For some the experience cemented what they wanted to do for future work. Experiencing 1:1 industry guidance at a film company one young person has applied to study film after A levels and another young person told us: "something just clicked and I knew this was what I wanted to do"

Structure, Governance and Management

Governing Document

Matrix is a charitable company limited by guarantee, incorporated on 19th April 2000 and registered as a charity on 4th August 2000. The company was established under a Memorandum and Articles of Association.

The Charity's objects are:

- a) To act a resource for young people, up to the age of 25, living in Surrey and surrounding areas, by providing advice and assistance, and organising programmes of physical, educational and other activities as a means of:
 - i. 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 responsibility individuals;
 - ii. Advancing education;
 - iii. Relieving unemployment;
 - iv. 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.
- b) To relieve persons who are in conditions or hardship and to relieve the distress caused thereby
- c) To advance education by such means as the trustees may consider appropriate including by means of establishing and operating any educational establishment or establishments
- d) To provide facilities for recreation or other leisure time occupation in the interest of social welfare for young persons who have need of such facilities by reason of their age, infirmity or disablement, poverty or social and economic circumstances with the object of improving the conditions of life for such persons.
- e) To advance the Christian faith in accordance with the statement of beliefs appearing in the schedule hereto attached (see full Memorandum and Articles of Association).

Organisational Structure

The Trust is overseen by a Board of 9 Trustees who have high levels of experience and expertise in law, safeguarding, tax and financial procedures. It is responsible for the proper running of the charity and meets quarterly. The meetings are fully minuted, with discussions and decisions being recorded.

The daily management of the Charity is delegated to the Chief Executive Officer (Misty Bower). She is responsible for ensuring the smooth running of the charity and that it delivers the expected services. An operational senior management team is formed with the CEO; Juliette Milton (Head of Finance) who is responsible for accurate management and reporting on all aspects of finance and funds; Dan Setterfield (Head of Youth Work) who is responsible for the delivery team and all the services we provide and Tim Littlewood (EA to the CEO) also joined in January 2022, he is responsible for Board support and team operations.

In addition to the quarterly meetings, the Trustee Board ensures ongoing Governance through committees and Trustees with specific responsibility. The Finance Committee continues to meet quarterly in-between board meetings, run by the Treasurer, to ensure continued diligent oversight of Matrix finances. A Remuneration Committee meets annually to review staff salary bands and the CEO salary and bring a proposal to the Board for approval. A designated safeguarding trustee meets annually with the Matrix Designated Safeguarding Lead to engage in the audit of safeguarding protocols. One Trustee is nominated to conduct bi-annual reviews of all health and safety and food hygiene protocols.

Recruitment and Appointment of Trustees

The directors of the company are also charity trustees for the purposes of charity law. All Board members must be in agreement with the statement of beliefs. Under the requirements of the Memorandum and Articles of Association the members of the Board are elected to serve for a period of 3 years after which they must be re-elected at the next Annual General Meeting.

All members of the Board give their time voluntarily and receive no benefits from the charity. Any expenses reclaimed from the charity are set out in note 11 to the accounts.

The Board represents a broad range of skills across the community and business sectors, as well as professional bodies. An annual skills audit is undertaken to ensure that this range is maintained, and in the event of particular skills being lost due to retirements, individuals are approached to offer themselves for election to the Board.

The Pavilion Hub CIC

The Pavilion Hub CIC is a not for profit company with any surplus or assets used principally for the benefit of the community. It is Asset Locked to Matrix, meaning that any surplus is donated to the charity. Still in its first 16 months of trading at the end of this academic year only a small surplus was donated, with Matrix supporting the development and operations of the CIC with some uncharged staff time and skills.

The objects of the CIC are to carry on activities which benefit the young people of Guildford together with the wider community and in particular (without limitation) to run a central hub for the Guildford community to connect with and support young people. The offer is a café for the community to meet and that provides employment and training opportunities for local young people as well as a meeting space for hire.

This CIC was launched to enable us to expand and support our services and make full use of our leased building, Allen House Pavilion. As such, The Matrix Trust is the legal entity that holds significant control over the CIC and The Pavilion Hub is asset locked to Matrix.

It was agreed that the number of Directors of the CIC shall not be less than four, of which at least three must be Matrix Directors, ensuring that at least half of the directors are also Trustees of Matrix.

Surrey Wellbeing Partnership

Matrix became a member of the newly formed Surrey Wellbeing Partnership's (SWP) in April 2021. This is a formal joint venture of local and national charities of various sizes with a common goal: to work with children and young people in the community to improve wellbeing and mental health so that they can live full, fun and confident lives.

This partnership was still in its first 16 months at the end of this academic year and has brought much benefit to the young people of Guildford and Surrey. This partnership continues to develop in organisational structure and impact.

Responsibilities of the Board

Company law requires the Board to prepare financial statements for each financial year which give a true and fair view of the state of the affairs of the charitable company as at the balance sheet date and of its incoming resources and application of resources, including income and expenditure, for the financial year. In preparing those financial statements, the Board should follow best practice and:

- select suitable accounting policies and then apply them consistently;
- make judgements and estimates that are reasonable and prudent; and
- prepare the financial statements on the going concern basis unless it is not appropriate to assume that the company will continue on that basis.

The Board is responsible for maintaining 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 1985. The Board is 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.

Members of the Board

Members of the Board, who are directors for the purpose of company law and trustees for the purpose of charity law, who served during the year and up to the date of this report are set out on page 3.

In accordance with company law, as the company's directors, we certify that:

- so far as we are aware, there is no relevant audit information of which the company's auditors are unaware; and
- as the directors of the company we have taken all the steps that we ought to have taken in order to make ourselves aware of any relevant audit information and to establish that the charity's auditors are aware of that information.

Independent Examiners

Independent Examiners Ltd were re-appointed as the charitable company's independent examiners during the year and have expressed their willingness to continue in that capacity. This report has been prepared in accordance with the Statement of Recommended Practice: Accounting and Reporting by Charities (FRS102 effective 1 Jan 2015) and in accordance with the special provisions of Part VII of the Companies Act 1985 relating to small entities.

Financial Review

Introduction

The overall income for the last 12 months was £429,821 with expenditure at £398,721. We have increased our income through charity activities by 160% mainly due to our partnership with The Surrey Wellbeing Partnership (SWP) providing contracted services for young people's emotional wellbeing and mental health. Donations, legacies and similar income has increased by 15% compared to our 20/21 income. This has led to our overall income increasing by 28%.

Principal funding sources

The principal funding sources for the charity were from grants, forming 33% of the income and service contracts forming 52%. We are very grateful to the following for their funding contributions towards our core costs: The PTL Foundation, Henry Smith, and The Joseph Rank Trust. We are also grateful for the funding for our youth projects from: Office of the Police and Crime Commissioner for Surrey, Poyle Foundation, Community Foundation for Surrey, Shanly Foundation, The Loseley Trust, Surrey County Council and the Anchor foundation.

Community fundraising formed 5% of our income which is a slight increase on last year but still much lower than pre-pandemic levels. As overall income levels have risen (due mainly to the contracted work with SWP) we expect community fundraising to remain at a smaller percentage of the overall income generated.

Reserves Policy

Matrix recognises the propriety of not building up funds for which there are no clear expenditure plans while retaining funds which are prudent in the light of risk management. Our policy is therefore to allow reserves to accrue to a level of £30,000 or three months average unrestricted expenditure (whichever is the greater), plus funds which may be designated for specific projects in the future. As the charity grows, reserves may exceed this policy level in order to be able to respond positively to new opportunities. This situation is actively monitored using a process of regular budget and management accounting reviews to ensure that reserves do not build up unnecessarily. This year sees us end with unrestricted reserve funds at £66,745 being three months average unrestricted expenditure of £55,000 and £11,745 designated funds (see note 5 in the accounts). Our restricted funds are £167,705 of which £138,510 is capitalised

expenditure which will be used in the depreciation of the building development over the next 20 years.

Investment Policy

Apart from the reserves set aside by our reserves policy, the majority of funds are spent over a short-term period and so there are few funds for long term investment. The policy of the Trustees is therefore to maximise the investment returns available for funds which are not immediately required for Trust activities, but having regard to the cash-flow needs of the organisation at any particular time. In practice, this means that a majority of its funds are invested in instant access, interest-bearing accounts.

Risk Management

The Board has considered the risks associated with this charity and consider that the following are those to which appropriate systems and procedures should be put in place:

Financial Risks – The Board has put in place internal controls which minimise the risk to the charity of financial loss through fraudulent activity. There is also the risk of low income that would prevent us from being able to cover our liabilities which our reserves policy aims to help regulate.

Safeguarding – Most of the activities of the charity necessitate contact between paid or voluntary staff and minors. The Trustees have therefore drawn up a Safeguarding and Child Protection Policy which deals in detail with procedures to be followed when employees or volunteers are in contact with children, or when complaints or suspicion about behaviour are raised. There is a safer recruitment procedure in place that all paid or voluntary staff must go through, and all employees and volunteers with significant contact with young people are required to undergo a check through the Disclosure Barring Service. The CEO acts as the Designated Safeguarding Lead and one Trustee has been designated as Safeguarding Lead on the Board. They meet annually to conduct a safeguarding review and update the Safeguarding and Child Protection Policy to reflect any new legislation and recommendations.

All staff and volunteers are trained within a reasonable amount of time and are expected to read and understand the policy, this is repeated annually with any additional updates. Safeguarding 'hot topics' are also discussed with staff at monthly team meetings.

Approved by the Directors on the 9 MAY 2023

Signed on their behalf by Director 

Print Name: S . D . SLATER

INDEPENDENT EXAMINER'S REPORT

Report to the trustees/ members of The Matrix Trust on the accounts for the year ended 31st August 2022 set out on pages 22 to 33.

Respective responsibilities of Trustees and examiner

As the charity's Trustees of The Matrix Trust (and also its directors for the purposes of company law) you are responsible for the preparation of the accounts in accordance with the requirements of the Companies Act 2006 ('the 2006 Act').

Having satisfied myself that the accounts of The Matrix Trust are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of your charity's accounts as carried out under section 145 of the Charities Act 2011 ('the 2011 Act'). In carrying out my examination I have followed the Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act.

Independent examiner's statement

Since The Matrix Trust gross income exceeded £250,000 your examiner must be a member of a body listed in section 145 of the 2011 Act. I confirm that I am qualified to undertake the examination because I am a member of the Chartered Institute of Management Accountants, which is one of the listed bodies.

I have completed my examination. I confirm that no matters have come to my attention in connection with the examination giving me cause to believe:

1. accounting records were not kept in respect of The Matrix Trust as required by section 386 of the 2006 Act; or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a 'true and fair view' which is not a matter considered as part of an independent examination; or
4. the accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities [applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)].

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.



9 May 2023

K Gomes MAAT FCIE

Independent Examiners Ltd
2 Broadbridge Business Centre
Delling Lane
Bosham
West Sussex
PO18 8NF

Statement of Financial Activities

For the Year Ended 31st August 2022

(Incorporating Income & Expenditure Account)

	Notes	Unrestricted Funds £	Restricted Funds £	TOTAL 2021/22 £	TOTAL 2020/21 £
INCOMING RESOURCES					
Incoming Resources from Generated Funds					
Donations and Legacies	3a	122,645	61,824	184,468	241,715
Charitable Activities	3b	116,140	105,780	221,920	85,051
Other Trading Activities	3c	23,352	0	23,352	7,311
Investment Income	3d	82		82	105
		262,218	167,603	429,821	334,182
RESOURCES EXPENDED					
Cost of Generating Funds					
Raising Funds	4a	10,703	0	10,703	5,158
Charitable Activities	4b	217,933	167,587	385,520	245,368
Other	4c	1,096	1,402	2,498	1,601
TOTAL RESOURCES USED		229,732	168,989	398,721	252,128
NET INCOMING (OUTGOING) RESOURCES					
		32,485	(1,386)	31,100	82,054
Total Funds Brought Forward		40,649	162,702	203,351	121,297
Transfer between funds		(6,389)	6,389	-	
TOTAL FUNDS CARRIED FORWARD		66,745	167,705	234,451	203,351

Movements on all reserves and all recognised gains and losses are shown above. All the charity's operations are classed as continuing. The notes on pages 25 to 33 form part of these financial statements.

