

GROUNDWORK GREATER MANCHESTER

England & Wales · Charity number 1124508

Details

Other names	GROUNDWORK MANCHESTER SALFORD STOCKPORT TAMESIDE AND TRAFFORD, GROUNDWORK MANCHESTER, SALFORD, TAMESIDE AND TRAFFORD
Status	Registered
Legal form	Charitable company
Company number	06543150
Registered	2008-06-16
Register	View on the Charity Commission register

Contact

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Phone	01612201000
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Website	https://www.groundwork.org.uk/greatermanchester/

Activities

Objects: 1.1. To promote the conservation, protection and improvement of the physical and natural environment in the Metropolitan Boroughs of Bolton, Bury Manchester, Oldham, Rochdale Salford, Stockport, Tameside, Trafford; the Unitary Borough of Blackburn with Darwen and the Districts of Burnley, Hyndburn, Pendle, Rossendale and Ribble Valley and such other areas as the Trustees shall in their absolute discretion determine from time to time ("the area of benefit"); 1.2. To provide facilities in the interests of social welfare for recreation and leisure time occupation with the objective of improving the conditions of life for those living in or working in or resorting to the area of benefit; 1.3. To advance public education in environmental matters and of the ways of better conserving, protecting and improving the same wheresoever; 1.4. To promote urban or rural regeneration in areas of social and economic deprivation within the area of benefit by all or any of the following means: 1.4.1. the relief of poverty in such ways as may be thought fit; 1.4.2. the relief of unemployment in such ways as may be thought fit including assistance to find employment; 1.4.3. the advancement of education, training or re-training particularly amongst unemployed people and providing unemployed people with work experience; 1.4.4. the provision of financial assistance, technical assistance, business advice or consultancy in order to provide training and employment opportunities for unemployed people in cases of financial or other charitable need through help: 1.4.4.1. in setting up their own businesses; or 1.4.4.2. to existing businesses; 1.4.5. the creation of training and employment opportunities by the provision of work space, buildings and / or land for use on favourable terms; 1.4.6. the provision of housing for those who are in conditions of need and the improvement of housing in the public sector or in charitable ownership provided that such power shall not extend to relieving any local authority or other bodies of a statutory duty to provide or improve housing; 1.4.7. the maintenance, improvement or provision of public amenities; 1.4.8. the preservation of buildings or sites of historic or architectural importance; 1.4.9. the provision or assistance in the provision of recreational facilities for the public at large and / or those who by reason of their youth, age, infirmity or disablement, poverty or social and economic circumstances, have need of such facilities; 1.4.10. the protection or conservation of the environment, and the promotion and maintenance of sustainable community based projects; 1.4.11. the provision of public health facilities and childcare; 1.4.12. the promotion of public safety and prevention of crime; 1.4.13. such other means as may from time to time be determined subject to the prior written consent of the Commission; 1.5. To promote sustainable development within the area of benefit by: 1.5.1. the preservation, conservation and the protection of the environment and the prudent use of resources; 1.5.2. the relief of poverty and the improvement of the conditions of life in socially disadvantaged communities; 1.5.3. the promotion of sustainable means of achieving economic growth and regeneration; 1.6. To advance the education of the public in subjects relating to sustainable development and the protection, enhancement and rehabilitation of the environment and to promote study and research in such subjects provided that the useful results of such study are disseminated to the public at large. Sustainable development in this Article and in Article 1.5 above means "development which meets the needs of the present without compromising the ability of future generations to meet their own needs".

Activities: Our vision is of a society of sustainable communities which are vibrant, healthy and safe, which respect the local and global environment and where individuals and enterprise prosper. We will focus on our three strategic priorities of People, Places & Prosperity

Classification

- **How:** Makes Grants To Organisations, Provides Human Resources, Provides Buildings/facilities/open Space, Provides Services, Acts As An Umbrella Or Resource Body
- **What:** Education/training, Environment/conservation/heritage, Economic/community Development/employment, Armed Forces/emergency Service Efficiency
- **Who:** Children/young People, Elderly/old People, People With Disabilities, People Of A Particular Ethnic Or Racial Origin, Other Charities Or Voluntary Bodies, Other Defined Groups, The General Public/mankind

Geography

- **Area of benefit:** METROPOLITAN BOROUGHES OF BLACKBURN WITH DARWEN, MANCHESTER, SALFORD, STOCKPORT, TAMESIDE, TRAFFORD AND THE DISTRICTS OF BURNLEY, HYNDBURN, PENDLE, ROSSENDALE & RIBBLE VALLEY
- Bolton
- Bury
- Lancashire
- Manchester City
- Oldham
- Rochdale
- Salford City
- Stockport
- Tameside
- Trafford

Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£7,951,623	£7,897,939	£1,808,133	137
2024-03-31	£6,546,641	£6,536,317	£1,754,449	120
2023-03-31	£6,134,589	£6,107,284	£1,744,125	108
2022-03-31	£5,656,169	£5,610,091	£1,716,820	89
2021-03-31	£3,528,890	£3,359,871	£1,670,742	61

Trustees

Name	Role	Appointed
Erica Rosanne East		2023-11-01
Iain Kinnear		2025-11-03
Jack Collier		2023-11-01
Janet Thomas OBE		2023-11-01
Joanne Yates		2021-11-11
Joy Antonia Woods		2024-07-01
Katrina Cunliffe		2019-05-13
Stephanie Everett		2022-10-17
Stewart Henry McCombe		2022-10-17
Tessa Muriel Wiley		2021-09-14
Tom Besford		2020-08-18

Accounts

Groundwork Greater Manchester

Annual Report and Financial Statements 2024/25

Charity registration no. 1124508
Company registration no. 06543150

Registered Office
Trafford Ecology Park,
Lake Road
Trafford Park
Manchester
M17 1TU

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The Board of Trustees presents its report for the year ended 31 March 2025. Statements about Groundwork (page 3), governance (page 7), objectives and public benefit (page 9), our plans for the future (page 14), financial review 2024/25 (page 16), advisors (page 36) and the details of the Board of Trustees, Committees and Executive team (page 37) form part of this report.

ABOUT GROUNDWORK GREATER MANCHESTER

Groundwork Greater Manchester is a registered charity which exists to create:

A Greener Fairer and Stronger Future for All People, Communities and Places in Greater Manchester

The people who live here, and the communities they make up, are unique and inspiring. They're passionate about their home, which is exactly why they tell us they want to make it even better!

Our core team of over 120 people, plus sessional staff and associates. Our mission is:

- > To support people, improve their life chances & well-being, focusing on those who are, or feel, marginalised and vulnerable
- > To empower communities to work together for positive social and environmental change
- > To create thriving, nature rich urban environments, co-created with communities and cared for in the long term

In 2024/5 we delivered programmes to a value of nearly £8m and directly benefited almost 8,000 people.

The focus of our work is in Greater Manchester, but we also deliver in parts of Lancashire, and in the wider North West where we have agreements with other Groundwork Trusts. Our head office is at Trafford Ecology Park, a designated local nature reserve and Site of Biological Importance - a green oasis in the heart of Europe's largest industrial estate. We also have office bases and depots Ashton under Lyne and Rochdale, as well as numerous project delivery sites around Greater Manchester.

We organise our work around the themes of People, Place and Communities, delivering services in 6 key areas:

- > Community consultation, engagement & development
- > Skills & training for employment & green careers
- > Services for young people
- > Domestic energy advice and retrofit
- > Landscape design, build and maintenance
- > Net zero support for businesses



We are driven by our values which are embedded in the way we operate and the decisions we take every day.

GROUNDWORK
GREATER MANCHESTER

OUR VALUES

Our work is underpinned by 3 key principles:

- > Collaborating in meaningful partnerships and relationships
- > Living our values and being a responsible organisation
- > Listening to those we support and acting upon what we learn



Groundwork Greater Manchester is a member of the Federation of Groundwork Trusts which operate throughout England, Wales and Northern Ireland, working to the shared aspirations and common goals set out in the [Groundwork 2023-8 Strategy](#).

All our work is delivered within the framework of our ISO9001 and ISO14001 accredited Quality and Environmental Management System.

Our work is designed to address the needs of all sections of the community and we provide equal access to our services regardless of people's backgrounds, circumstances or characteristics. We monitor levels of diversity within our staff team and trustees to strive to reflect the communities of which we are a part and regularly gather feedback from colleagues about our culture and employment practices.

As a charity dedicated to supporting people who are vulnerable, we are committed to ensuring that our operations are delivered safely. We have robust and effective Safeguarding and Health and Safety policies and procedures. We are committed to ensuring that our staff, volunteers and service users are able to speak freely and safely about any concerns they have.

A headline review of our impact during 2024/5 can be found on pages 11 and 12 and more information about us can be found by visiting

<https://www.groundwork.org.uk/greatermanchester/>

CHAIR'S STATEMENT

Welcome to our Annual Report and Accounts!

This has been another exciting, and at times challenging, year for Groundwork Greater Manchester (GGM) and the wider Voluntary, Community and Faith Sector (VCFSE) in the city region.

The first, and most important, thing I need to do is to offer a heartfelt thanks to all our staff and my fellow trustees for their dedication, passion and on-going commitment to Groundwork. Without them our progress and achievements would not be possible. I would also like to pay a personal tribute to the often, unsung heroes of our communities – those volunteers and champions who give freely of their time to support local people and places and to deliver exceptional outcomes through sheer hard work and creativity, often working miracles with the most limited of resources.

The last year has been an exciting, impactful and at times challenging one. Global uncertainty continues to rage with geopolitical tensions high, decidedly cool economic headwinds, the alarming pace of AI adoption, cyber security threats and the impacts of the climate emergency. GM is not immune from localised impacts of all of this with our people feeling high levels of anxiety, especially the young and those who are economically and socially excluded, and many experiencing the very real negative impact of climate change in the form of heatwaves and floods such as those in Stockport on New Year's Day 2025.

In the UK there has been major political change with the election of a new Labour government for the first time in 14 years. Locally Andy Burnham was re-elected as Mayor in May 2024, providing stable political leadership for the City Region. The announcement of the new £630m Single Funding Settlement in January 2025 was a major milestone for GM, although how this plays out for VCFSE organisations like Groundwork remains unclear. What we do know is that GM prides itself on its spirit of partnership and collaboration and the door is open to further this through devolution.

Throughout all of this we have continued to focus on supporting those who need our help the most, refocusing our efforts where needed to respond to the challenges we face. We are proud of the work we have undertaken and, in particular, our collaborative efforts with our partners in Greater Manchester leading to the delivery of impactful programmes that have:

- > Supported over 1,800 people through coaching and mentoring for employment and progression, including: working with young people at risk of engaging in youth violence so that they are equipped to make more positive choices, and supporting those with health challenges into meaningful work through the Integrated Placement Support model
- > Delivered over 2,000 home visits to help people save energy, reduce costs and stay warm and well in their homes, delivering savings of almost £1.2m
- > Helped over 450 people through training and education to access future proofed careers in the Green Economy and Construction and to take climate action in their communities and on their land
- > Improved the equivalent of 30 football pitches of land, ranging from alleyways to pocket parks, to school and community grounds to elements of whole river valleys. We have co-designed spaces with communities as equal partners to bring back nature and adapt to climate

GGM continues to be financially stable and well-managed. We have increased our turnover to £7.9m and generated a slightly increased surplus of £54k, allowing us to take forward our plans to

invest in the learning and development of our staff, the quality of our workplaces, our carbon reduction plans and our IT and data infrastructure to ensure we are resilient for the long term. My thanks go to our Audit and Risk Committee for their diligent oversight and scrutiny of our finances to assure our on-going performance.