BALANCE SHEET
AS AT 31st AUGUST 2022

	Note	Unrestricted Funds £	Restricted Funds £	31/08/22 Total £	31/08/21 Total £
Fixed Assets					
Tangible assets	2	1,701	149,231	150,933	157,810
Current Assets					
Debtors & Prepayments	7	29,814	15,000	44,814	110,825
Cash at Bank and in hand	6	285,761	25,474	311,235	110,432
Total Current Assets		315,575	40,474	356,049	221,257
Creditors: due within one year	8	250,530	22,000	272,530	175,715
NET CURRENT ASSETS		65,045	18,474	83,518	45,542
TOTAL ASSETS less current liabilities		66,745	167,705	234,451	203,351
NET ASSETS		66,745	167,705	234,451	203,351
Funds of the Charity					
Unrestricted Funds	5	66,745	0	66,745	40,649
Restricted Funds	5	0	167,705	167,705	162,702
		66,745	167,705	234,451	203,351

Directors' Responsibilities

The directors are satisfied that for the period ended on 31st August 2022 the charitable company was entitled to exemption from the requirement to obtain an audit under section 477 of the Companies Act 2006 and that no member or members have required the company to obtain an audit of the accounts for the year in question in accordance with section 476 of the Act. However in accordance with section 145 of the Charities Act 2011, the accounts have been examined by an Independent Examiner whose report appears on page 31.

The directors acknowledge their responsibility for complying with the requirements of the Companies Act 2006 with respect to accounting records and the preparation of accounts.

The accounts have been prepared in accordance with the provision in Part 15 of the Companies Act 2006 applicable to companies subject to the small companies regime and in accordance with the Financial Reporting standard for Smaller Entities (effective April 2008).

The directors acknowledge their responsibility for ensuring that the company keep proper accounting records which comply with section 386 of the Act and for preparing financial statements which give a true and fair view of the state of affairs of the company as at the end of the financial year and if its profit and loss for the financial year in accordance with the requirements of the sections 394 and 395 and which otherwise comply with the requirements of the Companies Act 2006 relating to accounts, so far as applicable to the Company.

Approved by the Directors on the 9 MAY 2023

Signed on their behalf by Director 

Print Name: S.D. SLATER

1. ACCOUNTING POLICIES

Basis of Preparation & Assessment of Going Concern

Basis of Preparation

The 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. 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 (FRS102) (effective 1 January 2015) - (Charities SORP - FRS102) and the Charities Act 2011.

The Charity meets the definition of a public benefit entity under FRS102. Assets and liabilities are initially recognised at historical cost unless otherwise stated in the relevant accounting policy notes.

Assessment of Going Concern

Preparation of the accounts is on a going concern basis. The trustees consider that there are no material uncertainties about the Charity's ability to continue as a going concern.

Incoming Resources

Recognition of Incoming Resources

These are included in the Statement of Financial Activities (SOFA) when:

- the charity becomes entitled to the resources;
- the trustees are virtually certain they will receive the resources; and
- the monetary value can be measured with sufficient reliability

Incoming Resources with Related Expenditure

Where incoming resources have related expenditure (as with fundraising or contract income) the incoming resource and related expenditure are reported gross in the SOFA.

Grants and Donations

Grants and Donations are only included in the SOFA when the charity has unconditional entitlement to the resources.

Tax Reclaims on Donations and Gifts

Incoming resources from tax reclaims are included in the SOFA at the same time as the gift to which they relate.

Contractual Income and Performance Related Grants

This is only included in the SOFA once the related goods or services has been delivered.

Gifts in Kind

Gifts in kind are accounted for at a reasonable estimate of their value to the charity or the amount actually realised. Gifts in kind for sale or distribution are included in the accounts as gifts only when sold or distributed by the charity. Gifts in kind for use by the charity are included in the SOFA as incoming resources when receivable.

Donated Services and Facilities

These are only included in incoming resources (with an equivalent amount in resources expended) where the benefit to the charity is reasonably quantifiable, measurable and material. The value placed on these resources is the estimated value to the charity of the service or facility received.

Volunteer Help

The value of any voluntary help received is not included in the accounts but is described in the trustees' annual report.

Investment Income

This is included in the accounts when receivable.

Investment Gains and Losses

This included any gain or loss on the sale of investments and any gain or loss resulting from revaluing investments to market value at the end of the year.

Expenditure and Liabilities**Liability Recognition**

Liabilities are recognised as soon as there is a legal or constructive obligation committing the charity to pay out resources.

Governance Costs

Include costs of the preparation and examination of statutory accounts, the costs of the trustees' meetings and cost of any legal advice to trustees on governance or constitutional matters.

Grants with Performance Conditions

Where the charity gives a grant with conditions for its payment being a specific level of service or output to be provided, such grants are only recognised in the SOFA once the recipient of the grant has provided the specified service or output.

Grants Payable without Performance Conditions

These are only recognised in the accounts when a commitment has been made and there are no conditions to be met relating to a grant which remain in control of the charity.

Support Costs

Support costs include central functions and have been allocated to activity cost categories on a basis consistent with the use of the resources, eg allocating property costs by floor areas, or per capital, staff costs by the time spent and other costs by their usage.

Fixed Assets

Tangible fixed assets for use by the charity, are capitalised if they can be used for more than one year, and cost at least £1,000. They are valued at cost or, if gifted, at the value to the charity on receipt.

Investments

Investments quoted on a recognised stock exchange are valued at market value at the year end. Other investment assets are included at trustees' best estimate of market value.

There has been no change to the accounting policies (Valuation rules and methods of accounting) since last year.

Depreciation

Depreciation has been calculated on a reducing balance basis. The rates applied per annum are as follows:

Fixtures and Fittings 25%

Equipment 25%

Computer Equipment 25%

Depreciation for Building developments are calculated on a straight line basis over the lease period of the building (20 years).

Depreciation for high cost equipment for the café (for example the coffee machine) are calculated on a straight line bases over 10 years.

2. TANGIBLE FIXED ASSETS

		Unrestricted Equipment	Restricted Equipment	Total 2021/22
		£	£	£
Cost	01-Sep-21	0	166,388	166,388
Additions		1,701	0	1,701
Cost at	31-Aug-22	1,701	166,388	168,089
Depreciation	01-Sep-21	0	8,578	8,578
Charge		0	8,578	8,578
Depreciation at	31-Aug-22	0	17,156	17,156
Net Book Value	31-Aug-22	1,701	149,232	150,933
Net Book Value	31-Aug-21	0	157,810	157,810

The annual commitments under non-cancelling operating leases, capital commitments, and contingent liabilities are as follows:

31st August 2022:	None
31st August 2021:	None

3. INCOMING RESOURCES

	Note	Unrestricted Funds £	Restricted Funds £	TOTAL 2021/22 £	TOTAL 2020/21 £
a) Donations, Legacies and Similar Income					
Churches & Organisations		10,144	360	10,504	10,121
Gift Aid Refunds		4,747	2,323	4,747	5,774
Gifts from Individuals		26,224	600	26,824	32,274
Grants received		81,530	60,863	142,394	193,546
		122,645	61,824	184,468	241,715
b) Charitable Activities					
Office Rental		0	501	501	707
Outreach & Projects		0	0	0	6,150
Schools & Youth projects		116,140	105,279	221,419	78,902
		116,140	105,780	221,920	85,051
c) Other Trading					
Fundraising & Training		23,352	0	23,352	7,311
		23,352	0	23,352	7,311
c) Investment Income					
Bank Interest		82	0	82	105
		82	0	82	105

4. RESOURCES EXPENDED

	Note	Unrestricted Funds £	Restricted Funds £	TOTAL 2021/22 £	TOTAL 2020/21 £
a) Expenditure on Raising Funds					
Gifts and General Expenditure					
CIC – Pavilion Hub		5,000	0	5,000	5,000
Fundraising Activities		5,703	0	5,703	158
		10,703	0	10,703	5,158
b) Cost of Charitable Activities					
Advertising & Publicity		96	3,227	3,323	2,777
Office & Administration Costs		6,155	11,264	17,419	8,115
Recruitment & Training		5,052	3,281	8,333	3,373
Rent & Rates		14,401	9,026	23,427	3,455
Salaries, Tax & NI	9	186,903	121,115	308,018	178,308
Other labour costs		1,953	0	1,953	1,375
Project Costs		2,782	9,304	12,086	28,307
Website Costs		591	1,332	1,923	618
Depreciation Expense		0	8,579	8,579	8,579
CIC Development		0	460	460	10,460
		217,933	167,587	385,520	245,368

4. RESOURCES EXPENDED	Note	Unrestricted Funds £	Restricted Funds £	TOTAL 2021/22 £	TOTAL 2020/21 £
c) Governance Costs					
Accountancy Fees		53	1,147	1,200	1,200
Legal & Professional Fees		1,043	255	1,298	401
		<u>1,096</u>	<u>1,402</u>	<u>2,498</u>	<u>1,601</u>

5. FUNDS

Unrestricted Funds	Balance 01/09/21 £	Income £	Expenditure £	Transfers	Balance 31/08/22 £
General Funds	35,649	156,239	123,753	-13,134	55,000
Designated Funds	5,000	105,979	105,979	6,745	11,745
	40,649	262,218	229,732	-6,389	66,745

Designated Funds comprise of £11,745 towards specific projects identified by the Senior Leadership team and agreed to be held in a designed fund by the board of trustees.

Restricted Funds	Balance 01/09/21 £	Income £	Expenditure £	Transfers	Balance 31/08/22 £
Albury	2,281	0	0	0	2,281
Ready 4 Action	607	0	4,535	3,928	0
CIC Startup Fund	7,907	0	3,531	0	4,376
Youth Café	0	59,786	49,947	0	9,839
Community Youth Work	0	16,739	11,906	0	4,833
Transition Coaching	709	8,767	8,767	0	709
Allen House Development	146,570	0	8,060	0	138,510
Social Action	3,826	0	0	-3,826	0
Schools	0	47,407	47,169	0	238
Horsley YC	802	0	0	0	802
Boost	0	10,604	16,891	6,287	0
CIC Running Costs	0	1,428	1,428	0	0
GASP	0	6,530	5,336	0	1,194
Digital	0	13,380	9,650	0	3,730
Workshops	0	6,324	6,324	0	0
Young Leaders	0	5,405	4,212	0	1,193
	162,702	176,370	177,756	6,389	167,705

Albury: This was a weekly youth club funded by The Lychgate Trust. The remaining money will be returned to Lychgate.

Ready 4 Action: Social Action workshops for Young people to help in the Community. This was funded using the left over money from iWill from the Social Action Restricted fund.

Boost: Developing apprentices and arranging work experience placements for young people. Part funded by Neat2Eat contract.

CIC Startup funds: Funds donated to Matrix in order to startup the café (The Hideaway) in the CIC.

Youth Café: After school café within the Hideaway. Funded by the Office of the Police and Crime Commissioner for Surrey and Surrey Wellbeing Partnership (SWP) contract.

Community Youth Work: Detached youth work, after school clubs and weekly school drops ins. Founded by Poyle and Community Foundation for Surrey grants.

Schools: 1:1 support sessions in schools funded by schools contracts and SWP.

Social Action: The money from this fund was transferred to the Ready 4 Action project as it had the same aims.

Transition Coaching: Mentoring and other activities to support young people moving from Year 6 to Year 7. Funded by the SWP contract.

Young Leaders: A young leaders program working with young people in school years 10-13. Funded by the High Sheriff.

GASP: Funded by the Gasp project and Loseley trust to give their Young People 1:1 sessions with a youth worker. The project didn't run in the summer term so the remaining money will be used for the GASP project in the next financial year.

Digital: Funded by the Community Foundation for Surrey. This project was to resource and support the staff running digital sessions due to Covid. The money remaining is in the restricted fund to either be returned or used for future digital equipment needed.

Pavilion Development: The costs for developing the Pavilion into a social enterprise have been capitalised and this fund will be used to meet the depreciation costs.

Restricted funds are represented by the charity's cash reserves and fixed assets investments held and are to be expended as specified above.

6. CASH AT BANK AND IN HAND	Unrestricted Fund	Restricted Fund	Total 31/08/2022	Total 31/08/2021
	£	£	£	£
Current Account	7,889	0	7,889	15,670
Savings Account	276,426	25,474	301,900	94,584
Inventory	1,127	0	1,127	173
Petty Cash	325	0	325	5
	285,761	25,474	311,235	110,432

	Unrestricted Fund £	Restricted Fund £	Total 31/08/2022 £	Total 31/08/2021 £
7. DEBTORS				
Tax Recoverable	2,007	0	2,007	1,696
Sundry Debtors	24,937	15,000	39,937	0
Contracts	0	0	0	101,079
CIC	0	0	0	6,150
Prepayments	2,870	0	2,870	1,899
	29,814	15,000	44,814	110,825

8. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	Unrestricted Fund £	Restricted Fund £	Total 31/08/2022 £	Total 31/08/2021 £
Accountancy fees	1,200	0	1,200	1,200
Salaries and NI	6,955	0	6,955	4,491
HMRC VAT	0	0	0	0
Sundry Creditors	1,249	0	1,249	12,466
Deferred Income	241,126	22,000	263,126	157,559
	250,530	22,000	272,530	175,715

	2021/22 £	2020/21 £
9. STAFF COSTS AND NUMBERS		
Gross Wages and Salaries	285,002	168,433
Employer's NI Costs	17,583	7,220
Pension Contributions	5,220	2,655
	307,805	178,308

Employees who were engaged in each of the following activities:

	2021/22 TOTAL	2020/21 TOTAL
Activities in furtherance of organisation's objects:		
Total number of full-time and part-time employees	15	12
Equivalent number of full time employees	12	8.8

The charity operates a PAYE scheme to pay all employed members of staff, and no employees received emoluments above £60,000 (2019/20 None).

10. RECONCILIATION OF MOVEMENT IN CAPITAL AND RESERVES

The Company is Limited by Guarantee, and is a Charity registered with the Charity Commission number 1081852. The Charity does not have a Share capital and has no income subject to Corporation Tax.

	Note	2021/22 £	2020/21 £
Surplus/Deficit for the financial year		31,100	82,054
		31,100	82,054
Balance brought forward		203,351	121,297
Transfer of Restricted funds			
Closing Funds at 31st August		234,451	203,351

11. PAYMENTS TO DIRECTORS AND RELATED PARTIES

No payments were made to any Director or any persons connected with them during this financial period. No transaction took place between the charity and the Directors or any person connected with them.

12. RISK ASSESSMENT

The Directors actively review the major risks which the charity faces on a regular basis, and believe that maintaining the free reserves stated combined with the annual review of the controls over key financial systems will provide sufficient resources in adverse conditions. The Directors have also examined other operational and business risks which they face, and confirm that they have established systems to mitigate the significant risks.

13. RESERVES POLICY

The Trust recognises the propriety of not building up funds for which there are no clear expenditure plans. The Trust's policy is to allow reserves to accrue to a level of three months' average expenditure, plus funds which may be earmarked for specific projects in the future. As the Trust is still growing, reserves may only exceed this policy level in order to be able to respond positively to new opportunities. This situation is actively monitored to ensure that reserves do not build up unnecessarily.

14. PUBLIC BENEFIT

The charity acknowledges its requirement to demonstrate clearly that it must have charitable purposes or 'aims' that are for the public benefit. Details of how the charity has achieved this are provided in the Trustees' report. The Trustees confirm that they have paid due regard to the Charity Commission guidance on public benefit before deciding which activities the charity should undertake.

THE MATRIX TRUST

England & Wales - Charity number 1081852

Accounts



The Matrix Trust (Matrix)

(A company limited by guarantee)

Directors Annual Report and Financial Statements For the Year Ended 31 August 2021

Charity Registration No. 1081852

Company Registration number 03977050

Independent Examiners Ltd
2 Broadbridge Business Centre
Delling Lane
Bosham
West Sussex
PO18 8NF

Contents

3	Legal and Administrative Information
4	Director's Report
5	Aims and objectives
7	Public benefit and achievements
12	Structure, governance and management
16	Financial review
19	Statement of Financial Activities
20	Balance Sheet
22	Notes to the Financial Statements
31	Independent Examiners Report

Legal and Administrative Information

Charity Name: The Matrix Trust (Matrix)

Charity registration number: 1081852

Company registration number: 03977050

Legal Status: Incorporated Charity

Start of Financial Year: 1st September 2020

End of Financial Year: 31st August 2021

Registered Office: Allen House Pavilion, Eastgate Gardens, Guildford, Surrey, GU1 4AZ

Directors

Simon Slater	<i>Chair</i>
Tim Bower	<i>Vice-Chair</i>
Ian Nicholson	
Ian Cook	
Kyung Chul Kang	
Matt Davis	
Neil Fenton	<i>Treasurer</i>
Kenneth Mead	Appointed 30 September 2020
Lindsay Jespersen	Appointed 16 December 2020
Jennifer Hall	Appointed 17 March 2022

Senior Management Team

Misty Bower	Chief Executive Officer
Juliette Milton	Head of Finance

Governing Document Memorandum and Articles of Association Dated 6th April 2000 (updated January 2019).

Independent Examiners: Independent Examiners Ltd
2 Broadbridge Business Centre
Delling Lane
Bosham
West Sussex
PO18 8NF

Primary Bankers: The Metro Bank
35-37 North Street
Guildford
GU1 4TE

Directors Report

Matrix has now been established for 21 years and is dedicated to working with young people - helping them to make the most of their lives, and for young people - catalysing change by nurturing, inspiring, connecting and empowering them.

This academic year brought many challenges, with the deepening of a global pandemic and the need to quickly adapt services to continue to meet the needs of young people. However, The Matrix Trust finished the year on a firm footing with strengthened relationships in the community, a growing team, new flagship projects and a more secure financial position.

Over the year this academic year we worked with 715 individuals across 11 projects, working tirelessly to support 150 of the most vulnerable young people with in-depth regular support, making a real difference to young people's lives.

The achievements are detailed in the public benefit and achievements section of the report, but I would highlight in particular the launch of the Community Wellbeing Team as part of the Surrey Wellbeing Partnership and the transformational development of Allen House Pavilion culminating in the launch of the stunning Hideaway Café and Youth Hideaway as remarkable achievements by our management and staff at all levels.

During this year The Trust also increased its visibility and strengthened its reputation in the community, which has been reflected in the generous financial and pro bono support received from many individuals and organisations in the past year, whom we are indebted to.

On behalf of the Trustees, I am extremely grateful to all concerned and looking ahead I am confident that we can continue to deliver on our charitable objectives and make a real difference in the lives of the amazing young people we work with.

Simon Slater (Chair of Trustees)

Aims and Objectives

Purposes and Aims

Our charity's purposes as set out in the objects contained in the company's memorandum of association are to:

- To act a resource for young people
- To relieve persons who are in conditions of need or hardship
- To advance education
- To provide facilities for recreation or other leisure time occupation in the interest of social welfare for young persons
- To advance the Christian faith
- To promote and fulfil such other charitable purposes beneficial to the community

Matrix aims to catalyse change for vulnerable young people, helping them to make the most of their lives and become active citizens in their community. To achieve this we work in partnership with young people, churches, schools, local organisations and the community to nurture, inspire, connect and empower them. Matrix works from within a Christian ethos which forms the culture within which we work.

Ensuring our work delivers our aims

We review our aims, objectives and activities each year. This review looks at what we achieved and the outcomes of our work in the previous 12 months and what the local needs of young people are for the year ahead. The review also helps us ensure our aims, objectives and activities remain focused on our stated purposes.

The focus of our work

Our main objectives for the year explicate our focus of supporting young people across Guildford Borough, through preventative and relational support activities:

1. Develop new and improve existing provision that has a measurable positive impact on young people's wellbeing and holistic development

2. Increase the provision of and access to innovative and enjoyable activities and experiences that provide young people with the opportunity to discover and achieve their potential
3. Build networks and a range of opportunities for young people to connect with their community
4. Establish a young leader's pathway that equips young people with transferable skills
5. Grow Matrix to a sustainable size and consolidate our position as an effective youth work provider that delivers on its strategy for the young people of Guildford

COVID Restrictions

During this year, still subject to restrictions brought on by the covid-19 pandemic Matrix regularly reviewed the strategic objectives and whilst we continued to work towards the standing objectives, prioritised the wellbeing of the team and these specific aims:

1. To reach those young people who need it most and ensure we deliver to a high standard
2. Continue to develop relationships with young people to grow a core group
3. Develop the infrastructure to support anticipated charity growth - profile, fundraising and systems to be ready

To achieve the objectives and changed priorities we used a variety of approaches including:

- Providing a range of services in schools and the community within some of the more disadvantaged communities of Guildford Borough
- Providing a mixed method of support including face-to-face, telephone and digital where appropriate
- Listening to our Youth Steering Group to guide our services
- Working collaboratively with other agencies, such as schools, churches and other charities, to ensure breadth of provision

Public Benefit and Achievements

All our charitable activities focus on improving the lives of young people, their families and their communities for the public benefit. Our main activities and beneficiaries are described below.

Who used and benefited from our services?

We focus our services for young people across Guildford Borough, to provide a depth of provision that serves our objects and beneficiaries well. All our services are provided free or are heavily subsidised.

The academic year 2020-21 was heavily affected by the covid-19 pandemic, reducing the number of beneficiaries we were able to work with and the ways in which we could work with them.

The number of young people accessing our provision in the 2020/21 academic year was 715. Over the year we offered a total of 817 one-to-one support sessions, both during term-time working face-to-face or digitally and in the holidays meeting young people in the community.

As the covid-19 restrictions and subsequent National Youth Agency (NYA) guidelines ebbed and flowed over the year we continued to adapt our services to meet the changing needs of young people in Guildford Borough.

By the end of the academic year we had been able to help prevent 528 young people from feeling lonely or being socially isolated through our new central Youth Café and activities in schools at lunchtimes. 37 young people had found support through targeted activities, such as workshops and work experience.

Our impact measuring informs us that our delivery services helps to catalyse change for young people in a broad variety of ways, including: improving mental health, reducing self-harm, giving them tools and techniques to help themselves in difficult times, teaching life skills (eg: cooking and relationships), building confidence, reducing anxiety (including around covid fears), helping them make friends and giving them a voice in their community, as well as reducing social isolation.

However, the impact of our work goes far beyond those we help directly, as change in the lives of young people also has an impact on their parents, families and communities.

The main areas of charitable activity were the provision of one-to-one mentoring and advice-giving; targeted social, emotional and life skills activities and detached and drop-in social activities in both schools and the community. We also launched a new central Youth Café.

Some of the activities listed below formed a part of our new contract through the Surrey Wellbeing Partnership.

The achievements and impact that flow from our work are described below:

In Schools:

We returned to schools in September 2020 providing face-to-face sessions, but by the end of November we had switched back to online sessions due to school closures.

In the academic year 2020/21, we based youth workers in 2 secondary schools, embedded as part of their pastoral team. As the pandemic restrictions ebbed and flowed, the team either worked from schools or from home providing the same service for young people using a digital system. This team provided over 300 hours of one-to-one support. Much of our usual youth work in schools had to be cancelled when schools were closed during periods of lockdown.

Youth Support Sessions

83 young people were supported one-to-one across 2 secondary schools in Guildford. Young people are referred in times of crisis or when school staff are concerned about their mental state. Each young person is assessed in an initial session to ascertain their level of need and then meets with a trained youth worker according to need (weekly, fortnightly or monthly) to talk, learn tools or techniques, and process their situation. Each young person is seen until they no longer require this additional support, however, most are signed off within the year. This service continued throughout the pandemic offering young people access to a virtual session via school or self-referral.

Our team of 3 paid staff and 2 trained volunteers supported young people through a range of emotional wellbeing, mental health and life issues such as anxiety, family breakdown and low self-esteem.

Drop-ins

490 young people accessed school-based lunchtime social drop-ins or detached activities on the playground across 2 secondary schools whilst schools were open. They provided a space for socialising, reducing stress-levels through game playing and for speaking to youth workers about life issues, as well as engaging them in fun challenges to take their mind off the worries of covid and life and increase general wellbeing.

School Transition Coaching

We worked with 11 Year 6 children who schools identified as needing additional support with the transition to secondary school. Each young person is matched with a trained volunteer who works through a programme of emotional literacy, supporting the child in building resilience for the move. They continue to work with them for up to 12 months once they move onto their secondary school. A total of 47 sessions were held, limited by access. Due to covid restrictions we were unable to have access to a new cohort of children in May 2021, restricting the programme during the summer term.

Workshops

We ran 3 different workshops across 2 schools, helping young people to learn about Social Action and their role in their communities; Anxiety - managing their mental health with a particular focus on pandemic fears and Young Leaders - learning life skills including: healthy relationships, communication and building resilience. 19 young people accessed these, referred by schools due to being either classed as vulnerable, or as a child of a key worker child and therefore continuing to attend school during school closures. These were held online.

In Communities:

Youth Steering Group

7 young people aged 16-18 attended our Youth Steering Group. This gave them a platform to make a difference for both themselves and their peers. They were also key members of the group who developed the Youth Café, developing its vision and purpose and deciding what it should look like as well as what activities should take place.

Once opened they also volunteered at the Youth Café connecting with young people from a variety of backgrounds and making sure they felt welcome. They took part in Barista training in order to serve young people at the café.

For some members of the group this gave them a unique opportunity to be given a voice and to help other young people.

Youth Café

In April 2021 we launched a central Youth Café in our newly renovated building for young people in years 7-13. Working alongside our Youth Steering Group whose aim was of a 'youth led space where wellbeing is promoted and young people are welcomed and accepted as part of the community' the Youth Café was open 3 days a week after school providing an open access drop in for all secondary aged students. In the first 5 months of running we opened 3 times a week (once a week in the holidays) for a total of 72 hours, welcoming 38 young people through the doors.