This year we have reviewed our Rochdale Homes programme and made the difficult decision to conduct a managed exit over a 3-year period in order to mitigate against the risks of being a social landlord. This decision followed a deep dive process supported by our Executive Team and expert trustee sub-group who gave many hours to ensure this decision was founded on evidence and understanding. We have learnt from and been reassured by this process, specifically that:

- > Our challenge and scrutiny at Board and Committee is effective
- > Our approach to resolving difficult problems is collaborative, positive, safe and authentic, permitting open sharing of information and views
- > We act in line with our value of being 'bold'. There is no place for complacency and we must always be alert to and act upon risks, even when this is difficult

As I write, we are moving into the final year of our current strategy. During 2025/6 we will continue to prioritise our strategic goals to:

- > Provide pathways into green jobs by establishing a Groundwork Green Skills Academy
- > Empower communities by establishing a Green Community Hubs Network in GM
- > Recover nature through our community led nature stewardship model

We will also continue to deepen our roots in GM's neighbourhoods, working where we are most needed and prioritising those places where we have the right level of knowledge, relationships and community trust to ensure our work is as impactful as it can be.

We will be working within the context of the recently launched [Greater Manchester Strategy 2025-35](#). The two strategic pillars are growing our economy and making sure people can live well. Groundwork GM will contribute across our services to: ensure everyone has a healthy, warm space to call home; support strong communities where people feel safe; offer people a clear line of sight to high quality jobs; deliver everyday support in Live Well Centres and spaces; and create a greener future for everyone.

We will be refreshing our own strategy this year. A time to both reflect and look forward. Our strategy must be rooted in the hopes and needs of our stakeholders, so if our work interests and inspires you and you would like to get involved, then please don't hesitate to [get in touch](#) either directly or through our website.

With best wishes and hopes for a greener, fairer and stronger future for all in GM,

Tom Besford

Acting Chair

August 2025

HOW WE ARE ORGANISED AND GOVERNED

Charity Registration Number: 01124508
Company Registration Number: 06543150

Groundwork Greater Manchester is a registered charity and a company limited by guarantee. The governing documents are its Memorandum and Articles of Association, which were last amended at a General Meeting of the Members of the company held on 18th February 2021. The M&As are currently under review as part of our regular cycle of reviews and this is due for completion in November 2025.

Our Board of Trustees

The Groundwork Greater Manchester Board of Trustees comprises up to 12 trustees, in accordance with the Charities Act 2011. Each Trustee is also a Director of the Company in accordance with the Companies Act 2006. Our Trustees are all co-opted trustees and bring a range of skills, expertise, networks and lived experience to the Board.

Our Trustees are responsible for ensuring Groundwork Greater Manchester is managed effectively and efficiently, with appropriate systems, processes and policies governing our fundraising, financial management, our assets and investments and our responsibilities to our staff, volunteers and beneficiaries. Trustees pay particular attention to issues of quality, health & safety, environment (including carbon reduction), safeguarding, data protection and information security and people management (including Equality Diversity and Inclusion). We maintain comprehensive business continuity and risk management arrangements.

Our Board of Trustees is supported by a small number of expert associates to the Board, filling skill gaps and supporting the Board in their specialist areas. This currently includes experts in: health and safety and teaching and learning.

The work of the Board is supported by 3 Sub-Committees or Panels:

- **Audit and Risk Committee** – covering all financial matters, strategic risk and associated policies, deep dives into key areas of risk
- **People Committee** – covers performance against our People Strategy, scrutinises associated policies and deals with annual remuneration decision making
- **Teaching, Learning and Safeguarding Advisory and Scrutiny Panel** - this panel has a specific function in relation to these three areas ensuring all policies and practices are fully scrutinised, including in line with Ofsted expectations, and that appropriate recommendations are made to the main board. This Panel is comprised of specialist Associates and Trustees

We also have a number of Internal Management Groups, supported by Associates and / or Trustee representatives including Health and Safety, Safeguarding and Equality Diversity and Inclusion (EDI).

The Board meets quarterly and retains authority for the overall strategy and policy of the Trust and approves the Strategic Vision and Plan and the annual Business Plan, delegating development of the planning process to the Executive Team, whilst retaining responsibility for overall scrutiny of performance.

The Board regularly reviews its performance, undertaking an annual Good Governance Pulse Check and full Good Governance reviews, following the Charity Commission Governance Code, at least every 3 years. Our last full review was in August 2023 although an additional mini review was completed in March / April 2025 following the 'bedding in' of a number of new trustees. We work to a good governance action plan

focused on: culture, values and behaviours; succession planning; organising.

A key governance highlight this year has been the embedding of a series of deep dives into key areas of risk. Our deep dives are sometimes planned and sometimes reactionary as a result of new risk area being spotted. The deep dive into our Rochdale Homes programme fell into this latter category and focused on the risks of GGM being a social landlord. The ultimate outcome was that the Board and our partners agreed to a managed exit from the programme over a period of three years. The Deep Dive provided reassurance in a number of areas – that our board level challenge and scrutiny is effective and our approach to resolving difficult problems is collaborative, positive, safe and authentic. It also reminded us that there is no place for complacency and we must always be alert to and act upon risks, even when this is difficult.

Our Executive Team

The Trust's Executive team is headed up by our Executive Director, appointed by the Board to lead the day-to-day operations of the Trust. They are supported by: our Director of Finance and Resources, responsible for financial and business support functions; and our two service Directors who drive strategy, programme delivery, fundraising and income generation in their respective Directorates.

Our Strategic Management Team, established through an internal re-organisation in October 2024, is responsible for the implementation of strategic plans through their service areas and internal functions.

To facilitate effective operations, the Executive Director has delegated authority, via our Scheme of Delegation approved by the Board, for a range of operational matters including finance, human resources and service delivery. The Executive Team is directly accountable to the Board and its Committees, to which they provide regular reports on financial and operational performance and compliance.

Our Relationship with the Groundwork Federation

We are a member of the Groundwork Federation of charities, which comprises 14 local Groundwork trusts and Groundwork UK. Each Groundwork Trust has similar objects to Groundwork UK but delivers in local areas across the UK. A membership agreement sets out our internal roles, relationships and behaviours and the whole of Groundwork operates to a collectively agreed [Federation Strategy](#), overseen by Federation Board. Trusts are free to adapt that strategy to local context and circumstances, in order to deliver locally in the most effective and impactful way.

Our Executive Director is a member of Federation Executive Team and our Senior Leaders, Managers and practitioners are involved in a wide range of federation forums and development groups, all of which seek to continue to improve the efficiency, quality, scale and impact of our services.

The Federation of Groundwork Trusts and other Groundwork Trusts are not considered to be related parties under the definition of the SORP. Although the elected trustees of the Federation Board are also, by definition, trustees of Groundwork trusts, neither charity subordinates its interest to the other in any transaction. Therefore, the grants made by Groundwork UK (operating as the Federation of Groundwork Trusts) to local Groundwork trusts do not require separate disclosure.

CHARITABLE OBJECTS AND PUBLIC BENEFIT

Our charitable objects are set down in our Memorandum of Association and are as follows:

- > To promote the conservation, protection and improvement of the physical and natural environment in the Metropolitan Boroughs of Blackburn with Darwen, Bury, Bolton, Manchester, Oldham, Rochdale, Salford, Stockport, Tameside, Trafford and the Districts of Burnley, Hyndburn, Pendle, Rossendale and Ribble Valley and such other areas as the Trustees shall in their absolute discretion determine from time to time ("the area of benefit")
- > To provide facilities in the interests of social welfare for recreation and leisure time occupation with the objective of improving the conditions of life for those living in or working in or resorting to the area of benefit
- > To advance public education in environmental matters and of the ways of better conserving, protecting and improving the same wheresoever
- > To promote urban or rural regeneration in areas of social and economic deprivation within the area of benefit by all or any of the following means:
 1. the relief of poverty in such ways as may be thought fit
 2. the relief of unemployment in such ways as may be thought fit including assistance to find employment
 3. the advancement of education, training or re-training particularly amongst unemployed people and providing unemployed people with work experience
 4. the provision of financial assistance, technical assistance, business advice or consultancy in order to provide training and employment opportunities for unemployed people in cases of financial or other charitable need through help:
 - i. in setting up their own businesses; or
 - ii. to existing businesses;
 5. the creation of training and employment opportunities by the provision of work space, buildings and / or land for use on favourable terms
 6. the provision of housing for those who are in conditions of need and the improvement of housing in the public sector or in charitable ownership provided that such power shall not extend to relieving any local authority or other bodies of a statutory duty to provide or improve housing
 7. the maintenance, improvement or provision of public amenities
 8. the preservation of buildings or sites of historic or architectural importance
 9. the provision or assistance in the provision of recreational facilities for the public at large and / or those who by reason of their youth, age, infirmity or disablement, poverty or social and economic circumstances, have need of such facilities

10. the protection or conservation of the environment, and the promotion and maintenance of sustainable community-based projects
 11. the provision of public health facilities and childcare
 12. the promotion of public safety and prevention of crime;
 13. such other means as may from time to time be determined subject to the prior written consent of the Commission
- > To promote sustainable development within the area of benefit by:
 1. the preservation, conservation and the protection of the environment and the prudent use of resources
 2. the relief of poverty and the improvement of the conditions of life in socially disadvantaged communities
 3. the promotion of sustainable means of achieving economic growth and regeneration
 - > To advance the education of the public in subjects relating to sustainable development and the protection, enhancement and rehabilitation of the environment and to promote study and research in such subjects provided that the useful results of such study are disseminated to the public at large

In accordance with SI7(5) of the Charities Act 2011, the Trustees have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing our aims and objectives and in planning future activities. In particular, the trustees consider how planned activities will contribute to the charitable objects set out above.

2023-26 STRATEGIC REPORT

Context and Priorities

We adopted our [strategy for 2023-6](#) on 1 April 2023 and have spent the last 24 months following through on the ambitions and plans we set out.

We have continued to operate within a period of economic, environmental and political stress and uncertainty, at global, national and local levels, and against this backdrop our services have never been needed more. The people we support are facing an on-going cost of living and mental health crisis, linked to ill health, climate anxiety, social isolation and financial stress. The communities we serve want to harness local power and pride, whilst facing exclusion, prejudice and inequity in their daily lives. Alongside this our natural environment is under threat from climate change and human impact.

However, we are fortunate to operate in a City Region that is facing these challenges head on – localising power and funding and working in partnership to develop greener economies, build greener places, and find innovative solutions to tackle social and economic inequalities. The announcement of the new £630m Single Funding Settlement in January 2025 was a major milestone for GM, delivering major flexibilities around how we fund and respond to systemic priorities and key policy areas, including skills, health and retrofit.