Young people accessed a safe space with activities such as games on the green, console competitions, active challenges, art and nail art provided free of charge. The Youth Steering Group volunteered to support these sessions.

Community Wellbeing Team

As part of this initiative, we launched a Community Wellbeing Team that works with 8 to 18 year olds within the community, doing both 1:1 and group work. This is a needs-led service where young people, alongside their Wellbeing Practitioner, identify the outcomes they wish to achieve. Part of a wider SWP project, these community-based practitioners focus on early intervention and work right across Guildford Borough.

During the first 5 months of the project we supported 56 young people towards more positive mental health outcomes, helping them build resilience and connecting them with other Matrix activities to provide longevity of support.

The Hideaway Café:

In April 2021, under The Pavilion Hub CIC, we launched The Hideaway Café. This aims to engage the community in empowering & inspiring at-risk young people through employment, support & training.

Apprenticeships

Our newly launched apprenticeship programme supported 5 young people aged 16-24 into an apprenticeship. Each apprentice was recruited and then placed with either The Hideaway Café or Neat 2 Eat (a CIC working with young apprentices aged 19-24). For the duration of the programme they gathered 1 day a week for an in-house personal development training alongside their online Level 2 training in either Hospitality Team Member or Production Chef.

The personal development programme is based on Maslow's Hierarchy of Needs, supporting young people to look after themselves well, learn life skills such as budgeting and develop personal skills in areas such as emotional literacy, relationships and communications. In addition the programme provided trips to other work environments and local charities to broaden the young people's experience and horizons, and it increased their employability through CV writing and support with job applications.

Work Experience

The work experience programme aims to break the cycle so many young people face: 'needing experience to get a job but needing a job to gain experience'. We work closely with individuals as well as local secondary schools to support those young people who have not been able to find an appropriate placement. Pairing eligible young people with local businesses and organisations we endeavour to match students with their passions and where possible find placements within their chosen career field.

In the first summer of this programme we matched 6 young people with their desired placement, including the office of a political party candidate, a charity and a translation firm.

Structure, Governance and Management

Governing Document

Matrix is a charitable company limited by guarantee, incorporated on 19th April 2000 and registered as a charity on 4th August 2000. The company was established under a Memorandum and Articles of Association.

The Charity's objects are:

- a) To act a resource for young people, up to the age of 25, living in Surrey and surrounding areas, by providing advice and assistance, and organising programmes of physical, educational and other activities as a means of:
 - i. 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 responsibility individuals;
 - ii. Advancing education;
 - iii. Relieving unemployment;
 - iv. 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.
- b) To relieve persons who are in conditions or hardship and to relieve the distress caused thereby
- c) To advance education by such means as the trustees may consider appropriate including by means of establishing and operating any educational establishment or establishments
- d) To provide facilities for recreation or other leisure time occupation in the interest of social welfare for young persons who have need of such facilities by reason of their age, infirmity or disablement, poverty or social and economic circumstances with the object of improving the conditions of life for such persons.
- e) To advance the Christian faith in accordance with the statement of beliefs appearing in the schedule hereto attached (see full Memorandum and Articles of Association).

Organisational Structure

The Trust is overseen by a Board of 8 Trustees who have high levels of experience and expertise in law, safeguarding, tax and financial procedures. It is responsible for the proper running of the charity and meets quarterly. The meetings are fully minuted, with discussions and decisions being recorded.

The daily management of the Charity is delegated to the Chief Executive Officer (Misty Bower). She is responsible for ensuring the smooth running of the charity and that it delivers the expected services. An operational senior management team is formed with the CEO and Juliette Milton, Head of Finance. Juliette is responsible for accurate management and reporting on all aspects of finance and funds. In this year Dan Setterfield was appointed into a new post of Head of Youth Work and joined the senior management team.

In addition to the quarterly meetings, the Trustee Board ensures ongoing Governance through committees and Trustees with specific responsibility. The Finance Committee continues to meet quarterly in-between board meetings, run by the Treasurer, to ensure continued diligent oversight of Matrix finances. A Fundraising Committee also meets twice a year to support the staff fundraising team and ensure a breadth of activities are taking place. A designated safeguarding trustee meets twice a year with the Matrix Designated Safeguarding Lead and also engages in the audit of safeguarding protocols.

Recruitment and Appointment of Trustees

The directors of the company are also charity trustees for the purposes of charity law. All Board members must be in agreement with the statement of beliefs. Under the requirements of the Memorandum and Articles of Association the members of the Board are elected to serve for a period of 3 years after which they must be re-elected at the next Annual General Meeting.

All members of the Board give their time voluntarily and receive no benefits from the charity. Any expenses reclaimed from the charity are set out in note 11 to the accounts.

The Board represents a broad range of skills across the community and business sectors, as well as professional bodies. An annual skills audit is undertaken to ensure that this range is maintained, and in the event of particular skills being lost due to retirements, individuals are approached to offer themselves for election to the Board.

The Pavilion Hub CIC

During this year we launched The Pavilion Hub CIC, a not for profit company with any surplus or assets used principally for the benefit of the community.

The objects of the Company are to carry on activities which benefit the young people of Guildford together with the wider community and in particular (without limitation) to run a central hub for the Guildford community to connect with and support young people. The offer will be a café for the community to meet providing employment and training opportunities to local young people, a meeting space for hire, and a discovery space where the community can connect with young people to provide skills training and mentoring support.

This CIC was launched to enable us to expand and support our services and make full use of our leased building, Allen House Pavilion. As such, The Matrix Trust is the legal entity that holds significant control over the CIC and The Pavilion Hub is asset locked to Matrix.

It was agreed that the number of Directors of the CIC shall not be less than four, of which at least three must be Matrix Directors, ensuring that at least half of the directors are also Trustees of Matrix.

Surrey Wellbeing Partnership

In April 2021 Matrix became a member of the newly formed Surrey Wellbeing Partnership's (SWP) a formal joint venture of local and national charities of various sizes with a common goal: to work with children and young people in the community to improve wellbeing and mental health so that they can live full, fun and confident lives. As part of this a contract was taken to provide various activities.

Responsibilities of the Board

Company law requires the Board to prepare financial statements for each financial year which give a true and fair view of the state of the affairs of the charitable company as at the balance sheet date and of its incoming resources and application of resources, including income and expenditure, for the financial year. In preparing those financial statements, the Board should follow best practice and:

- select suitable accounting policies and then apply them consistently;
- make judgements and estimates that are reasonable and prudent; and

- prepare the financial statements on the going concern basis unless it is not appropriate to assume that the company will continue on that basis.

The Board is responsible for maintaining 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 1985. The Board is 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.

Members of the Board

Members of the Board, who are directors for the purpose of company law and trustees for the purpose of charity law, who served during the year and up to the date of this report are set out on page 3.

In accordance with company law, as the company's directors, we certify that:

- so far as we are aware, there is no relevant audit information of which the company's auditors are unaware; and
- as the directors of the company we have taken all the steps that we ought to have taken in order to make ourselves aware of any relevant audit information and to establish that the charity's auditors are aware of that information.

Independent Examiners

Independent Examiners Ltd were re-appointed as the charitable company's independent examiners during the year and have expressed their willingness to continue in that capacity. This report has been prepared in accordance with the Statement of Recommended Practice: Accounting and Reporting by Charities (FRS102 effective 1 Jan 2015) and in accordance with the special provisions of Part VII of the Companies Act 1985 relating to small entities.

Financial Review

Introduction

The overall income for the last 12 months was £334,198 with expenditure at £252,128. £70,747 of this income was for the capital costs to redevelop Allen House Pavilion which took place this financial year. The costs of the development have been capitalised and will be depreciated over the life of our 20 year lease on the Pavilion. We have increased our income by donations, legacies and similar income by 15% compared to our 19/20 income. Overall our income has increased from the previous year due to an increase in Grants and funding from churches and other organisations.

Principal funding sources

The principal funding source for the charity was from funding grants, forming 58% of the income. We are very grateful to the following for their funding contributions towards the building development and café start up: MCV LTd, Bernard Sunley, Community Foundation for Surrey, Suez, School for Social Enterprises and Percy Bilton. We are also grateful for the funding for our youth projects from: Bishop of Guildford, Office of the Police and Crime Commissioner for Surrey, Groundwork UK, Poyle, Community Foundation for Surrey, High Sheriff Youth Awards, Aspire, Anchor Foundation, Garfield Weston, Joseph Rank, Albert Hunt and Arnold Clark Community fund

Community fundraising only formed 3% of our income (excluding building development income) this year, a decrease of 6 % on 2019/20. Pre Covid our community fundraising was 42% of our income and we are hoping to raise our fundraising in 21/22 once restrictions ease.

Reserves Policy

Matrix recognises the propriety of not building up funds for which there are no clear expenditure plans while retaining funds which are prudent in the light of risk management. Our policy is therefore to allow reserves to accrue to a level of £30,000 or three months average unrestricted expenditure (whichever is the greater), plus funds which may be earmarked for specific projects in the future. As the charity grows, reserves may exceed this policy level in order to be able to respond positively to new opportunities. This situation is actively monitored using a process of regular budget and

management accounting reviews to ensure that reserves do not build up unnecessarily. This year sees us end with unrestricted funds at £40,649 of which £35,649 are general funds and in line with our reserves policy. £5,000 of the unrestricted funds has been earmarked for the start-up costs of the Pavilion Hub CIC. Our restricted funds are £162,702, £146,570 is capitalised expenditure which will be used in the depreciation of the building development over the next 20 years.

Investment Policy

Apart from the reserves set aside by our reserves policy, the majority of funds are spent over a short-term period and so there are few funds for long term investment. The policy of the Trustees is therefore to maximise the investment returns available for funds which are not immediately required for Trust activities, but having regard to the cash-flow needs of the organisation at any particular time. In practice, this means that a majority of its funds are invested in instant access, interest-bearing accounts.

Risk Management

The Board has considered the risks associated with this charity and consider that the following are those to which appropriate systems and procedures should be put in place:

Financial Risks – The Board has put in place internal controls which minimise the risk to the charity of financial loss through fraudulent activity. There is also the risk of low income that would prevent us from being able to cover our liabilities which our reserves policy aims to help regulate.

Safeguarding – Most of the activities of the charity necessitate contact between paid or voluntary staff and minors. The Trustees have therefore drawn up a Safeguarding and Child Protection Policy which deals in detail with procedures to be followed when employees or volunteers are in contact with children, or when complaints or suspicion about behaviour are raised. There is a safer recruitment procedure in place that all paid or voluntary staff must go through, and all employees and volunteers with significant contact with young people are required to undergo a check through the Disclosure Barring Service. The CEO acts as the Designated Safeguarding Lead and one Trustee has been designated as Safeguarding Lead on the Board. They meet annually to conduct a safeguarding review and update the Safeguarding and Child Protection Policy to reflect any new legislation and recommendations.

All staff and volunteers are trained within a reasonable amount of time and are expected to read and understand the policy, this is repeated annually with any additional updates. Safeguarding 'hot topics' are also discussed with staff at monthly team meetings.

Approved by the Directors on the 5/5/22

Signed on their behalf by Director 

Print Name: SIMON SLATER

Statement of Financial Activities

For the Year Ended 31st August 2021

(Incorporating Income & Expenditure Account)

	Notes	Unrestricted Funds £	Restricted Funds £	TOTAL 2020/21 £	TOTAL 2019/20 £
INCOMING RESOURCES					
Incoming Resources from Generated Funds					
Donations and Legacies	3a	55,424	186,291	241,715	208,275
Charitable Activities	3b	35,607	49,445	85,051	19,213
Other Trading Activities	3c	7,311	0	7,311	14,599
Investment Income	3d	105		105	343
		98,447	235,736	334,182	242,430
RESOURCES EXPENDED					
Cost of Generating Funds					
Raising Funds	4a	5,158	0	5,158	5,029
Charitable Activities	4b	97,069	148,299	245,368	144,843
Other	4c	792	809	1,601	1,984
TOTAL RESOURCES USED		103,019	149,108	252,128	151,856
NET INCOMING (OUTGOING) RESOURCES					
		(4,572)	86,628	82,054	90,575
Total Funds Brought Forward		47,400	73,896	121,297	30,722
Transfer between funds		(2,194)	2,194	-	
TOTAL FUNDS CARRIED FORWARD		40,649	162,702	203,351	121,297

Movements on all reserves and all recognised gains and losses are shown above. All the charity's operations are classed as continuing. The notes on pages 22 to 30 form part of these financial statements.

There may be minor discrepancies as pence are not being shown

BALANCE SHEET
AS AT 31st AUGUST 2021

	Note	Unrestricted Funds £	Restricted Funds £	31/08/21 Total £	31/08/20 Total £
Fixed Assets					
Tangible assets	2	0	157,810	157,810	0
Current Assets					
Debtors & Prepayments	7	2,745	108,079	110,825	3,956
Cash at Bank and in hand	6	42,859	67,573	110,432	161,729
Total Current Assets		45,604	175,653	221,257	165,685
Creditors: due within one year	8	4,955	170,760	175,715	44,388
NET CURRENT ASSETS		40,649	4,892	45,542	30,322
TOTAL ASSETS less current liabilities		40,649	162,702	203,351	121,297
NET ASSETS		40,649	162,702	203,351	121,297
Funds of the Charity					
Unrestricted Funds	5	40,649	0	40,649	47,401
Restricted Funds	5	0	162,702	162,702	73,896
		40,649	162,702	203,351	121,297

There may be minor discrepancies as pence are not being shown

Directors' Responsibilities

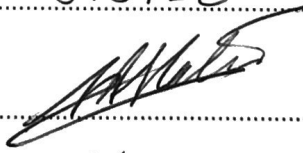
The directors are satisfied that for the period ended on 31st August 2021 the charitable company was entitled to exemption from the requirement to obtain an audit under section 477 of the Companies Act 2006 and that no member or members have required the company to obtain an audit of the accounts for the year in question in accordance with section 476 of the Act. However in accordance with section 145 of the Charities Act 2011, the accounts have been examined by an Independent Examiner whose report appears on pages 31 to 32.

The directors acknowledge their responsibility for complying with the requirements of the Companies Act 2006 with respect to accounting records and the preparation of accounts.

The accounts have been prepared in accordance with the provision in Part 15 of the Companies Act 2006 applicable to companies subject to the small companies regime and in accordance with the Financial Reporting standard for Smaller Entities (effective April 2008).

The directors acknowledge their responsibility for ensuring that the company keep proper accounting records which comply with section 386 of the Act and for preparing financial statements which give a true and fair view of the state of affairs of the company as at the end of the financial year and if its profit and loss for the financial year in accordance with the requirements of the sections 394 and 395 and which otherwise comply with the requirements of the Companies Act 2006 relating to accounts, so far as applicable to the Company.

Approved by the Directors on the 5/5/22

Signed on their behalf by Director 

Print Name: SIMON SLATER

NOTES TO THE FINANCIAL STATEMENTS
For the Year Ended 31st August 2021

1. ACCOUNTING POLICIES

Basis of Preparation & Assessment of Going Concern

Basis of Preparation

The 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. 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 (FRS102) (effective 1 January 2015) - (Charities SORP - FRS102) and the Charities Act 2011.

The Charity meets the definition of a public benefit entity under FRS102. Assets and liabilities are initially recognised at historical cost unless otherwise stated in the relevant accounting policy notes.

Assessment of Going Concern

Preparation of the accounts is on a going concern basis. The trustees consider that there are no material uncertainties about the Charity's ability to continue as a going concern.

Incoming Resources

Recognition of Incoming Resources

These are included in the Statement of Financial Activities (SOFA) when:

- the charity becomes entitled to the resources;
- the trustees are virtually certain they will receive the resources; and
- the monetary value can be measured with sufficient reliability

Incoming Resources with Related Expenditure

Where incoming resources have related expenditure (as with fundraising or contract income) the incoming resource and related expenditure are reported gross in the SOFA.

Grants and Donations

Grants and Donations are only included in the SOFA when the charity has unconditional entitlement to the resources.

Tax Reclaims on Donations and Gifts

Incoming resources from tax reclaims are included in the SOFA at the same time as the gift to which they relate.

Contractual Income and Performance Related Grants

This is only included in the SOFA once the related goods or services has been delivered.

Gifts in Kind

Gifts in kind are accounted for at a reasonable estimate of their value to the charity or the amount actually realised. Gifts in kind for sale or distribution are included in the accounts as gifts only when sold or distributed by the charity. Gifts in kind for use by the charity are included in the SOFA as incoming resources when receivable.

NOTES TO THE FINANCIAL STATEMENTS
For the Year Ended 31st August 2021

Donated Services and Facilities

These are only included in incoming resources (with an equivalent amount in resources expended) where the benefit to the charity is reasonably quantifiable, measurable and material. The value placed on these resources is the estimated value to the charity of the service or facility received.

Volunteer Help

The value of any voluntary help received is not included in the accounts but is described in the trustees' annual report.

Investment Income

This is included in the accounts when receivable.

Investment Gains and Losses

This included any gain or loss on the sale of investments and any gain or loss resulting from revaluing investments to market value at the end of the year.

Expenditure and Liabilities

Liability Recognition

Liabilities are recognised as soon as there is a legal or constructive obligation committing the charity to pay out resources.

Governance Costs

Include costs of the preparation and examination of statutory accounts, the costs of the trustees' meetings and cost of any legal advice to trustees on governance or constitutional matters.

Grants with Performance Conditions

Where the charity gives a grant with conditions for its payment being a specific level of service or output to be provided, such grants are only recognised in the SOFA once the recipient of the grant has provided the specified service or output.

Grants Payable without Performance Conditions

These are only recognised in the accounts when a commitment has been made and there are no conditions to be met relating to a grant which remain in control of the charity.

Support Costs

Support costs include central functions and have been allocated to activity cost categories on a basis consistent with the use of the resources, eg allocating property costs by floor areas, or per capital, staff costs by the time spent and other costs by their usage.

Fixed Assets

Tangible fixed assets for use by the charity, are capitalised if they can be used for more than one year, and cost at least £1,000. They are valued at cost or, if gifted, at the value to the charity on receipt.

NOTES TO THE FINANCIAL STATEMENTS
For the Year Ended 31st August 2021

Investments

Investments quoted on a recognised stock exchange are valued at market value at the year end. Other investment assets are included at trustees' best estimate of market value.

There has been no change to the accounting policies (Valuation rules and methods of accounting) since last year.

Depreciation

Depreciation has been calculated on a reducing balance basis. The rates applied per annum are as follows:

Fixtures and Fittings 25%

Equipment 25%

Computer Equipment 25%

Depreciation for Building developments are calculated on a straight line basis over the lease period of the building (20 years).

2. TANGIBLE FIXED ASSETS

		Unrestricted Equipment	Restricted Equipment	Total 2020/21
		£	£	£
Cost	01-Sep-20	0	0	0
Additions		0	166,388	166,388
Cost at	31-Aug-21	0	166,388	166,388
Depreciation	01-Sep-20	0	0	0
Charge		0	8,578	8,578
Depreciation at	31-Aug-21	0	8,578	8,578
Net Book Value	31-Aug-21	0	157,810	157,810
Net Book Value	31-Aug-20	0	0	0

The annual commitments under non-cancelling operating leases, capital commitments, and contingent liabilities are as follows:

31st August 2021:	None
31st August 2020:	None

NOTES TO THE FINANCIAL STATEMENTS
For the Year Ended 31st August 2021

3. INCOMING RESOURCES

	Note	Unrestricted Funds £	Restricted Funds £	TOTAL 2020/21 £	TOTAL 2019/20 £
a) Donations, Legacies and Similar Income					
Churches & Organisations		9,361	760	10,121	18,971
Gift Aid Refunds		3,451	2,323	5,774	4,168
Gifts from Individuals		13,568	18,705	32,274	23,522
Grants received		29,043	164,503	193,546	161,514
		55,424	186,291	241,715	208,275
b) Charitable Activities					
Office Rental		0	0	707	707
Outreach & Projects		0	6,150	6,150	251
Schools & Youth projects		35,607	43,295	78,902	18,255
		35,607	49,445	85,051	19,213
c) Other Trading					
Fundraising		7,311	0	7,311	14,599
		7,311	0	7,311	14,599
c) Investment Income					
Bank Interest		105	0	105	343
		105	0	105	343

4. RESOURCES EXPENDED

	Note	Unrestricted Funds £	Restricted Funds £	TOTAL 2020/21 £	TOTAL 2019/20 £
a) Expenditure on Raising Funds					
Gifts and General Expenditure					
CIC – Pavilion Hub		5,000	0	5,000	0
Outreach & Projects		158	0	158	5,029
		5,158	0	5,158	5,029
b) Cost of Charitable Activities					
Advertising & Publicity		289	2,489	2,777	2,024
Office & Administration Costs		3,126	4,989	8,115	6,696
Recruitment & Training		1,582	1,791	3,373	3,416
Rent & Rates		1,930	1,525	3,455	8,875
Salaries, Tax & NI	9	86,346	91,962	178,308	118,897
Other labour costs		1,375	0	1,375	0
Project Costs		2,231	26,077	28,307	4,301
Website Costs		190	428	618	635
Depreciation Expense		0	8,579	8,579	0
CIC Development		0	10,460	10,460	0
		97,069	148,299	245,368	144,843

NOTES TO THE FINANCIAL STATEMENTS
For the Year Ended 31st August 2021

4. RESOURCES EXPENDED	Note	Unrestricted Funds £	Restricted Funds £	TOTAL 2020/21 £	TOTAL 2019/20 £
c) Governance Costs					
Accountancy Fees		444	759	1,200	1,200
Legal & Professional Fees		348	53	401	784
		<u>792</u>	<u>809</u>	<u>1,601</u>	<u>1,984</u>

5. FUNDS

Unrestricted Funds	Balance 01/09/20 £	Income £	Expenditure £	Transfers	Balance 31/08/21 £
General Funds	32,400	98,447	93,019	-2,179	35,649
Designated Funds	15,000	0	10,000		5,000
	47,400	98,447	103,019	-2,179	40,649

Designated Funds comprise of £5,000 towards infrastructure and £10,000 towards the Pavilion start-up costs as agreed by the Board of Trustees.

Restricted Funds	Balance 01/09/20 £	Income £	Expenditure £	Transfers	Balance 31/08/21 £
Albury	2,281	0	0	0	2,281
Ready 4 Action	66	1,392	1,392	0	66
CIC Startup Fund	0	19,483	11,576	0	7,907
Youth Café	0	49,842	48,842	-1000	0
Community Youth Work	0	20,107	20,333	266	0
Transition Coaching	0	8,910	7,321	-880	709
Pavilion Development	70,747	89,018	13,195	0	146,570
Social Action	0	5,500	1,674	0	3,826
School	0	16,414	16,989	576	0
Horsley YC	802	0	0	0	802
Boost	0	4,981	8,238	3,257	0
Young Leaders	0	1,556	1,556	0	0
	73,895	235,736	149,108	2,179	162,702

NOTES TO THE FINANCIAL STATEMENTS
For the Year Ended 31st August 2021

Albury: This was a weekly youth club funded by The Lychgate Trust.

Ready 4 Action: As in past years working in areas of need with practical help such as gardening and decorating.

Boost: Developing apprentices and arranging work experience placements for young people. Part funded by Neat2Eat contract.

CIC Startup funds: Funds donated to Matrix in order to startup the café (The Hideaway) in the CIC.

Youth Café: After school café within the Hideaway. Funded by the Office of the Police and Crime Commissioner for Surrey

Community Youth Work: Detached youth work, after school clubs and weekly school drops ins. Founded by Poyle and Community Foundation for Surrey grants.

Schools: 1:1 support sessions in schools part funded by schools contracts.

Social Action: A series of workshops culminating in community activity. Funded by iWill grant.

Transition Coaching: Mentoring and other activities to support young people moving from Year 6 to Year 7, part funded by Aspire – Guildford Borough Council community grant.

Young Leaders: A young leaders program working with young people in school years 10-13. Funded by the High Sheriff.

Pavilion Development: Fund to redevelop the Pavilion Building for a social enterprise café.

Restricted funds are represented by the charity's cash reserves and fixed assets investments held and are to be expended as specified above.

6. CASH AT BANK AND IN HAND	Unrestricted Fund	Restricted Fund	Total 31/08/2021	Total 31/08/2020
	£	£	£	£
Current Account	15,670	0	15,670	28,358
Savings Account	27,011	67,573	94,584	133,193
Inventory	173	0	173	173
Petty Cash	5	0	5	5
	42,859	67,573	110,432	161,729

NOTES TO THE FINANCIAL STATEMENTS
For the Year Ended 31st August 2021

7. DEBTORS	Unrestricted Fund £	Restricted Fund £	Total 31/08/2021 £	Total 31/08/2020 £
Tax Recoverable	846	850	1,696	598
Sundry Debtors	0	0	0	1,900
Contracts	0	101,079	101,079	0
CIC	0	6,150	6,150	0
Prepayments	1,899	0	1,899	1,458
	2,745	108,079	110,825	3,956

8. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	Unrestricted Fund £	Restricted Fund £	Total 31/08/2021 £	Total 31/08/2020 £
Accountancy fees	444	756	1,200	1,200
Salaries and NI	4,491	0	4,491	1,270
HMRC VAT	0	0	0	0
Sundry Creditors	20	12,445	12,466	1,596
Deferred Income	0	157,559	157,559	40,323
	4,955	170,760	175,715	44,388

9. STAFF COSTS AND NUMBERS	2020/21 £	2019/20 £
Gross Wages and Salaries	168,433	113,148
Employer's NI Costs	7,220	3,801
Pension Contributions	2,655	1,758
	178,308	118,707

Employees who were engaged in each of the following activities:

	2020/21 TOTAL	2019/20 TOTAL
Activities in furtherance of organisation's objects:		
Total number of full-time and part-time employees	12	7
Equivalent number of full time employees	8.8	4.8

The charity operates a PAYE scheme to pay all employed members of staff, and no employees received emoluments above £60,000 (2019/20 None).