The team at Groundwork Greater Manchester are proud to be part of this collective effort and to bring our

expertise and knowledge where it's needed most. To that end, over the past 12 months, we have focused on three thematic growth areas:

- > Providing pathways into green jobs by establishing a Groundwork Green Skills Academy
- > Empowering communities by establishing a Green Community Hubs Network in GM
- > Recovering nature through our community led nature stewardship model

In order to deliver our goals, we have continued to work in effective and generous partnerships with public, private and community, voluntary and faith sector organisations.

More about the difference we are making can be found in the impact section below.

Our Impact

Our 2023-6 strategy focuses around three key themes:

- > **PEOPLE:** Supporting people to improve their life chances & well-being, focusing on those who are, or feel, marginalised and vulnerable
- > **COMMUNITIES:** Empowering communities to work together for positive social and environmental change
- > **PLACES:** Creating thriving, nature rich urban environments, co-created with communities and cared for in the long term

In 2024/5 we:



Some impact highlights of the year are:

- > Supported over 1,800 people through coaching and mentoring for employment and progression, including: working with young people at risk of engaging in youth violence so that they are equipped to make more positive choices, and supporting those with health challenges into meaningful work through the Integrated Placement Support model
- > Delivered over 2,000 home visits to help people save energy, reduce costs and stay warm and well in their homes, delivering savings of almost £1.2m
- > Helped over 450 people through training and education to access future proofed careers in the Green Economy and Construction and to take climate action in their communities and on their land
- > Improved the equivalent of 30 football pitches of land, ranging from alleyways to pocket parks, to school and community grounds to elements of whole river valleys. We have co-designed spaces with communities as equal partners to bring back nature and adapt to climate

Our full impact report is available here: <https://www.groundwork.org.uk/greatermanchester/gm-about/our-impact-gm/>

Themes of the Year

Our year has been characterised by the themes of: deepening, sustaining and consolidating, and caring.

Deepening

- > **Deepening our roots in neighbourhoods** through investing in strong stakeholder partnerships and place-based services to deliver multiple benefits for the people who live there. We have catalysed the establishment of **Green Community Hubs** in Hattersley, Tameside; Brinnington, Stockport; and Medlock Valley, Oldham & Manchester. We have supported the establishment of **Brinnington Together Ltd**, the legacy vehicle for Brinnington Big Local. We have built learning connections between neighbourhoods throughout the North of England through **Groundwork's Northern Network**
- > **Deepening our knowledge and expertise** in key areas where our support is needed. This includes: our work to establish **the Energy Efficiency Academy with Cadent Foundation**; testing out creative ideas to engage people in climate and nature action through our involvement in the **In Our Nature** programme, led by Manchester Climate Agency; establishing a **Knowledge Transfer Partnership** with Manchester Metropolitan University that will further develop our natural environment data and research skills
- > **Deepening our Strategic Partnerships** in Greater Manchester in particular through our role representing the Environmental Sector on the **GM VCFSE Leadership Group**. The Group is dedicated to promoting the role of VCFSE sector in devolution in Greater Manchester and to ending inequality. Our support for and investment in environmental and work and skills partnerships in GM continues.

Sustaining and Consolidating

- > **Consolidating our structure and our teams**. We are now 5 years on from merger and 6 months on from the creation of a new Executive Leadership team and Strategic Management Team (SMT), created through an internal re-organisation. This year we have focused on embedding our new SMT, investing in them to ensure they have the support they need to flourish in their new roles.

We have also stabilised our staff numbers after a period of significant growth. This has allowed us to sustain our work and impact, whilst developing our plans for the future.

- > **Sustaining our strong financial position** – increasing our turnover to £7.9m and generating a slightly increased surplus, allowing us to take forward our plans to invest in the learning and development of our staff, the quality of our workplaces, our carbon reduction plan and our IT and data infrastructure to ensure we are resilient for the long term

Caring: The year has not been without on-going challenges and these have necessitated a focus on caring for those who work for us and those we work to support:

- > **Caring for our staff.** In the face of slowing but on-going inflationary pressures that impact on us and our staff, we continue our accreditation by the Real Living Wage Foundation, are a Member of the GM Good Employment Charter, have improved our reward and recognition package and invested in mental health support for staff.
- > **Caring for our planet.** In addition to our climate work in communities, we are committed to our own carbon reduction plan and have seen continued reductions in our emissions this year achieved through changes to operational practices and investment in equipment. Our team is committed and passionate about this cause. Continuing progress is difficult as we address factors outside of our control – such as the availability of e-vehicles and sustainable transport options – and the challenge of balancing growing demand for our services against the emissions generated by delivering those services
- > **Caring for those people & places we support.** Our staff and volunteers continue to go above and beyond to meet the needs of the communities of Greater Manchester. This year we have made significant investment in staff development to ensure we deliver the most effective support that we can – this includes investing in Leadership development, Information Advice and Guidance skills and Youth and Community Development practice. We have also made some difficult decisions in relation to our Rochdale Homes Programme where we have agreed a managed exit. Aside from the risks involved in being a social landlord, a key factor in this decision was our commitment to keep stakeholders (in this case tenants) at the heart of our duties and responsibilities. We believe that we should only lead the delivery of services when we are the best placed organisation to do so and we have concluded that, in this case, there are now others who are better placed in terms of both resources and expertise. During the exit period we will continue to work closely with our partners to ensure our tenants receive the best care and services possible

Being a Responsible Business

During 2024/25 we continued to ‘walk the walk’ in relation to our contribution to some of the key challenges facing society today. Key highlights include:

Environment

- > Implementing our carbon reduction plans for the year, achieving a reduction in emissions of 4%. Unfortunately, due to factors beyond our control, we fell behind our reduction target this year but we will regroup and continue the challenge in 2025/6.
- > Awarded the Carbon Literacy Action Day Catalyst Award for our work delivering climate education to marginalised audiences.
- > Continued the on-going maintenance and enhancement of our 5 nature sites, benefiting from the recruitment of additional capacity through our Ranger Team, which also provides green career opportunities for trainees

Social

- > Retaining our GM Good Employment Charter membership and Real Living Wage and Disability Confident accreditations.
- > Placing significant focus on staff well-being by increasing our number of Mental Health First Aiders to 11, offering trauma informed professional supervision to all delivery staff and offering a full programme of staff events celebrating diversity including taking part in Manchester Pride.
- > Running a campaign to increase our use of local and sustainable suppliers
- > Leaving the social media platform X making a stand for equity and against injustice

Governance

- > Undertaking an annual good governance pulse check identifying areas of focus for the future, particularly making plans to streamline our governance for effectiveness and efficiency and ensuring an on-going focus on skills and diversity through succession and recruitment
- > Embedding a learning culture by undertaking a deep dive into a key service area leading to improvements in monitoring, reporting and decision making at board level
- > Holding a trustee volunteering session at Trafford Ecology Park where our trustees cleared, weeded, re-used and recycled
- > Continuing to service key external partnerships throughout Greater Manchester.

OUR PLANS FOR THE FUTURE

In March 2025 we completed the second year of 2023-6 Strategy which sets out how we will contribute to our vision of a greener, fairer and stronger future for all of GM's people, places and communities. We have made good progress as outlined previously within this report.

Looking ahead we know that our delivery will continue within a challenging economic environment, global uncertainty and an unprecedented emergency for climate and nature. However, in Greater Manchester we are also excited, taking heart from both our city's history of pride and innovation and the opportunities presented by further devolution that puts power and funding in local hands. In that context we know that our partnerships in GM will remain strong and that we will all continue to pull together to do the best we can for the people, communities and places of GM.

In that context, we will continue to stay focused on our three Strategic Growth Priorities in order to increase our impact, extend our reach and generate income. These are:

- > **Provide pathways into green jobs** by establishing a **Groundwork Green Skills Academy**
- > **Empower communities** by establishing a **Green Community Hubs Network** in GM and beyond
- > **Recover nature** through our **community led nature stewardship model**

Alongside our Strategic Growth Areas, we will continue our 'Business as Usual' activity. In reality this is where much of our day-to-day business development activity is focused in order to ensure we are able to sustain and grow our core services to support those who need them.

We will also continue to deepen our roots in GM's neighbourhoods, working where we are most needed and prioritising those places where we have the right level of knowledge, relationships and community trust to ensure our work is as impactful as it can be.

In 2025/6 we will be working within the context of the recently launched [Greater Manchester Strategy 2025-35](#). The two strategic pillars of this strategy are growing our economy and making sure people

can live well. Groundwork GM will contribute across our services to the strategic themes of: ensuring everyone has a healthy, warm space to call home; supporting strong communities where people feel safe; offering people a clear line of sight to high quality jobs; delivering everyday support in Live Well Centres and spaces; and creating a greener future for everyone. Over the coming 12 months we will prioritise our engagement and influencing activity around the following issues to amplify our contribution. These are areas in which we have track record and expertise and where we understand the system and the changes needed to maximise our collective impact:

- > **GM Live Well:** Develop Groundwork's Live Well offer and position as a key player in local delivery. We have an impactful service offer that will add value to neighbourhood based Live Well Hubs and that can be tailored to local needs. We will also be developing our unique Live Well offer for the future that takes the form of 'Green Live Well Spaces'
- > **Green Skills Pathways:** We will influence and inform the development of Green Skills pathways, including within the Manchester Baccalaureate (MBACC), and develop our own Green Skills curriculums aimed at different age groups to help people access future proofed careers
- > **Nature Recovery:** We will continue to lead people led nature recovery programmes within GM, further developing our community led nature stewardship models. We will also seek to influence green finance models and other funding mechanisms in support of urban nature recovery and climate adaptation
- > **Retrofit:** We will continue to approach retrofit from a neighbourhood perspective, and use our evidence of what works to inform community resilience plans and funding models

Our strategy also sets out our internal plans. We aim to ensure we are resilient and thriving and that, by 2026, we are assured that our business model enables us to absorb and adapt to a changing environment and to prosper in the long term. We will maintain our focus on:

- > **Our People:** Being a great place to work which maximises the talents and creativity of our people. Next year, we will focus on two key areas: supporting our people to be well at work and our learning and development strategy
- > **Data & Technology:** Improving the management and analysis of data & utilisation of technology to support service development and delivery. We will continue to develop and deliver our strategic IT and data plans informed by user & organisation needs assessment, prioritising impact, finance and HR.
- > **Financial Health:** Optimising our financial health for the longer term. We will continue to review our financial model ensuring it is aligned with our strategy and exploring new sources of income particularly those which are unrestricted and / or support innovation and development

We will be refreshing our organisational strategy this year and plan to look ahead to Groundwork in GM 2030. This will be a time to both reflect and look forward. Our strategy must be rooted in the hopes and needs of our stakeholders, and to this end we will be working on a stakeholder engagement plan that ensures we align with our principles of:

- > **Collaborating** in meaningful partnerships and relationships
- > **Living our values** and being a responsible organisation
- > **Listening** to those we support and acting upon what we learn

Our strategic planning will ensure we continue to strive for a fairer, stronger and greener Greater Manchester by supporting those people, places and communities who need our help the most.

a) FINANCIAL PERFORMANCE

Groundwork Greater Manchester's total incoming resources for 2024/25 totalled £7.95 million, with an unrestricted trading surplus of £53,684.