NOTES TO THE FINANCIAL STATEMENTS
For the Year Ended 31st August 2021

10. RECONCILIATION OF MOVEMENT IN CAPITAL AND RESERVES

The Company is Limited by Guarantee, and is a Charity registered with the Charity Commission number 1081852. The Charity does not have a Share capital and has no income subject to Corporation Tax.

	Note	2020/21 £	2019/20 £
Surplus/Deficit for the financial year		82,054	90,575
		82,054	90,575
Balance brought forward		121,297	30,722
Transfer of Restricted funds			
Closing Funds at 31st August		203,351	121,297

11. PAYMENTS TO DIRECTORS AND RELATED PARTIES

No payments were made to any Director or any persons connected with them during this financial period. No transaction took place between the charity and the Directors or any person connected with them.

12. RISK ASSESSMENT

The Directors actively review the major risks which the charity faces on a regular basis, and believe that maintaining the free reserves stated combined with the annual review of the controls over key financial systems will provide sufficient resources in adverse conditions. The Directors have also examined other operational and business risks which they face, and confirm that they have established systems to mitigate the significant risks.

13. RESERVES POLICY

The Trust recognises the propriety of not building up funds for which there are no clear expenditure plans. The Trust's policy is to allow reserves to accrue to a level of three months' average expenditure, plus funds which may be earmarked for specific projects in the future. As the Trust is still growing, reserves may only exceed this policy level in order to be able to respond positively to new opportunities. This situation is actively monitored to ensure that reserves do not build up unnecessarily.

NOTES TO THE FINANCIAL STATEMENTS
For the Year Ended 31st August 2021

14. PUBLIC BENEFIT

The charity acknowledges its requirement to demonstrate clearly that it must have charitable purposes or 'aims' that are for the public benefit. Details of how the charity has achieved this are provided in the Trustees' report. The Trustees confirm that they have paid due regard to the Charity Commission guidance on public benefit before deciding which activities the charity should undertake.

INDEPENDENT EXAMINER'S REPORT

Report to the trustees/ members of The Matrix Trust on the accounts for the year ended 31st August 2021 set out on pages 19 to 30.

Respective responsibilities of Trustees and examiner

As the charity's Trustees of The Matrix Trust (and also its directors for the purposes of company law) you are responsible for the preparation of the accounts in accordance with the requirements of the Companies Act 2006 ('the 2006 Act').

Having satisfied myself that the accounts of The Matrix Trust are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of your charity's accounts as carried out under section 145 of the Charities Act 2011 ('the 2011 Act'). In carrying out my examination I have followed the Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act.

Independent examiner's statement

Since The Matrix Trust gross income exceeded £250,000 your examiner must be a member of a body listed in section 145 of the 2011 Act. I confirm that I am qualified to undertake the examination because I am a member of the Chartered Institute of Management Accountants, which is one of the listed bodies.

I have completed my examination. I confirm that no matters have come to my attention in connection with the examination giving me cause to believe:

1. accounting records were not kept in respect of The Matrix Trust as required by section 386 of the 2006 Act; or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a 'true and fair view' which is not a matter considered as part of an independent examination; or
4. the accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities [applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)].

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.


.....
G W Schulz ACMA
Independent Examiners Ltd
2 Broadbridge Business Centre
Delling Lane
Bosham
West Sussex
PO18 8NF

13 May 2022

THE MATRIX TRUST

England & Wales - Charity number 1081852

Accounts



The Matrix Trust (Matrix)

(A company limited by guarantee)

Directors Annual Report and Financial Statements For the Year Ended 31 August 2020

Charity Registration No. 1081852

Company Registration number 03977050

Independent Examiners Ltd
2 Broadbridge Business Centre
Delling Lane
Bosham
West Sussex
PO18 8NF

Contents

3	Legal and Administrative Information
4	Aims and objectives
6	Public benefit and achievements
9	Structure, governance and management
13	Financial review
16	Statement of Financial Activities
17	Balance Sheet
19	Notes to the Financial Statements
27	Independent Examiners Report

Legal and Administrative Information

Charity Name: The Matrix Trust (Matrix)

Charity registration number: 1081852

Company registration number: 03977050

Legal Status: Incorporated Charity

Start of Financial Year: 1st September 2019

End of Financial Year: 31st August 2020

Registered Office: Allen House Pavilion, Eastgate Gardens, Guildford, Surrey, GU1 4AZ

Directors

Simon Slater	<i>Chair</i>
Tim Bower	<i>Vice-Chair</i>
Ian Nicholson	
Ian Cook	
Kyung Chul Kang	
Matt Davis	
Neil Fenton	<i>Treasurer</i> Appointed 5th March 2020
Kenneth Mead	Appointed 30 September 2020
Andrew Marshall-Taylor	Resigned 30 th June 2020
Linda McLachlan	Resigned 19 th July 2020

Senior Management Team

Misty Bower	Chief Executive Officer
Juliette Milton	Head of Finance

Governing Document Memorandum and Articles of Association Dated 6th April 2000.

Independent Examiners: Independent Examiners Ltd
2 Broadbridge Business Centre
Delling Lane
Bosham
West Sussex
PO18 8NF

Primary Bankers: The Metro Bank
35-37 North Street
Guildford
GU1 4TE

Aims and Objectives

Purposes and Aims

Our charity's purposes as set out in the objects contained in the company's memorandum of association are to:

- To act a resource for young people
- To relieve persons who are in conditions of need or hardship
- To advance education
- To provide facilities for recreation or other leisure time occupation in the interest of social welfare for young persons
- To advance the Christian faith
- To promote and fulfil such other charitable purposes beneficial to the community

Matrix aims to catalyse change for vulnerable young people, helping them to make the most of their lives and become active citizens in their community. To achieve this we work in partnership with young people, churches, schools, local organisations and the community to nurture, inspire, connect and empower them. Matrix works from within a Christian ethos which forms the culture within which we work.

Ensuring our work delivers our aims

We review our aims, objectives and activities each year. This review looks at what we achieved and the outcomes of our work in the previous 12 months and what the local needs of young people are for the year ahead. The review also helps us ensure our aims, objectives and activities remained focused on our stated purposes.

The focus of our work

Our main objectives for the year explicate our focus of supporting young people across Guildford Borough, through preventative and relational support activities:

- 1 To develop and improve existing provision that has a measurable positive impact on young people's wellbeing and holistic development
2. To increase the provision of and access to innovative and enjoyable activities and experiences that provide young people with the opportunity to discover and achieve their potential

3. Build networks and a range of opportunities for young people to connect with their community
4. Establish a young leader's pathway that equips young people with transferable skills

With the onset of the pandemic Matrix reviewed the strategic objectives and whilst we continued to work towards the set objectives, prioritised the following:

1. Support the most vulnerable YP in our schools and communities
2. Maintain contact and relationship with the rest of the YP we usually work with across the year

To achieve the objectives and changed priorities we used a variety of approaches including:

- Providing a range of services in schools and the community within some of the more disadvantaged communities of Guildford Borough
- Adapting services to a digital platform where appropriate and possible
- Conducting research with young people to identify key needs
- Working collaboratively with other agencies, such as schools, churches and other charities, to ensure breadth of provision

Public Benefit and Achievements

All our charitable activities focus on improving the lives of young people, their families and their communities for the public benefit. Our main activities and beneficiaries are described below.

Who used and benefited from our services?

We focus our services for young people across Guildford Borough, to provide a depth of provision that serves our objects and beneficiaries well. All our services are provided free or are heavily subsidised.

The number of young people accessing our provision in the 2019/20 academic year was 194, a much lower number than previously due to the coronavirus pandemic as much of our workshop and larger group activities take place in the Spring and Summer Terms. This prevented us from running 65% of our projects for the majority of the academic year. Of the nearly 200 young people we did work with 56% became less socially isolated through community or social activities and 35% were supported one-to-one in times of crisis in schools or online and 9% engaged in youth voice activities.

Our monitoring informs us that our provision helps to catalyse change for young people in a broad variety of ways, including: improving mental health, reducing self-harm, giving them tools and techniques to help them in difficult times, teaching life skills (eg: cooking and relationships) and giving them a voice in their community, as well as reducing social isolation.

However, the impact of our work goes far beyond those we help directly, as changes in the lives of young people also has an impact on their parents, families and communities.

The main areas of charitable activity are the provision of one-to-one mentoring and advice-giving; social and emotional and other informal education programmes; leisure activities in local communities and a cross-generational community social action project.

The achievements and impact that flow from our work are described below:

In Schools:

In the academic year 2019/20, we based youth workers in 2 secondary schools, embedded as part of their pastoral team. When the pandemic hit, the team worked from home providing the same service for young people using a digital system. This team provided over 300 hours of one-to-one support. Much of our usual youth work in schools had to be cancelled when schools were closed during periods of lockdown.

Relational Youth Work

60 young people were supported one-to-one across 2 secondary schools in Guildford. Young people are referred in times of crisis or when school staff are concerned about their mental state. Each young person is assessed in an initial session to ascertain their level of need and then meets with a trained youth worker according to need (weekly, fortnightly or monthly) to talk, learn tools or techniques, and process their situation. Each young person is seen until they no longer require this additional support, however, most are signed off within the year. This service continued throughout the pandemic offering young people access to a virtual session via school or self-referral.

Drop-ins

52 young people accessed school-based lunchtime social drop-ins across 2 secondary schools before the lockdowns were installed. They provided a space for socialising, reducing stress-levels through game playing and for speaking to youth workers about life issues.

In Communities:

Youth Hubs

We ran 53 Youth Hub sessions across 5 Youth Hubs in 4 physical communities and 1 virtually. These ran in collaboration with various partners. These hubs provided a fun and safe space for young people in years 7-9 to socialise with peers, play games, take part in activities and do cooking. Young people benefited from the consistency of the

sessions, a place to blow off steam and the opportunity to chat to youth workers and volunteers from their community about difficulties in their life.

Holiday activities (Hub+)

These sessions gave young people something constructive and fun to do during the holidays. Due to covid we were only able to run two Hub+ holiday activity sessions, including a Bake Off and a film night.

Structure Governance and Management

Governing Document

Matrix is a charitable company limited by guarantee, incorporated on 19th April 2000 and registered as a charity on 4th August 2000. The company was established under a Memorandum and Articles of Association.

The Charity's objects are:

- a) To act a resource for young people, up to the age of 25, living in Surrey and surrounding areas, by providing advice and assistance, and organising programmes of physical, educational and other activities as a means of:
 - i. 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 responsibility individuals;
 - ii. Advancing education;
 - iii. Relieving unemployment;
 - iv. 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.
- b) To relieve persons who are in conditions or hardship and to relieve the distress caused thereby
- c) To advance education by such means as the trustees may consider appropriate including by means of establishing and operating any educational establishment or establishments
- d) To provide facilities for recreation or other leisure time occupation in the interest of social welfare for young persons who have need of such facilities by reason of their age, infirmity or disablement, poverty or social and economic circumstances with the object of improving the conditions of life for such persons.
- e) To advance the Christian faith in accordance with the statement of beliefs appearing in the schedule hereto attached (see full Memorandum and Articles of Association).

Organisational Structure

The Trust is overseen by a Board of 8 Trustees who have high levels of experience and expertise in law, safeguarding, tax and financial procedures. It is responsible for the proper running of the charity and meets quarterly. The meetings are fully minuted, with discussions and decisions being recorded.

During this year Simon Slater moved from Acting Chair to Chair with Tim Bower becoming vice-chair. Neil Fenton was appointed as Treasurer and Ken Mead has also joined the board of trustees since the financial year end. Andrew Marshall-Taylor and Linda McLachlan stepped down during this year due to other commitments and the Trustees would like to thank them for their invaluable service.

The daily management of the Charity is delegated to the Chief Executive Officer (Misty Bower). She is responsible for ensuring the smooth running of the charity and that it delivers the expected services. An operational senior management team is formed with the CEO and Juliette Milton, Head of Finance. Juliette is responsible for accurate management and reporting on all aspects of finance and funds.