Reserves

Groundwork Greater Manchester Trustees and senior management team have reviewed the Reserves Policy during 24/25 and the Board has agreed that a reasonable level of unrestricted reserves is required for the following reasons:

Financial Impact of Risk:

- to allow the Trust to be able to adopt its preferred 'balanced approach to risk management policy', through an ability to absorb short term setbacks such as loss or delays in funding;
- to provide funding to cover any unforeseen downturn in activity, allowing alternative activity to be generated and/or a planned downsizing of activity;
- to allow for the management of risk in funding of growth opportunities; and
- To cover any contractual obligations required such as redundancy, notice pay and outstanding rental/lease costs.

Working Capital:

- to finance working capital needs, such as delays in receipts and to fund the time delays between developing projects, obtaining approval and funds being received; and
- to cover the working capital required to fund the usual retrospective nature of programme funding which can result in considerable timing differences between expenditure and receipt of funds.

Commitments and long terms plans:

- to fund business development plans, such as new and improved delivery services for the Trust;
- to continue to maintain Trust buildings and sites to a good standard.
- to fund developing of new systems and structures to support improved communications, research, quality and business management; and
- to fund specific business case led initiatives that lead to furtherance of the Trust's objectives. Initial specific funding will be set aside to deliver the Carbon Reduction Action Plan, through investing in projects that:
 - reduce energy consumption – including solar power;
 - investing in the fleet of vehicles to minimise reliance on fossil fuel;
 - allow changes to be made to the 'way we do business' and in so doing reduce the impact on the environment.

The above needs for reserves have to be balanced against the following factors:

- the need to be seen to act as a responsible charity by central Government, our sponsors and the Charity Commission; and
- the need to avoid the accusation of creating excessive surpluses (profiteering) and accumulating large surpluses (hoarding) for which there is no future planned requirement or that bare no relation to the charitable aims.

Balancing the above, and taking account of guidance published by the Charity Commission, we have calculated the minimum level of reserves as £750k:

However, given the current rate of inflation and financial climate we consider that an additional 20% should be added to create a Reserves Level of around £900k for the Business Plan Period.

The current level is calculated as:

Total Unrestricted Funds;	£1,742,876
(less) tangible fixed assets for charity use;	£885,120
Total free reserves;	£857,756

Investments

The majority of the programme funds obtained by the Trust are provided against specified projects for particular needs and are initially financed from reserves. Therefore, any funds that are built up in advance of expenditure need to be kept as liquid as possible, whilst making every effort to maximise any available investment return.

To minimise risk such funds are kept on deposits with reputable banks where immediate access has to be balanced against available interest rates. Rates available from the whole banking sector are kept under regular review and every effort is made to maximise any potential return, whilst minimising risk in the investment portfolio, in an effort to obtain all possible funding for all projects.

Principal funding sources

The major sources of funding during the year are set out below.

Total income for the year was £7.95m;

The major sources of funding during the year were:

Private Sector contracts - £1.35m;
Housing providers - £2.03m;
Government Agencies & EU - £1.3m;
Local Authorities - £1.45m;
Big Lottery - £0.5m;
Other Income - £1.3m;

There were no brought forward Landfill Tax revenues or new ones during the year.

Funds held in trust

The trust holds a balance on behalf of the Brinnington Big Local Partnership (Big Lottery). This partnership aims to:

- to improve the area known as Brinnington for the benefit of the inhabitants of the area
- to encourage the goodwill and improvement of the local community
- to foster community spirit and encourage civic pride
- to ensure that all residents are communicated with and consulted regularly

The cash balance at year end was £90,684 (2024 - £92,666) and is shown in other creditors.

Also, the trust holds a balance of £79,527 (2024 - £90,751) on behalf of the Irwell Rivers Trust, to be spent by the Irwell Catchment Partnership (ICP), of which Groundwork Greater Manchester are members.

- The funds will be managed in-line with the Not-for-Profit guidelines provided by the Charity Commission
- The funds will only be used for activity agreed in the Irwell Catchment area.

b) PRINCIPAL RISKS AND UNCERTAINTIES

Risk Assessment & Management

The Board of Groundwork Greater Manchester fully accepts its responsibilities under the Charity Commission's Statement of Recommended Practice (SORP) for ensuring that the major risks to which the charity is exposed are identified and reviewed, and that there are systems in place to mitigate them.

Major risks are those that have a high probability of occurring, and would if they occurred, have a severe impact on either operational performance or achievement of purposes, or could damage Groundwork's reputation.

The risk management process, which operates as both a top-down and bottom-up mechanism, is designed to enable the Board to conclude whether the major risks to which the charity is exposed have been identified and reviewed, and that systems have been established to mitigate these risks.

The system involves the Executive & Senior Management Team:

- Reviewing the main, high impact generic risks.
- Establishing a comprehensive risk register of all the significant risks which might impact on the Trust's core purposes and key objectives.
- Establishing a bottom-up and top-down process of risk identification, assessment, mitigation and monitoring for all likely risks within the Trust.
- Producing detailed reports to the Board setting out the actions designed to eradicate or mitigate the risks identified.

The major areas of risk identified to date, potential impact and mitigations are:

- The management of the Trust's reputation for quality and effective programme delivery, sound governance, and financial probity. Clearly the risk to the Trust's reputation would have a negative effect on the future income being able to bring in. The Quality systems in place in the organisation including ISO 9001 help to mitigate along with strong board governance including regular Audit and Risk Committee/Board meetings.
- The management of key relationships with local Authority & other key partners, financial risks such as the acceptance of onerous funding terms, or commitment to matching funding etc. This can impact substantially on being tied into long, punitive contracts. Again, by having contracts analysed by the Audit and Risk Committee, and senior management having good relationships with key personnel helps overcome these risks.
- External risks, such as regulatory and legal requirements, and the risks associated with giving advice to third parties. This has both reputational and financial risk and it is important that the company has the required insurance and regulatory cover for the work involved.
- Operational risks affecting programme performance, staff skills, loss of key staff and IT systems. This can result in loss of continuity in the business and therefore loss of performance in all contract areas. Senior Management seek to regularly consult with staff with annual surveys and appraisal processes, which include succession planning where possible. IT systems are regularly reviewed and updated and we have retained the external accreditation of Cyber Essentials.

- Risks emanating from the performance/activities of other Groundwork Trusts within the Federation. This is clearly a reputational risk to all of the Groundwork Network and close contact and central messaging from Groundwork UK is essential in getting out the correct message. This is dealt with at regular FET meetings with all the trusts in the federation.

The Trust recognises that risk management and mitigation is an essential part of good business practice and an effective mechanism of good governance.

The Board is committed to ensuring that risk management processes are embedded through the Trust, and that these processes are used to help identify at an early-stage issues that affect performance or achievement of purpose.

The Board does recognise that a risk management system can only seek to manage rather than eliminate risk of failure, and that it should therefore be only one of the tools that the Board and Executive uses to provide effective control and management of the administration of the Trust.

Financial instruments

The Trust's financial risk management objective is broadly to seek to make neither profit nor loss from exposure to currency or interest rate risks. Our policy is to finance working capital through retained reserves. The Trust does not use hedge accounting. Its policy is to finance fixed assets through borrowings for a term broadly expected to match the useful economic lives of the assets.

The Trust's exposure to the price risk of financial instruments is therefore minimal. As the counterparty to all financial instruments is its bankers, it is also exposed to minimal credit and liquidity risks in respect of these instruments.

The Trustees do not consider any other risks attaching to the use of financial instruments to be material.

Auditor

A tender process is due to be undertaken in December 2025 and January 2026 after which the auditors for 2025/26 will be appointed.

c) STATEMENT OF TRUSTEES' RESPONSIBILITIES

The trustees (who are also directors of Groundwork Greater Manchester) are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law and the United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice)

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

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

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

In so far as the trustees are aware:

- there is no relevant audit information of which the charitable company's auditor is unaware;
- they have taken all steps they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

Signed on behalf of the Board of Trustees



Tom Besford

Acting Chair

Date: 12/11/25

Independent Auditor's Report to the members of Groundwork Greater Manchester

Opinion

We have audited the financial statements of Groundwork Greater Manchester "the charitable company" for the year ended 31 March 2025 which comprise Statement of Financial Activities including the Income and Expenditure Account, the Balance Sheet, the Cash Flow Statement and the Notes to the Financial Statements. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

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

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. The trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the other information. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the trustees' report, which incorporates the directors' report and the strategic report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the directors' report included within the trustees' report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the strategic report or the directors' report included within the trustees' report.

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

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees

As explained more fully in the Statement of Trustees' Responsibilities set out on page 3, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's web-site at www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

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

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

In identifying and addressing risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, our procedures included the following:

- We obtained an understanding of laws, regulations and guidance that affect the charitable company, focusing on those that had a direct effect on the financial statements or that had a fundamental effect on its operations. Key laws, regulations and guidance that we identified included the Companies Act 2006, tax legislation, health and safety legislation, and employment legislation.
- We enquired of the Trustees and reviewed correspondence and Trustee meeting minutes for evidence of non-compliance with relevant laws and regulations. We also reviewed controls the Trustees have in place, where necessary, to ensure compliance.
- We gained an understanding of the controls that the Trustees have in place to prevent and detect fraud. We enquired of the Trustees about any incidences of fraud that had taken place during the accounting period.
- The risk of fraud and non-compliance with laws and regulations was discussed within the audit team and tests were planned and performed to address these risks.
- We reviewed financial statements disclosures and supporting documentation to assess compliance with relevant laws and regulations discussed above.
- We enquired of the Trustees about actual and potential litigation and claims.
- We performed analytical procedures to identify any unusual or unexpected relationships that might indicate risks of material misstatement due to fraud.
- In addressing the risk of fraud due to management override of internal controls we tested the appropriateness of journal entries and assessed whether the judgements made in making accounting estimates were indicative of a potential bias.

Due to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, as with any audit, there remained a higher risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. We are not responsible for preventing fraud or non-compliance with laws and regulations and cannot be expected to detect all fraud and non-compliance with laws and regulations.

Use of our report

TRUSTEES REPORT, INCORPORATING THE STRATEGIC REPORT FOR THE YEAR ENDED 31 MARCH 2025

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

Menzies LLP

Sue Hutchinson (Senior Statutory Auditor)

For and on behalf of
Menzies LLP
Statutory Auditor
One Express
1 George Leigh Street
Manchester M4 5DL

Date: 17/12/2025

Groundwork Greater Manchester

Statement of financial activities including the Income and Expenditure account for the year ended 31 March 2025

	Note	2025 Unrestricted funds £	2025 Restricted Funds	2025 Total £	2024 Unrestricted and Total £
Income:					
Donations and legacies	3	75,034	-	75,034	57,163
Investment income	4	34,730	-	34,730	13,748
<i>Income from charitable activities:</i>					
Community and Neighbourhoods		3,326,422	-	3,326,422	2,716,644
Employment and Enterprise		4,092,451	-	4,092,451	3,462,556
Sustainable Business Services		422,986	-	422,986	296,530
Total income		7,951,623	-	7,951,623	6,546,641
Expenditure:					
<i>Costs of raising funds:</i>					
Commercial trading operations	5	25,516	-	25,516	27,873
<i>Expenditure on charitable activities:</i>					
Community and Neighbourhoods	6	3,102,795	-	3,102,795	2,396,500
Employment and Enterprise		4,366,920	-	4,366,920	3,838,195
Sustainable Business Services		402,708	-	402,708	273,749
Total expenditure		7,897,939	-	7,897,939	6,536,317
Net incoming resources	10	53,684	-	53,684	10,324
Net movement in funds		53,684	-	53,684	10,324
Fund balances brought forward at 1 April 2024	17	1,689,192	65,257	1,754,449	1,744,125
Fund balances carried forward at 31 March 2025	17	1,742,876	65,257	1,808,133	1,754,449

Incoming resources and resources expended derive from continuing operations.

The company has no other recognised gains or losses other than those passing through the statement of financial activities.

The notes on pages 28 to 37 form part of these financial statements.

Groundwork Greater Manchester

Charity balance sheet at 31 March 2025

	Note	2025 £	2025 £	2024 £	2024 £
Fixed assets					
Tangible assets	11		885,120		927,256
			<u>885,120</u>		<u>927,256</u>
Current assets					
Debtors	12	1,788,688		1,729,223	
Cash at bank		<u>1,873,897</u>		<u>996,554</u>	
Creditors: amounts falling due within one year	13	<u>2,739,572</u>		<u>1,898,584</u>	
Net current assets			<u>923,013</u>		<u>827,193</u>
Total assets less current liabilities			<u>1,808,133</u>		<u>1,754,449</u>
Net assets	16		<u>1,808,133</u>		<u>1,754,449</u>
Reserves					
Restricted funds:			65,257		65,257
General funds	17		<u>1,742,876</u>		<u>1,689,192</u>
			<u>1,808,133</u>		<u>1,754,449</u>

These financial statements were approved by the Board of Trustees and authorised for issue on xxxxxxxx and were signed on its behalf by:



Tom Besford
Acting Chair

Date: 12/11/25

Company registration no. 06543150

The notes on pages 28 to 37 form part of these financial statements.

Groundwork Greater Manchester

Cash flow statement for the year ended 31 March 2025

	2025	2024
	£	£
Reconciliation of net incoming resources before transfers to net cash inflow (outflow) from operating activities		
Net incoming resources before transfers	53,684	10,324
Interest receivable	(34,730)	(13,748)
Rental income	-	-
Depreciation	42,135	52,738
(Increase) in debtors	(59,465)	(254,954)
Increase in creditors	840,989	146,279
Net cash inflow (outflow) from operating activities	842,613	(59,362)
Cash flow from financing activities		
Repayment of loans & borrowings	(-)	(-)
Net cash inflow(outflow) from financing activities	(-)	(-)
Cash flows for investing activities		
Interest received	34,730	13,748
Rental income	-	-
Payments to acquire tangible fixed assets	-	(46,359)
Net cash outflow from capital expenditure	34,730	(32,611)
(Decrease) in cash	877,343	(91,973)
	2025	2024
	£	£
Increase(Decrease) in cash in the period	877,343	(91,973)
Cash and cash equivalents at 1 April 2024	996,554	1,088,527
Cash and cash equivalents at 31 March 2025	1,873,897	996,554

The notes on pages 28 to 37 form part of these financial statements.

Notes forming part of the financial statements for the year ended 31 March 2025

1 Accounting policies

The following accounting policies have been applied consistently in dealing with items which are considered material in relation to the financial statements.

a) Basis of preparation

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

Groundwork Greater Manchester meets the definition of a public benefit entity under FRS102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note(s).

b) Going Concern

There are no other material uncertainties about the charity's ability to continue, therefore, the accounts have been prepared on a going concern basis.

c) Grants and other income

Donations and legacies including grants that provide core funding or are of a general nature is recognised where there is entitlement, certainty of receipt and the amount can be measured with sufficient reliability. Such income is only deferred when:

- The donor specifies that the grant or donation must only be used in future accounting periods; or the donor, has imposed conditions which must be met before the charity has unconditional entitlement.

Incoming resources from tax reclaims are included in the statement of financial activities at the same time as the gift to which they relate.

Investment and rental income is recognised on a receivable basis.

Income from commercial trading activities is recognised on a recoverable basis.

Income from charitable activities includes income received under contract or where entitlement to grant funding is subject to specific performance conditions is recognised as earned (as the related goods or services are provided). Grant income included in this category includes income received specifically for project activities and is recognised where there is entitlement, certainty of receipt and the amount can be measured with sufficient reliability.

Income is deferred when project funding is received in advance of expenditure being incurred on the various projects where delivery of the project gives the Trust entitlement to the income.

d) Funds

Unrestricted funds are those which are available for use at the discretion of the Board of Trustees in furtherance of the general objectives of the charity.

Restricted Funds - Roch Valley Primrose Hill Farm Heywood

Roch Valley is a site of biological importance and is part of the wider green corridor following the River Roch through the heart of Rochdale. It is nestled between Queens Park and Springfield Park and is a remote haven for wildlife. Roch Valley consists of a lowland hay meadow adjacent to the river with scattered trees and hedgerows across the site. Groundwork bought the site on 30th May 2014 using funds provided by Rochdale Council (RMBC) via a local S106 agreement and the purchase included an £100,000 endowment for Groundwork to maintain and develop the land in the future and we have since developed the space into a valuable community amenity. Endowment funds remaining are £65,257.

e) *Expenditure and irrecoverable VAT*

Liabilities are recognised as soon as there is a legal or constructive obligation committing the charity to the expenditure. All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category.

Costs of raising funds are the costs associated with attracting voluntary income.

Expenditure on charitable activities comprises those costs incurred by the charity in the delivery of its activities and services for its beneficiaries. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them.

Irrecoverable VAT is charged against the category of resources expended for which it was incurred.

f) *Allocation of support costs*

Support costs include central functions such as back-office costs, finance, personnel, payroll and governance costs. These have been allocated to activity cost categories on a basis consistent with the use of resources, for example, allocating property costs by floor areas, or per capita, staff costs by the time spent and other costs by their usage.

g) *Tangible fixed assets*

Individual fixed assets costing £1,000 or more are initially recorded at cost.

The trustees have a policy of periodically reviewing fixed assets for impairment over and above their carrying value. Any reductions in the net book value of impaired fixed assets are treated as additional depreciation charges, which are reported within the appropriate resources expended section of the Statement of Financial Activities. Assets under construction are not depreciated until completed.

Depreciation is provided on tangible fixed assets so as to write off the cost or valuation, less any estimated residual value, over their expected useful economic life as follows:

Land and Buildings	2% per annum using the straight-line method
Ecology Park Main Building	10% per annum using the straight-line method
Fixtures, Fitting and Equipment	25% per annum using the straight-line method
Motor Vehicles	25% per annum using the straight-line method

h) *Debtors*

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

i) *Cash at hand and in bank*

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

j) *Creditors and provisions*

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

k) *Financial Instruments*

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

l) *Pensions*

The charity is a member of a multi-employer scheme (Greater Manchester Pension Fund) for employees in service on 1 June 2008. The assets of the scheme are held separately from those of the Trust but these assets and liabilities are not separately identifiable hence no value in the accounts. The regular cost of providing pension and related benefits is charged to the statement of financial activities over the employees' service lives on the basis of a constant percentage of earnings.

The charity also operates two other defined contribution pension schemes for employees joining after 1 June 2008. Contributions are charged in the statement of financial activities as they become payable in accordance with the rules of the scheme.

m) *Judgement and keys sources of estimation uncertainty*

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

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods. In the trustees' opinion, there are no significant accounting estimates and judgements.

2 Legal status of the Trust

The charity is a private company limited by guarantee and consequently does not have share capital. Each of the members is liable to contribute an amount not exceeding £1 towards the assets of the charity in the event of liquidation. The charity is incorporated in the United Kingdom and its registered address is: Trafford Ecology Park, Lake Rd, Manchester, M17 1TU.

3 Income from donations and legacies

	2025 Unrestricted	2025 Total	2024 Unrestricted and Total
	£	£	£
Miscellaneous Income	22,893	22,893	7,124
Support Income	52,141	52,141	50,039
Furlough Income	-	-	-
	<u>75,034</u>	<u>75,034</u>	<u>57,163</u>

4 Investment income

	2025 Unrestricted	2025 Total	2024 Unrestricted and Total
	£	£	£
Bank interest	34,730	34,730	13,748
Rental income	-	-	-
	<u>34,730</u>	<u>34,730</u>	<u>13,748</u>

5 Cost of generating funds

	2025 Unrestricted	2025 Total	2024 Unrestricted and Total
	£	£	£
Marketing Costs	25,516	25,516	27,873
	<u>25,516</u>	<u>25,516</u>	<u>27,873</u>

6 Charitable activities

	Direct Costs	Employment Costs	Governance Costs (Note 7)	Support & Other Costs	Total 2025	Total 2024
	£	£	£	£	£	£
Analysis of expenditure on charitable activities						
Community and Neighbourhoods	1,483,537	1,469,340	10,402	139,516	3,102,795	2,396,500
Employment and Enterprise	1,458,101	2,633,346	19,112	256,361	4,366,920	3,838,195
Sustainable Business Services	179,121	204,847	1,300	17,440	402,708	273,749
	<u>3,120,759</u>	<u>4,307,533</u>	<u>30,814</u>	<u>413,317</u>	<u>7,872,423</u>	<u>6,508,444</u>

Note: Support and other costs are allocated on a % head count based on the members of staff in that area. These include administration, accommodation, transport, depreciation and communication costs.

7 Governance costs

	2025 Unrestricted	2025 Total	2024 Unrestricted and Total
	£	£	£
Legal and professional	18,814	18,814	18,738
Audit and accountancy fees	12,000	12,000	10,000
	<u>30,814</u>	<u>30,814</u>	<u>28,738</u>

Governance costs are apportioned into Note 6 based on staff numbers per area

8 Employees

The number of employees during the year, analysed by category, was as follows.

	2025 Headcount	2024 Headcount	2025 FTE	2024 FTE
Direct charitable	123	108	119	110
Management and administration	11	9	10	9
Fundraising and publicity	3	3	3	3
	<u>137</u>	<u>120</u>	<u>132</u>	<u>122</u>

The aggregated cost of these persons was as follows:

	2025 £	2024 £
Wages and salaries	3,793,452	3,093,020
Social security costs	346,860	284,051
Pension costs (see note 14)	167,854	145,651
	<u>4,303,166</u>	<u>3,522,722</u>

The emoluments of employees (excluding NI/pension contributions) over £60,000 per annum are as follows:

	2025 £	2024 £
£60,000 - £70,000	-	-
£70,000 - £80,000	1	1
£80,000 - £90,000	-	-
	<u>-</u>	<u>-</u>

Total contributions under defined contribution schemes on behalf of these were £5,881 (2024 - £5,709).

Payments made to Key Management Personnel amounted to £298,610 (2024: £159,433).

These payments were to the executive officers only. No amounts were paid to Trustees

9 Transactions with Trustees

No Trustees received any remuneration or expenses for services performed on behalf of the trust.