In addition to the quarterly meetings, the Trustee Board ensures ongoing Governance through committees and Trustees with specific responsibility. The Finance Committee continues to meet quarterly in-between board meetings, run by the Treasurer, to ensure continued diligent oversight of Matrix finances. A Fundraising Committee also meets twice a year to support the staff fundraising team and ensure a breadth of activities are taking place. A designated safeguarding trustee meets twice a year with the Matrix Designated Safeguarding Lead and also engages in the audit of safeguarding protocols.

Recruitment and Appointment of Trustees

The directors of the company are also charity trustees for the purposes of charity law. All Board members must be in agreement with the statement of beliefs. Under the requirements of the Memorandum and Articles of Association the members of the Board are elected to serve for a period of 3 years after which they must be re-elected at the next Annual General Meeting.

All members of the Board give their time voluntarily and receive no benefits from the charity. Any expenses reclaimed from the charity are set out in note 11 to the accounts.

The Board represents a broad range of skills across the community and business sectors, as well as professional bodies. An annual skills audit is undertaken to ensure that this

range is maintained, and in the event of particular skills being lost due to retirements, individuals are approached to offer themselves for election to the Board.

The Pavilion Hub CIC

During this year we launched The Pavilion Hub CIC, a not for profit company with any surplus or assets used principally for the benefit of the community.

The objects of the Company are to carry on activities which benefit the young people of Guildford together with the wider community and in particular (without limitation) to run a central hub for the Guildford community to connect with and support young people. The offer will be a café for the community to meet providing employment and training opportunities to local young people, a meeting space for hire, and a discovery space where the community can connect with young people to provide skills training and mentoring support. As part of this initiative we have raised capital funds to redevelop the building to be suitable for a social enterprise and youth café.

This CIC was launched to enable us to expand and support our services and make full use of our leased building, Allen House Pavilion. As such, The Matrix Trust is the legal entity that holds significant control over the CIC and The Pavilion Hub is asset locked to Matrix.

It was agreed that the number of Directors of the CIC shall not be less than four, of which at least three must be Matrix Directors, ensuring that at least half of the directors are also Trustees of Matrix.

Responsibilities of the Board

Company law requires the Board to prepare financial statements for each financial year which give a true and fair view of the state of the affairs of the charitable company as at the balance sheet date and of its incoming resources and application of resources, including income and expenditure, for the financial year. In preparing those financial statements, the Board should follow best practice and:

- select suitable accounting policies and then apply them consistently;
- make judgements and estimates that are reasonable and prudent; and
- prepare the financial statements on the going concern basis unless it is not appropriate to assume that the company will continue on that basis.

The Board is responsible for maintaining 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 1985. The Board is 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.

Members of the Board

Members of the Board, who are directors for the purpose of company law and trustees for the purpose of charity law, who served during the year and up to the date of this report are set out on page 3.

In accordance with company law, as the company's directors, we certify that:

- so far as we are aware, there is no relevant audit information of which the company's auditors are unaware; and
- as the directors of the company we have taken all the steps that we ought to have taken in order to make ourselves aware of any relevant audit information and to establish that the charity's auditors are aware of that information.

Independent Examiners

Independent Examiners Ltd were re-appointed as the charitable company's independent examiners during the year and have expressed their willingness to continue in that capacity. This report has been prepared in accordance with the Statement of Recommended Practice: Accounting and Reporting by Charities (FRS102 effective 1 Jan 2015) and in accordance with the special provisions of Part VII of the Companies Act 1985 relating to small entities.

Financial Review

Introduction

The overall income for the last 12 months was £242,430 with expenditure at £151,856. £70,747 of this income was for the capital costs to redevelop Allen House Pavilion for the Pavilion Hub CIC which was delayed due to the pandemic. This money was moved into a restricted fund at year end and will be spent in 20/21. We have increased our income by donations, legacies and similar income by 25% (compared to 10% in 2018/19). Overall our income has increased from the previous year due to an increase in Grants and funding from churches and other organisations.

Principal funding sources

The principal funding source for the charity was from funding grants, forming 67% of the income. We are very grateful to the following for their funding contributions: All Churches Trust, School for Social Enterprises, Pulse Ltd, Magic Little Grants, Guildford Poyle, Lychgate Trust, The Community Foundation for Surrey, Surrey County Council, Surrey Police Authority, The Coleman Trust, The Loseley Trust, Alchemy Foundation Trust, Kenyon Trust, Matthew 25 35, Sydney Charitable Trust, National Lottery Awards for All, Neighbourly Ltd, Farnham Weyside Rotary Club, and the High Sheriff Youth Awards. We were fortunate to qualify for a number of COVID grants which ensured the Charity would be able to continue into 20/21.

Community fundraising formed 9% of our income (excluding building development income) this year, a decrease of 42 % on 2018/19. This decrease was due to the cancellation of our popular summer fundraising activities such as the quiz night and our annual golf day due to the pandemic.

Reserves Policy

Matrix recognises the propriety of not building up funds for which there are no clear expenditure plans while retaining funds which are prudent in the light of risk management. Our policy is therefore to allow reserves to accrue to a level of three months average expenditure (approximately £30,000 as at 31st August 2020), plus funds which may be earmarked for specific projects in the future. As the charity grows, reserves may exceed this policy level in order to be able to respond positively to new

opportunities. This situation is actively monitored using a process of regular budget and management accounting reviews to ensure that reserves do not build up unnecessarily. We hold restricted funds for the youth club grants (which we expect to use in the next year). This year sees us end with unrestricted funds at £47,400 of which £32,400 are general funds and in line with our reserves policy. £15,000 of the unrestricted funds has been earmarked for infrastructure improvements and the start-up costs of the Pavilion Hub CIC. Our restricted funds are £73,896, £70,747, of which is for redevelopment of the Pavilion Building for our new social enterprise., this development had to be postponed due to the pandemic.

Investment Policy

Apart from the reserves set aside by our reserves policy, the majority of funds are spent over a short-term period and so there are few funds for long term investment. The policy of the Trustees is therefore to maximise the investment returns available for funds which are not immediately required for Trust activities, but having regard to the cash-flow needs of the organisation at any particular time. In practice, this means that a majority of its funds are invested in instant access, interest-bearing accounts.

Risk Management

The Board has considered the risks associated with this charity and consider that the following are those to which appropriate systems and procedures should be put in place:

Financial Risks – The Board has put in place internal controls which minimise the risk to the charity of financial loss through fraudulent activity. There is also the risk of low income that would prevent us from being able to cover our liabilities which our reserves policy aims to help regulate.

Safeguarding – Most of the activities of the charity necessitate contact between paid or voluntary staff and minors. The Trustees have therefore drawn up a Safeguarding and Child Protection Policy which deals in detail with procedures to be followed when employees or volunteers are in contact with children, or when complaints or suspicion about behaviour are raised. There is a safer recruitment procedure in place that all paid or voluntary staff must go through, and all employees and volunteers with significant contact with young people are required to undergo a check through the Disclosure Barring Service. The CEO acts as the Designated Safeguarding Lead and one Trustee has been designated as Safeguarding Lead on the Board. They meet annually to conduct a

safeguarding review and update the Safeguarding and Child Protection Policy to reflect any new legislation and recommendations.

All staff and volunteers are trained within a reasonable amount of time and are expected to read and understand the policy, this is repeated annually with any additional updates. Safeguarding 'hot topics' are also discussed with staff at monthly team meetings.

Approved by the Directors on the 21st May, 2021

Signed on their behalf by Director

Print Name: Mr S. Slater

Statement of Financial Activities

For the Year Ended 31st August 2020

(Incorporating Income & Expenditure Account)

	Notes	Unrestricted Funds £	Restricted Funds £	TOTAL 2019/20 £	TOTAL 2018/19 £
INCOMING RESOURCES					
Incoming Resources from Generated Funds					
Donations and Legacies	3a	86,761	121,514	208,275	110,967
Charitable Activities	3b	17,607	1,606	19,213	22,151
Other Trading Activities	3c	14,599	0	14,599	24,231
Investment Income	3d	343		343	115
		119,311	123,119	242,430	157,464
RESOURCES EXPENDED					
Cost of Generating Funds					
Raising Funds	4a	5,029	0	5,029	5,010
Charitable Activities	4b	94,893	49,950	144,843	145,598
Other	4c	1,843	141	1,984	3,040
TOTAL RESOURCES USED		101,765	50,091	151,856	153,648
NET INCOMING (OUTGOING) RESOURCES					
		17,546	73,028	90,574	3,816
Total Funds Brought Forward		29,854	868	30,722	26,906
TOTAL FUNDS CARRIED FORWARD		47,400	73,896	121,296	30,722

Movements on all reserves and all recognised gains and losses are shown above. All the charity's operations are classed as continuing. The notes on pages 19 to 26 form part of these financial statements.

BALANCE SHEET
AS AT 31st AUGUST 2020

	Note	Unrestricted Funds £	Restricted Funds £	31/08/20 Total £	31/08/19 Total £
Fixed Assets					
Tangible assets	2	0	0	0	0
Current Assets					
Debtors & Prepayments	7	3,956	0	3,956	4,191
Cash at Bank and in hand	6	47,510	114,218	161,729	91,571
Total Current Assets		51,466	114,218	165,685	95,762
Creditors: due within one year	8	4,066	40,323	44,388	65,040
NET CURRENT ASSETS		47,400	73,896	121,296	30,322
TOTAL ASSETS less current liabilities		47,400	73,896	121,296	30,722
NET ASSETS		47,400	73,896	121,296	30,722
Funds of the Charity					
Unrestricted Funds	5	47,400	0	47,400	29,854
Restricted Funds	5	0	73,896	73,896	868
		47,400	73,896	121,296	30,722

Directors' Responsibilities

The directors are satisfied that for the period ended on 31st August 2020 the charitable company was entitled to exemption from the requirement to obtain an audit under section 477 of the Companies Act 2006 and that no member or members have required the company to obtain an audit of the accounts for the year in question in accordance with section 476 of the Act. However in accordance with section 145 of the Charities Act 2011, the accounts have been examined by an Independent Examiner whose report appears on pages 27 to 28.

The directors acknowledge their responsibility for complying with the requirements of the Companies Act 2006 with respect to accounting records and the preparation of accounts.

The accounts have been prepared in accordance with the provision in Part 15 of the Companies Act 2006 applicable to companies subject to the small companies regime and in accordance with the Financial Reporting standard for Smaller Entities (effective April 2008).

The directors acknowledge their responsibility for ensuring that the company keep proper accounting records which comply with section 386 of the Act and for preparing financial statements which give a true and fair view of the state of affairs of the company as at the end of the financial year and if its profit and loss for the financial year in accordance with the requirements of the sections 394 and 395 and which otherwise comply with the requirements of the Companies Act 2006 relating to accounts, so far as applicable to the Company.

Approved by the Directors on the 21st May, 2021

Signed on their behalf by Director

Print Name: Mr S. Slater

NOTES TO THE FINANCIAL STATEMENTS
For the Year Ended 31st August 2020

1. ACCOUNTING POLICIES

Basis of Preparation & Assessment of Going Concern

Basis of Preparation

The 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. 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 (FRS102) (effective 1 January 2015) - (Charities SORP - FRS102) and the Charities Act 2011.

The Charity meets the definition of a public benefit entity under FRS102. Assets and liabilities are initially recognised at historical cost unless otherwise stated in the relevant accounting policy notes.

Assessment of Going Concern

Preparation of the accounts is on a going concern basis. The trustees consider that there are no material uncertainties about the Charity's ability to continue as a going concern.

Incoming Resources

Recognition of Incoming Resources

These are included in the Statement of Financial Activities (SOFA) when:

- the charity becomes entitled to the resources;
- the trustees are virtually certain they will receive the resources; and
- the monetary value can be measured with sufficient reliability

Incoming Resources with Related Expenditure

Where incoming resources have related expenditure (as with fundraising or contract income) the incoming resource and related expenditure are reported gross in the SOFA.

Grants and Donations

Grants and Donations are only included in the SOFA when the charity has unconditional entitlement to the resources.

Tax Reclaims on Donations and Gifts

Incoming resources from tax reclaims are included in the SOFA at the same time as the gift to which they relate.

Contractual Income and Performance Related Grants

This is only included in the SOFA once the related goods or services has been delivered.

Gifts in Kind

Gifts in kind are accounted for at a reasonable estimate of their value to the charity or the amount actually realised. Gifts in kind for sale or distribution are included in the accounts as gifts only when sold or distributed by the charity. Gifts in kind for use by the charity are included in the SOFA as incoming resources when receivable.

NOTES TO THE FINANCIAL STATEMENTS
For the Year Ended 31st August 2020

Donated Services and Facilities

These are only included in incoming resources (with an equivalent amount in resources expended) where the benefit to the charity is reasonably quantifiable, measurable and material. The value placed on these resources is the estimated value to the charity of the service or facility received.