10 Net incoming resources

	2025 £	2024 £
Net incoming resources for the year is stated after charging:		
Audit of the charity's annual accounts	12,000	10,000
Depreciation	42,135	52,738

11 Tangible assets

	Freehold Interest in Land and Buildings £	Ecology Park Main Building £	Ecology Park Timber Building £	Motor Vehicles £	Office and Computer Equipment £	Total £
<i>Cost</i>						
At 1 April 2024	607,018	153,950	379,052	104,425	211,573	1,456,018
Additions	-	-	-	-	-	-
Disposals	-	-	-	-	-	-
At 31 March 2025	607,018	153,950	379,052	104,425	211,573	1,456,018
<i>Depreciation</i>						
At 1 April 2024	102,552	125,886	22,743	76,103	201,479	528,763
Eliminated on disposals	-	-	-	-	-	-
Charged for the year	12,140	3,796	7,581	15,254	3,364	42,135
At 31 March 2025	114,692	129,682	30,324	91,357	204,843	570,898
Net Book Value At 31 March 2025	492,326	24,268	348,728	13,068	6,730	885,120
Net Book Value At 31 March 2024	504,466	28,064	356,309	28,322	10,094	927,255

12 Debtors

	2025 £	2024 £
Trade debtors	1,232,699	858,035
Prepayments and accrued income	555,987	871,188
	<u>1,788,686</u>	<u>1,729,223</u>

13 Creditors

	2025 £	2024 £
Trade creditors	275,540	274,522
Other creditors	405,390	443,387
Accruals and deferred income	1,712,636	973,537
Taxation and social security	346,006	207,138
	<u>2,739,572</u>	<u>1,898,584</u>

14 Greater Manchester Pension Scheme

The scheme available to staff in service on 1 June 2008 was the Greater Manchester Pension Fund (GMPF). The GMPF is a final salary defined benefit scheme, the assets of Groundwork Greater Manchester are pooled with similar institutions for actuarial valuation purposes. The pension contributions made by Groundwork GM to the scheme for the year ended 31 March 2025 were £59,634 (2024 - £55,261). The agreed employer contribution rate was 25.4% for the period April 2024 to March 2025 and will remain the same up to March 26.

In the event of any deficit, the trust would be liable for its proportionate share of any shortfall. As stated below, at the last actuarial valuation funding stood at 104%, up from 102% at the previous actuarial valuation. For the purposes of the accounts this is being treated as a defined contribution scheme.

The pension cost is assessed every three years in accordance with the advice of an independent qualified actuary. The latest actuarial valuation of the scheme was at 31 March 2022. The assumptions and other data, used in the 2022 valuation, that have the most significant effect on the determination of the contribution levels are as follows:

Actuarial method	Projected unit method
Rate of increase in pensions	2.3% pa
Discount Rate	3.6% pa
Market value of the assets at the date of last valuation	£29.3 m
Value of Liabilities	£28.3m
Proportion of members' accrued benefits covered by the actuarial valuation	104%
Funding level change since last valuation	2% increase

Employees joining after 1 June 2008 have been entitled to join defined contribution pension schemes administered by AEGON and Peoples Pension.

Groundwork Greater Manchester

Notes forming part of the financial statements for the year ended 31 March 2025 (continued)

15 Related parties

As per Note 8 no other related party transactions have occurred in the period

16 Analysis of net assets at 31 March 2025

	Unrestricted Funds £	Restricted £	Total Funds 2025 £	Total Fund 2024 £
Tangible fixed assets	819,863	65,257	885,120	927,256
Current assets	3,662,585	-	3,662,585	2,725,777
Creditors: amounts falling due within one year	(2,739,572)	-	(2,739,572)	(1,898,584)
	<u>1,742,876</u>	<u>65,257</u>	<u>1,808,133</u>	<u>1,754,449</u>

17 Analysis of funds

	Unrestricted Funds 2025 £	Restricted Funds 2025 £	Unrestricted Funds 2024 £	Restricted Funds 2024 £
At 1 April 2024	1,689,192	65,257	1,678,868	65,257
Incoming resources	7,951,623	-	7,951,623	-
Resources expended	(7,897,939)	-	(7,897,939)	-
Transfer between funds	-	-	-	-
	<u>1,742,876</u>	<u>65,257</u>	<u>1,689,192</u>	<u>65,257</u>

18 Capital Commitments

The Trust had no Capital Commitments at the end of March 2025 (2024 - £ None)

19 Net Debt

Cash/Cash equivalents	At 1 Apr 24 £	Cash Flows £	Other non-cash Changes £	At 31 Mar 25 £
Cash	996,554	877,343	-	1,873,897
Overdrafts	-	-	-	-
Cash Equivalent	-	-	-	-
Total	996,554	877,343	-	1,873,897
Borrowings				
Debt Due	-	-	-	-
Total	996,554	877,343	-	1,873,897

Advisors

Auditors

Menzies LLP
One Express
1 George Leigh Street
Manchester
M4 5DL

Bankers

Santander Corporate Banking
298 Deansgate
Manchester
M3 4HH

The Board of Trustees

The Trustees (who are the directors of the company in accordance with the Companies Act 2006) on the date of approval of this report, or who served as Trustees at any time during the year reported on, are as follows:

Co-opted Trustees	Member	First appointed	Last appointed	Resigned
Katrina Cunliffe (Chair)	Co-opted	May 2019	June 2025	
Thomas Besford (Vice Chair)	Co-opted	August 2020	August 2023	
Tessa Wiley	Co-opted	September 2021	Sept 2024	
Joanne Yates	Co-opted	November 2021	Sept 2024	
Stewart McCombe	Co-opted	November 2022	November 2025	
Steph Everett	Co-opted	November 2022	November 2025	
Jack Collier	Co-opted	November 2023		
Erica Rosanne East	Co-opted	November 2023		
Janet Thomas	Co-opted	November 2023		
Joy Woods	Co-opted	July 2024		
Iain Kinnear	Co-opted	November 2025		

Company Secretary

Gary Cunningham

Audit and Risk Committee

Stewart McCombe (Chair)

Steph Everett (Vice-chair)

Erica Rosanne East

Tessa Wiley

Joy Woods

Executive Director

Deborah Murray

Key Management Personnel

Deborah Murray

Gary Cunningham

Venetia Knight (from 1 April 24)

Michaela Howell (from 1 April 24)

Accounts

Groundwork Greater Manchester

Annual Report and Financial Statements 2023/24

Charity registration no. 1124508
Company registration no. 06543150

Registered Office
Trafford Ecology Park,
Lake Road
Trafford Park
Manchester
M17 1TU

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TRUSTEES REPORT, INCORPORATING THE STRATEGIC REPORT FOR THE YEAR ENDED 31 MARCH 2024

The Board of Trustees presents its report for the year ended 31 March 2024. Statements about Groundwork (page 3), governance (page 8), objectives and public benefit (page 10), our plans for the future (page 15), financial review 2022-23 (page 17), advisors (page 37) and the details of the Board of Trustees, Committees and Executive team (page 38) form part of this report.

ABOUT GROUNDWORK GREATER MANCHESTER

Groundwork Greater Manchester is a registered charity which exists to create:

A Greener Fairer and Stronger Future for All People, Communities and Places in Greater Manchester

The people who live here, and the communities they make up, are unique and inspiring. They're passionate about their home, which is exactly why they tell us they want to make it even better!

Our core team of over 120 people, plus sessional staff and associates, supports individuals to fulfil their potential, communities to become stronger, and together, we make spaces greener and more resilient to the effects of climate change. In 2023/4 we delivered programmes to a value of nearly £6.5m and benefited almost 10,000 people.

The focus of our work is in Greater Manchester, but we also deliver in parts of Lancashire, and in the wider North West where we have agreements with other Groundwork Trusts. Our head office is at Trafford Ecology Park, a designated local nature reserve and Site of Biological Importance - a green oasis in the heart of Europe's largest industrial estate. We also have office bases and depots Ashton under Lyne and Rochdale, as well as numerous project delivery sites around Greater Manchester.

We organise our work around the themes of People, Place and Communities, delivering services in 6 key areas:

- > Community engagement, involvement & development
- > Skills & training for employment & green careers
- > Services for young people
- > Domestic energy advice and retrofit
- > Landscape design, build and maintenance
- > Net zero support for businesses



TRUSTEES REPORT, INCORPORATING THE STRATEGIC REPORT FOR THE YEAR ENDED 31 MARCH 2024

We are driven by our values which are embedded in the way we operate and the decisions we take every day.

GROUNDWORK
GREATER MANCHESTER

OUR VALUES

Our work is underpinned by 3 key principles:

- > Collaborating in meaningful partnerships and relationships
- > Living our values and being a responsible organisation
- > Listening to those we support and acting upon what we learn



Groundwork Greater Manchester is a member of the Federation of Groundwork Trusts which operate throughout England, Wales and Northern Ireland, working to the shared aspirations and common goals set out in the [Groundwork 2023-8 Strategy](#).

Locally our commitments are as follows:

For People we will...

- > Support more people to move out of poverty
- > Improve life chances & well-being for those who are, or feel marginalised
- > Support more people to take action on climate and nature as individuals
- > Support people to be better equipped to access jobs, particularly greener jobs
- > Support people to have a stronger voice in places and on issues which matter to them

For Communities we will....

- > Involve more people in sustained collective action for climate & nature
- > Improve skills and capacity within communities to take action on issues which matter to them, both now & in the future
- > Support the development of stronger community connections & support networks for individuals and groups
- > Connect people and communities better with nature

For Places we will...

- > Co-create higher quality outdoor environments in which to work, learn, play and connect
- > Design nature-friendly, bio-diverse and climate resilient neighbourhoods
- > Bring empty properties back into use to provide affordable, energy efficient accommodation for those that need it most
- > Support local businesses to reduce their environmental impact and to increase their commitments to Greater Manchester's people, communities and places

TRUSTEES REPORT, INCORPORATING THE STRATEGIC REPORT FOR THE YEAR ENDED 31 MARCH 2024

All our work is delivered within the framework of our ISO9001 and ISO14001 accredited Quality and Environmental Management System.

Our work is designed to address the needs of all sections of the community and we provide equal access to our services regardless of people's backgrounds, circumstances or characteristics. We monitor levels of diversity within our staff team and trustees to strive to reflect the communities of which we are a part and regularly gather feedback from colleagues about our culture and employment practices.

As a charity dedicated to supporting people who are vulnerable, we are committed to ensuring that our operations are delivered safely. We have robust and effective Safeguarding and Health and Safety policies and procedures. We are committed to ensuring that our staff, volunteers and service users are able to speak freely and safely about any concerns they have.

A headline review of our impact during 2023/4 can be found on page 12 and more information about us can be found by visiting

<https://www.groundwork.org.uk/greatermanchester/>

TRUSTEES REPORT, INCORPORATING THE STRATEGIC REPORT FOR THE YEAR ENDED 31 MARCH 2024

CHAIR'S STATEMENT

Groundwork Greater Manchester is one of two Groundwork Trusts operating in the Northwest, as part of a wider national Federation of like-minded organisations. We consider ourselves lucky to operate in Greater Manchester where we have clear political leadership and direction and a spirit of partnership like no other. However, we have also faced on-going uncertainties within our wider economic, political and funding context; and the people and communities we support continue to experience unprecedented economic and well-being challenges, set within the context of a global climate and nature emergency.

Over the past 12 months we have continued to focus on supporting those who need our help the most whilst ensuring our organisational viability for the longer term. We are proud of the work we have undertaken and, in particular, our collaborative efforts with our partners in Greater Manchester. We have continued to strengthen our relationships across sectors, leading to the delivery of impactful programmes that:

- > Supported communities, such as West Gorton and Crumpsall in Manchester, Brinnington in Stockport and Deeplish in Rochdale, to build their capacity to take local action and make a difference in their neighbourhoods
- > Helped prison residents, armed forces veterans, young people and care leavers, to get ready for work and access jobs and training, especially focusing on opportunities in newer green careers. Our in-scope provision was graded Good by Ofsted this year.
- > Greened Greater Manchester's community spaces, schools, health centres and businesses, making them better places for people and nature, and incorporating features which help adaptation to climate change.

The last year has been an impactful year centred on sustainable growth, focus and learning.

- > **Sustainable Growth:** We have increased our staff team by one-third increasing our capacity to support some of the most marginalised groups in Greater Manchester. We have launched new programmes and expanded existing ones, with the aim of maximising outcomes against our twin objectives of delivering environmental and social justice. We have increased our turnover to £6.5m and have again generated a small surplus which ensures a healthy level of reserves and on-going investment in the delivery of our services.
- > **Focus:** We have deepened our roots in neighbourhoods across Greater Manchester, layering our services to deliver multiple benefits for the people who live there. This includes our work in Brinnington, Stockport partnering the Big Local to expand services from the community hub and develop plans for the future. We are proud to have maintained and strengthened key partnerships, not least celebrating 25 years as a Prince's Trust delivery partner!
- > **Learning:** We have given a greater focus to listening and learning across our activities this year. Employees and project participants are now invited to every board meeting to share their stories and feedback. Trustees and Executives alike have been inspired and humbled by hearing first-hand the personal journeys of those we support and the sessions have brought a greater closeness between the boardroom and our day-today work.

Following the significant changes in our Leadership in 2023/4 we have kick-started an organisational development programme, designed to increase development capacity within our senior leadership team to support delivery of our 2023-6 Strategy, as well as creating progression opportunities for staff. To date our journey has gone well and resulted in the promotion of two Heads of Service to new Director roles

TRUSTEES REPORT, INCORPORATING THE STRATEGIC REPORT FOR THE YEAR ENDED 31 MARCH 2024

There has also been quite a lot of change within our board of trustees with 3 excellent new recruits from backgrounds in justice, digital and natural environment. Our new trustees have brought skills, insight and new energy and experiences to the boardroom. Within this context my fellow trustees and I, with the support of our Executive Team, have continued to challenge ourselves around good governance, to ensure we are the best we can be particularly focusing on our listening and learning culture, living our values and embedding diversity.

We have achieved good progress in the first year of our 2023-6 strategy and our strategy remains highly relevant. I believe it provides a route map that achieves the right balance between work to assure our longer-term resilience, and targeted development activity which will allow us to deliver against our charitable objects and mission, whilst adapting to the economic, political and environmental challenges which we all face. We will continue to reflect and adapt as we go.

Finally, I would like to pay a personal tribute to the often, unsung heroes of our communities – those volunteers and champions who give freely of their time to support local people and places. I would also like to give my heartfelt thanks to all the dedicated and passionate staff at Groundwork Greater Manchester who go above and beyond every single day to deliver on our mission and achieve positive outcomes for those people and places who need us the most.

Katrina Cunliffe
Chair - August 2024

TRUSTEES REPORT, INCORPORATING THE STRATEGIC REPORT FOR THE YEAR ENDED 31 MARCH 2024

HOW WE ARE ORGANISED AND GOVERNED

Charity Registration Number: 01124508
Company Registration Number: 06543150

Groundwork Greater Manchester is a registered charity and a company limited by guarantee. The governing documents are its Memorandum and Articles of Association, which were last amended at a General Meeting of the Members of the company held on 18th February 2021.

Our Board of Trustees

The Groundwork Greater Manchester Board of Trustees comprises up to 12 trustees, in accordance with the Charities Act 2011. Each Trustee is also a Director of the Company in accordance with the Companies Act 2006. Our Trustees are all co-opted trustees and bring a range of skills, expertise, networks and lived experience to the Board.

Our Trustees are responsible for ensuring Groundwork Greater Manchester is managed effectively and efficiently, with appropriate systems, processes and policies governing our fundraising, financial management, our assets and investments and our responsibilities to our staff, volunteers and beneficiaries. Trustees pay particular attention to issues of quality, health & safety, environment (including carbon reduction), safeguarding, data protection and information security and people management (including Equality Diversity and Inclusion). We maintain comprehensive business continuity and risk management arrangements.

Our Board of Trustees is supported by a team of expert associates to the Board, filling skill gaps and supporting the Board in their specialist areas. This currently includes experts in: health and safety and teaching and learning.

The work of the Board is supported by 2 Sub-Committees:

- **Audit and Risk Committee** – covering all financial matters, strategic risk and associated policies
- **People Committee** – oversight of implementation of our People Strategy, pay (within boundaries set by Audit and Risk) and associated policies

We also have a scrutiny and advisory Panel covering Teaching, Learning and Safeguarding. This panel has a specific function in relation to these three areas ensuring all policies and practices are fully scrutinised, including in line with Ofsted expectations, and that appropriate recommendations are made to the main board. This Panel is comprised of two specialist Associates and two Trustees who ensure a direct link back to the main board.

We also have a number of Internal Management Groups, supported by Associates and / or Trustee representatives including Health and Safety, Safeguarding and Equality Diversity and Inclusion (EDI).

The Board meets quarterly and retains authority for the overall strategy and policy of the Trust and approves the Strategic Vision and Plan and the annual Business Plan, delegating development of the planning process to the Executive Team, whilst retaining responsibility for overall scrutiny of performance.

The Board regularly reviews its performance, most recently completing a full Good Governance Review in August 2023 following the Charity Commission Governance Code. Over the remainder of the year we have followed a detailed action plan focused on: culture, values and behaviours; succession planning; and listening and learning. Key highlights have been the recruitment of four new trustees from diverse backgrounds and the introduction of our impact slot at board meetings where staff and participants share their experiences with the board, bringing our work to life for our trustees.

TRUSTEES REPORT, INCORPORATING THE STRATEGIC REPORT FOR THE YEAR ENDED 31 MARCH 2024

Our Executive Team

The Trust's Executive team is headed up by our Executive Director, appointed by the Board to lead the day-to-day operations of the Trust. They are supported by: our Director of Finance and Resources, responsible for financial and business support functions; our two service Directors (newly appointed in April 2024) who oversee programme delivery, fundraising and income generation in their respective Directorates.

We are in the process of establishing our new Strategic Management Team incorporating Strategic Leads for both internal functions and external service delivery.

To facilitate effective operations, the Executive Director has delegated authority, via our Scheme of Delegation approved by the Board, for a range of operational matters including finance, human resources and service delivery. The Executive Team is directly accountable to the Board and its Committees, to which they provide regular reports on financial and operational performance and compliance.

Our Relationship with the Groundwork Federation

We are a member of the Groundwork Federation of charities, which comprises 14 local Groundwork trusts and Groundwork UK. Each Groundwork Trust has similar objects to Groundwork UK but delivers in local areas across the UK. A membership agreement sets out our internal roles, relationships and behaviours and the whole of Groundwork operates to a collectively agreed Federation Strategy, overseen by Federation Board. Trusts are free to adapt that strategy to local context and circumstances, in order to deliver locally in the most effective and impactful way.

Our Executive Director is a member of Federation Executive Team and our Senior Leaders, Managers and practitioners are involved in a wide range of federation forums and development groups, all of which seek to continue to improve the efficiency, quality, scale and impact of our services.

The Federation of Groundwork Trusts and other Groundwork Trusts are not considered to be related parties under the definition of the SORP. Although the elected trustees of the Federation Board are also, by definition, trustees of Groundwork trusts, neither charity subordinates its interest to the other in any transaction. Therefore, the grants made by Groundwork UK (operating as the Federation of Groundwork Trusts) to local Groundwork trusts do not require separate disclosure.

TRUSTEES REPORT, INCORPORATING THE STRATEGIC REPORT FOR THE YEAR ENDED 31 MARCH 2024

CHARITABLE OBJECTS AND PUBLIC BENEFIT

Our charitable objects are set down in our Memorandum of Association and are as follows:

- > To promote the conservation, protection and improvement of the physical and natural environment in the Metropolitan Boroughs of Blackburn with Darwen, Bury, Bolton, Manchester, Oldham, Rochdale, Salford, Stockport, Tameside, Trafford and the Districts of Burnley, Hyndburn, Pendle, Rossendale and Ribbles Valley and such other areas as the Trustees shall in their absolute discretion determine from time to time ("the area of benefit")
- > To provide facilities in the interests of social welfare for recreation and leisure time occupation with the objective of improving the conditions of life for those living in or working in or resorting to the area of benefit
- > To advance public education in environmental matters and of the ways of better conserving, protecting and improving the same wheresoever
- > To promote urban or rural regeneration in areas of social and economic deprivation within the area of benefit by all or any of the following means:
 1. the relief of poverty in such ways as may be thought fit
 2. the relief of unemployment in such ways as may be thought fit including assistance to find employment
 3. the advancement of education, training or re-training particularly amongst unemployed people and providing unemployed people with work experience
 4. the provision of financial assistance, technical assistance, business advice or consultancy in order to provide training and employment opportunities for unemployed people in cases of financial or other charitable need through help:
 - i. in setting up their own businesses; or
 - ii. to existing businesses;
 5. the creation of training and employment opportunities by the provision of work space, buildings and / or land for use on favorable terms
 6. the provision of housing for those who are in conditions of need and the improvement of housing in the public sector or in charitable ownership provided that such power shall not extend to relieving any local authority or other bodies of a statutory duty to provide or improve housing
 7. the maintenance, improvement or provision of public amenities
 8. the preservation of buildings or sites of historic or architectural importance
 9. the provision or assistance in the provision of recreational facilities for the public at large and / or those who by reason of their youth, age, infirmity or disablement, poverty or social and economic circumstances, have need of such facilities

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10. the protection or conservation of the environment, and the promotion and maintenance of sustainable community-based projects
 11. the provision of public health facilities and childcare
 12. the promotion of public safety and prevention of crime;
 13. such other means as may from time to time be determined subject to the prior written consent of the Commission
- > To promote sustainable development within the area of benefit by:
1. the preservation, conservation and the protection of the environment and the prudent use of resources
 2. the relief of poverty and the improvement of the conditions of life in socially disadvantaged communities
 3. the promotion of sustainable means of achieving economic growth and regeneration
- > To advance the education of the public in subjects relating to sustainable development and the protection, enhancement and rehabilitation of the environment and to promote study and research in such subjects provided that the useful results of such study are disseminated to the public at large

In accordance with SI7(5) of the Charities Act 2011, the Trustees have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing our aims and objectives and in planning future activities. In particular, the trustees consider how planned activities will contribute to the charitable objects set out above.

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2023/24 STRATEGIC REPORT

Context and Priorities

We adopted our [strategy for 2023-6](#) on 1 April 2023 and have spent the subsequent 12 months following through on the ambitions and plans we set out.