Volunteer Help

The value of any voluntary help received is not included in the accounts but is described in the trustees' annual report.

Investment Income

This is included in the accounts when receivable.

Investment Gains and Losses

This included any gain or loss on the sale of investments and any gain or loss resulting from revaluing investments to market value at the end of the year.

Expenditure and Liabilities

Liability Recognition

Liabilities are recognised as soon as there is a legal or constructive obligation committing the charity to pay out resources.

Governance Costs

Include costs of the preparation and examination of statutory accounts, the costs of the trustees' meetings and cost of any legal advice to trustees on governance or constitutional matters.

Grants with Performance Conditions

Where the charity gives a grant with conditions for its payment being a specific level of service or output to be provided, such grants are only recognised in the SOFA once the recipient of the grant has provided the specified service or output.

Grants Payable without Performance Conditions

These are only recognised in the accounts when a commitment has been made and there are no conditions to be met relating to a grant which remain in control of the charity.

Support Costs

Support costs include central functions and have been allocated to activity cost categories on a basis consistent with the use of the resources, eg allocating property costs by floor areas, or per capital, staff costs by the time spent and other costs by their usage.

Fixed Assets

Tangible fixed assets for use by the charity, are capitalised if they can be used for more than one year, and cost at least £1,000. They are valued at cost or, if gifted, at the value to the charity on receipt.

NOTES TO THE FINANCIAL STATEMENTS
For the Year Ended 31st August 2020

Investments

Investments quoted on a recognised stock exchange are valued at market value at the year end. Other investment assets are included at trustees' best estimate of market value.

There has been no change to the accounting policies (Valuation rules and methods of accounting) since last year.

Depreciation

Depreciation has been calculated on a reducing balance basis. The rates applied per annum are as follows:

Fixtures and Fittings 25%

Equipment 25%

Computer Equipment 25%

2. TANGIBLE FIXED ASSETS

		Unrestricted Equipment	Restricted Equipment	Total 2019/20
		£	£	£
Cost	01-Sep-19	0	0	0
Additions		0	0	0
Cost at	31-Aug-20	0	0	0
Depreciation	01-Sep-19	0	0	0
Charge		0	0	0
Depreciation at	31-Aug-20	0	0	0
Net Book Value	31-Aug-20	0	0	0
Net Book Value	31-Aug-19	0	0	0

The annual commitments under non-cancelling operating leases, capital commitments, and contingent liabilities are as follows:

31st August 2020:	None
31st August 2019:	None

NOTES TO THE FINANCIAL STATEMENTS
For the Year Ended 31st August 2020

3. INCOMING RESOURCES

	Note	Unrestricted Funds £	Restricted Funds £	TOTAL 2019/20 £	TOTAL 2018/19 £
a) Donations, Legacies and Similar Income					
Churches & Organisations		17,971	1,000	18,971	12,267
Gift Aid Refunds		4,168	0	4,168	3,943
Gifts from Individuals		22,010	1,511	23,522	25,319
Grants received		42,611	118,903	161,514	69,438
		86,761	121,514	208,275	110,967
b) Charitable Activities					
Office Rental		707	0	707	5,772
Outreach & Projects		0	251	251	1,767
Schools & Youth projects		16,900	1,355	18,255	14,612
		17,607	1,606	19,213	22,151
c) Other Trading					
Fundraising		14,599	0	14,599	24,231
		14,599	0	14,599	24,231
c) Investment Income					
Bank Interest		343	0	343	115
		343	0	343	115

4. RESOURCES EXPENDED

	Note	Unrestricted Funds £	Restricted Funds £	TOTAL 2019/20 £	TOTAL 2018/19 £
a) Expenditure on Raising Funds					
Gifts and General Expenditure					
Matrix		0	0	0	150
Outreach & Projects		5,029	0	5,029	4,860
		5,029	0	5,029	5,010
b) Cost of Charitable Activities					
Advertising & Publicity		1,217	807	2,024	3,096
Office & Administration Costs		4,117	2,579	6,696	6,406
Recruitment & Training		875	2,541	3,416	2,307
Rent & Rates		7,201	1,674	8,875	9,304
Salaries, Tax & NI	9	80,755	38,141	118,897	108,930
Project Costs		108	4,193	4,301	15,237
Website Costs		620	15	635	318
Depreciation Expense		0	0	0	0
		94,893	49,950	144,843	145,598

NOTES TO THE FINANCIAL STATEMENTS
For the Year Ended 31st August 2020

c) Governance Costs

Accountancy Fees	1,200	0	1,200	1,200
Bank Charges	0	0	0	1,840
Legal & Professional Fees	643	141	784	1,840

5. FUNDS

Unrestricted Funds

	Balance 01/09/19 £	Income £	Expenditure £	Transfers	Balance 31/08/20 £
General Funds	29,854	119,312	101,546	-15000	32,400
Designated Funds	0	0	0	15000	15,000
	29,854	119,311	101,546	0	47,400

Designated Funds comprise of £5,000 towards infrastructure and £10,000 towards the Pavilion start-up costs as agreed by the Board of Trustees.

Restricted Funds

	Balance 01/09/19 £	Income £	Expenditure £	Transfers	Balance 31/08/20 £
Albury	0	10,389	8,107	0	2,281
Bellfields YC	0	9,925	9,925	0	0
Bushy Hill Youth Club	0	10,285	10,285	0	0
Onslow	0	892	892	0	0
Ready 4 Action	66	1,392	1,392	0	66
Holiday Clubs	0	1,684	1,684	0	0
TLG - Transition Coaching	0	9,934	9,934	0	0
Pavilion Development	0	71,119	372	0	70,747
Social Action	0	0	0	0	0
Horsley YC	802	0	0	0	802
Young Leaders	0	7,500	7,500	0	0
	868	123,120	50,092	0	73,896

Albury: A weekly youth club funded by The Lychgate Trust.

Ready 4 Action: As in past years working in areas of need with practical help such as gardening and decorating.

Bellfields YC: A weekly youth club funded by Guildford Poyle, The Community Foundation for Surrey and Surrey Police Authority.

Bushy Hill YC: A weekly youth club funded by Guildford Poyle, The Community Foundation for Surrey and Surrey Police Authority.

NOTES TO THE FINANCIAL STATEMENTS
For the Year Ended 31st August 2020

Onslow: A monthly youth club funded by All Saints Church and Matrix unrestricted funds.

Social Action: A series of workshops culminating in community activity.

Transition Coaching: Mentoring and other activities to support young people moving from Year 6 to Year 7, funded by The Community Foundation for Surrey

Holiday Clubs: Hub+ holiday activities funded by Awards for All (National Lottery).

Young Leaders: A young leaders program working with young people in school years 10-13. Funded by the High Sheriff and The Community Foundation for Surrey

Pavilion Development: Fund to redevelop the Pavilion Building for a social enterprise café.

Restricted funds are represented by the charity's cash reserves and fixed assets investments held and are to be expended as specified above.

6. CASH AT BANK AND IN HAND	Unrestricted Fund	Restricted Fund	Total 31/08/2020	Total 31/08/2019
	£	£	£	£
Current Account	28,358	0	28,358	24,583
Savings Account	18,975	114,218	133,193	66,029
Inventory	173	0	173	234
Petty Cash	5	0	5	725
	47,510	114,218	161,729	91,571

7. DEBTORS	Unrestricted Fund	Restricted Fund	Total 31/08/2020	Total 31/08/2019
	£	£	£	£
Tax Recoverable	0	0	0	0
Sundry Debtors	2,792	0	2,792	2,792
Prepayments	1,400	0	1,400	1,400
	4,191	0	4,191	4,191

8. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	Unrestricted Fund	Restricted Fund	Total 31/08/2020	Total 31/08/2019
	£	£	£	£
Accountancy fees	1,200	0	1,200	1,200
Salaries and NI	1,270	0	1,270	2,612
HMRC VAT	0	0	0	0
Sundry Creditors	1,596	0	1,596	1,101
Deferred Income	0	40,323	40,323	60,127
	4,066	40,323	44,388	65,040

NOTES TO THE FINANCIAL STATEMENTS
For the Year Ended 31st August 2020

	2019/20	2018/19
9. STAFF COSTS AND NUMBERS	£	£
Gross Wages and Salaries	113,148	104,835
Employer's NI Costs	3,801	2,772
Pension Contributions	1,758	1,324
	<u>118,707</u>	<u>108,930</u>

Employees who were engaged in each of the following activities:

	2019/20	2018/19
	TOTAL	TOTAL
Activities in furtherance of organisation's objects:		
Total number of full-time and part-time employees	7	7
Equivalent number of full time employees	4.8	4.5

The charity operates a PAYE scheme to pay all employed members of staff, and no employees received emoluments above £60,000 (2018/19 None).

10. RECONCILIATION OF MOVEMENT IN CAPITAL AND RESERVES

The Company is Limited by Guarantee, and is a Charity registered with the Charity Commission number 1081852. The Charity does not have a Share capital and has no income subject to Corporation Tax.

	2019/20	2018/19
	£	£
Surplus/Deficit for the financial year	90,574	3,816
	<u>90,574</u>	<u>3,816</u>
Balance brought forward	30,722	26,906
Transfer of Restricted funds		
Closing Funds at 31st August	<u>121,296</u>	<u>30,722</u>

NOTES TO THE FINANCIAL STATEMENTS
For the Year Ended 31st August 2020

11. PAYMENTS TO DIRECTORS AND RELATED PARTIES

No payments were made to any Director or any persons connected with them during this financial period. No transaction took place between the charity and the Directors or any person connected with them.

12. RISK ASSESSMENT

The Directors actively review the major risks which the charity faces on a regular basis, and believe that maintaining the free reserves stated combined with the annual review of the controls over key financial systems will provide sufficient resources in adverse conditions. The Directors have also examined other operational and business risks which they face, and confirm that they have established systems to mitigate the significant risks.

13. RESERVES POLICY

The Trust recognises the propriety of not building up funds for which there are no clear expenditure plans. The Trust's policy is to allow reserves to accrue to a level of three months' average expenditure, plus funds which may be earmarked for specific projects in the future. As the Trust is still growing, reserves may only exceed this policy level in order to be able to respond positively to new opportunities. This situation is actively monitored to ensure that reserves do not build up unnecessarily.

14. PUBLIC BENEFIT

The charity acknowledges its requirement to demonstrate clearly that it must have charitable purposes or 'aims' that are for the public benefit. Details of how the charity has achieved this are provided in the Trustees' report. The Trustees confirm that they have paid due regard to the Charity Commission guidance on public benefit before deciding which activities the charity should undertake.

INDEPENDENT EXAMINER'S REPORT ON THE ACCOUNTS

Report to the trustees/ members of The Matrix Trust on the accounts for the year ended 31st August 2020 set out on pages 17 to 26.

Respective responsibilities of trustees and examiner

The Charity's trustees (who are also the directors of the company for the purposes of company law) are responsible for the preparation of the financial statements. The trustees are satisfied that the audit requirement of Section 144(1) of the Charities Act 2011 (the Act) does not apply and that there is no requirement in the governing document or constitution of the Charity for the conducting of an audit. As a consequence, the trustees have elected that the financial statements be subject to independent examination.

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

- a) examine the accounts under section 145 of the Act;
- b) to follow the procedures laid down in the General Directions given by the Charity Commission under section 145(5)(b) of the Act; and;
- c) to state whether particular matters have come to my attention.

Basis of independent examiner's statement

I conducted my examination in accordance with the General Directions given by the Charity Commissioners for England & Wales in relation to the conducting of an independent examination, referred to above. An independent examination includes a review of the accounting records kept by the Charity and of the accounting systems employed by the Charity and a comparison of the financial statements presented with those records. It also includes consideration of any unusual items or disclosures in the financial statements and seeking explanations from you as trustees concerning such matters. The purpose of the examination is to establish as far as possible that there have been no breaches of the Charities legislation and that the financial statements comply with the SORP, on a test basis, of evidence relevant to the amounts and disclosures in the financial statements.

The procedures undertaken do not provide all the evidence that would be required in an audit, and information supplied by the trustees in the course of the examination is not subjected to audit tests or enquiries, and consequently I do not express an audit opinion on the view given by the financial statements, and in particular, I express no opinion as to whether the financial statements give a true and fair view of the affairs of the charity, and my report is limited to the matters set out in the statement below.

I planned and performed my examination so as to satisfy myself that the objectives of the independent examination are achieved and before finalising the report I obtain written assurances from the trustees of all material matters.

Independent examiner's statement

In the course of my examination, no matter has come to my attention:

1. which gives me reasonable cause to believe that in, any material respect, the trustees 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.

Date: 23rd May, 2021

Keith Richards
Independent Examiners Ltd
2 Broadbridge Business Centre
Delling Lane
Bosham
West Sussex
PO18 8NF