During the year we have operated within an on-going period of economic, environmental and political stress and uncertainty, and against this backdrop our services have never been needed more. The people we support are facing an unprecedented cost of living and mental health crisis, linked to climate anxiety, social isolation and financial stress. The communities we serve want to harness local power and pride, whilst facing exclusion, prejudice and inequity in their daily lives. Alongside this our natural environment is under threat from climate change and human impact.

However, we are fortunate to operate in a City Region that is facing these challenges head on – seeking to localise power, working in partnership to develop greener economies and build greener places, and finding innovative solutions to tackle social and economic inequalities. The team at Groundwork Greater Manchester are proud to be part of this collective effort and to bring our expertise and knowledge where it's needed most. To that end, over the past 12 months, we have focused on four thematic growth areas:

- > Green skills
- > Green community hubs
- > Resilient landscapes
- > Retrofit and fuel poverty advice

We have also continued to act in our capacity as residential landlord for 17 properties in Rochdale, working in partnership with Rochdale Council on their Empty Homes programme.

In order to deliver our goals, we have continued to work in effective and generous partnerships with public, private and community, voluntary and faith sector organisations.

More about the difference we are making can be found in the impact section below.

Internally following a period of significant change and growth we have focused on sustained growth, assuring the quality of every aspect of our charity, and ensuring that we are both a great place to work and a stable and resilient organisation. We continue to embrace and adapt to change, and during 2023-4 have begun a substantial piece of organisational development work designed to:

- > Increase our strategic development capacity;
- > Ensure we are making best use of the talent within the organisation; and
- > Provide effective progression routes for all staff.

This has led to a new structure for the trust headed up by a new Executive Team comprising our Executive Director, Director of Finance & Resources and two new, internally appointed, Service Directors – one for Community Neighbourhoods and one for Employment & Enterprise. As 2023/4 came to an end we were moving into phase 2 of our re-organisation which will lead to the establishment of our new Senior Management Team later in 2024.

As we move forward with our organisational plans we have also prioritised:

- > Consideration of equality diversity and inclusion in all decision making;
- > Embedding carbon reduction plans throughout the organisation; and
- > ensuring we have the right data and tools to our disposal to make evidence-based decisions.

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We are proud of the way our staff have responded to change. Re-organisations are never easy but the team have responded with integrity, honesty and care, whilst always putting the needs of beneficiaries and the trust first.

Our Impact

Our 2023-6 strategy focuses around three key themes:

- > **People** – Supporting them to move out of poverty, improve life chances, take individual action for climate and nature and have a strong voice on issues which matter to them
- > **Communities** – Involving more people in collective action for climate and nature, connecting people with nature and supporting communities to improve skills, capacity and networks, focusing on those communities that need us the most
- > **Places** – Improving equality in access to nature by creating and improving green and blue spaces and increasing the physical and human resilience of places most vulnerable to climate change

Some impact highlights of the year are:

- > **Expanding our support to veterans:** 2023 saw the extension of our veterans' employment programme into HMP Forest Bank and HMP Buckley Hall. We were able to align the support with our Construction Bootcamp offer, which also embeds green construction skills. Participants completed accredited training, accessed employability support and benefited from 121 coaching. By working with our expanded network of local employers, veterans were able to secure work when released. We supported 73 veterans into employment and 63 into training or education. 90 veterans experienced improved mental health after working with us.
- > **Moving towards our goal of establishing a Groundwork GM Green Skills Academy:** We have: expanded our training provision, providing entry level access
 - into energy careers via our Energy Adviser Academy; responded to the under-representation of ethnic minorities in the environmental sector via our New to Nature programme (in collaboration with trusts across the Groundwork Federation); expanded our delivery of short courses in construction and retrofit into new prisons, including HMP Styal
- > **Put local communities at the heart of Climate Action:** We have worked with residents across multiple neighbourhoods in Manchester as part of our collaboration on the In Our Nature programme. Through engaging with local people and understanding what is important to them we have supported the development of a range of community led initiatives, including: clothing upcycling in Gorton; sustainable growing and cooking by young people in Crumpsall; and establishing a new greenspace in Harpurhey and the establishment of a Friends of Group to care for it
- > **Creating & enhancing Greenspaces across Greater Manchester:** Groundwork GM leads a partnership of environmental organisations who support the Mayor's Greenspaces fund by empowering grass roots community groups to develop projects and apply for funding. Since the programme began in December 2022 the advisors have supported 86 projects and the creation or improvement of over 585,000 sq. m of greenspace. A key role of the advisors is to work with communities who need most support, with the result that 50% of the £1.9m grants awarded has been in areas of greatest need

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Our full current Impact report is available at

<https://www.groundwork.org.uk/wp-content/uploads/2024/05/Groundwork-GM-Impact-Report-23-24.pdf>

Be a Great Place to Work

During 2023/4 we maintained our focus on ensuring we are a great place to work. In February 2024 we attained full membership of the GM Employment Charter. In practical terms we have:

- > Introduced a graded pay scheme that provides pay transparency and progression opportunities for staff
- > Implemented the first phase of our re-organisation that aims to release capacity and improve progression pathways within the organisation
- > Further improved our EDI reporting and data analysis, including gender and ethnicity pay gap reporting, and submission of our Transparency Card to the [RACE Report](#)

Being a Responsible Business

During 2023/24 we continued to seek to 'walk the walk' in relation to our contribution to some of the key challenges facing society today. Key highlights include:

- > **Environment:** Captured and reviewed our annual carbon emissions, expanding monitoring to include additional Scope 3 emissions and improving data accuracy. Implemented our carbon reduction plans for the year, achieving our 2023/4 carbon reduction target with our carbon emissions per FTE employee averaging 2.10 tCO₂e, a reduction of 25% on 2022/3 figures. We also carried out our on-going maintenance and enhancement of our 5 nature sites and, through a lease arrangement, delivered and took on the management of a new 12ha mixed woodland site in Rochdale.
- > **Social:** In addition to our efforts to make Groundwork GM a better place to work (see above), we are proud to have: retained our Real Living Wage accreditation; achieved Disability Confident; expanded our guaranteed job interview scheme to include people from minority ethnic backgrounds and people with disabilities, where these groups are under-represented; operated a full programme of staff events celebrating diversity including taking part in Manchester Pride; and delivered in person Equality, Diversity & Inclusion training to 89 staff.
- > **Governance:** We have completed our full Good Governance review in July 2023 and developed an action plan to ensure that we continually strive for best practice. We have recruited 3 new trustees who bring diversity of skills and thought. We have also focused on board culture ensuring organisational values and behaviours are embedded. We have developed an improved trustee learning and development programme to ensure more effective governance and increase support for newer, less experienced trustees. We have continued to service key external partnerships throughout Greater Manchester.

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OUR PLANS FOR THE FUTURE

In March 2024 we completed the first year of 2023-6 Strategy which sets out how we will contribute to our vision of a greener, fairer and stronger for all of GM's people, places and communities. We have made good progress as outlined previously within this report.

Moving forward we know that our delivery will take place within a similar external context - a challenging economic environment and global emergency. However, as we write this report, we know that there is greater political stability with the new Labour administration nationally and the re-election of Andy Burnham as Mayor of Greater Manchester. Within the context of the on-going drive for devolution we know that our partnerships in GM will remain strong and that we will all continue to pull together to do the best we can for our City Region, and beyond.

In that context, we will continue to stay focused on our four Strategic Growth Areas (SGAs) in order to increase our impact, generate income and extend our reach. These are:

- > **Delivering Green Skills & Jobs:** 3-year ambition to establish [GGM Green Skills Academy](#)
- > **Empowering Communities:** 3-year ambition to establish [Green Community Hubs network](#)
- > **Protecting & Enhancing Green and Blue Spaces:** 3-year ambition to establish 2 major [resilient landscape programmes](#) (new places, new activities)
- > **Retrofit for the Built Environment:** 3-year ambition to establish [our offer to GM domestic retrofit, including Green Doctor Plus](#)

Alongside our Strategic Growth Areas, we will continue our 'Business as Usual' activity. In reality this is where much of our day-to-day business development activity is focused in order to ensure we are able to sustain and grow our core products and services.

We will also remain focused on place-based working, in order to ensure we maximise impact by layering services and funding in target communities.

We recently wrote to the Mayor of Greater Manchester setting our asks in some key areas. These are summarised below:

- > **Employment Services:** Assurance that devolved Adult Education Budgets and funding models are sufficiently flexible to enable the delivery of appropriate support for those with more complex needs. We support for the Mayor's Live Well centres, but call for a dedicated service for young people (16-25) operating from within these Centres to respond to the post pandemic mental health challenges faced by so many young people and to support a just economic transition
- > **Young People:** We welcome the MBacc but lobby for the devolution of 14-19 funding to create greater flexibility within the system and the embedding of green skills and green careers within all MBacc technical pathways and IAG services for young people. We support the proposal for every young person to be able to access a safe space within walking distance, and call for these to also become places where young people can build the capacity and skills to take positive action within their own communities

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- > **Housing:** We would like to see a GM Empty Homes programme than not only contributes to addressing the housing crisis, but also provides a training ground for marginalised groups and delivers affordable, low emissions homes for those same groups. We would also like to see sustained support for place based, community led domestic retrofit programmes.
- > **Nature:** We call for: the adoption of the World Health Organisation and Natural England's recommendation that every person should live within 300m of a natural greenspace; investment in 'retrofit for nature' throughout our towns and cities; and the adoption of a nature & community first approach for new development
- > **Funding:** We welcome GM's commitment to place based approaches, but need this to be backed up by the pooling of budgets, true partnership working and long-term investment in a place

Our strategy also sets out our internal plans. We aim to ensure we are resilient and thriving and that, by 2026, we are assured that our business model enables us to absorb and adapt to a changing environment and to prosper in the long term. We will maintain our focus on:

- > **Our People:** Being a great place to work which maximises the talents and creativity of our people. Next year, we will continue our Organisational Development work, focusing on: completing our re-organisation; embedding improved pay structures and progression opportunities for our staff; and reviewing and improving our premises.
- > **Data & Technology:** Improving the management and analysis of data & utilisation of technology to support service development and delivery. We will continue to develop and deliver our strategic IT and data plans informed by user & organisation needs assessment, prioritising this year impact, finance and HR.
- > **Financial Health:** Optimising our financial health for the longer term. We will continue to review our financial model ensuring it is aligned with our strategy and exploring new sources of income particularly those which are unrestricted and / or support innovation and development

We will also continue to build on the strong profile we have in Greater Manchester by developing a new and more ambitious approach to **stakeholder engagement and influencing**. Our letter to the Mayor was one of the first outcomes of this approach that is designed to: prioritise and set out planned outcomes from influencing and engagement and the principles of our approach (including any red lines); set out our tactics and understand where responsibility for theses lies; and set out our measures of success.

In the delivery of our plans, we will:

- > Collaborate in meaningful partnerships and relationships
- > Live our values and be a responsible organisation
- > Listen to those we support and act upon what we learn

We hope that collectively these plans will allow us to continue to support those people, places and communities throughout Greater Manchester who need our help the most.

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a) FINANCIAL PERFORMANCE

Groundwork Greater Manchester's total incoming resources for 2023-24 totalled £6.55 million, with an unrestricted trading surplus of £10,324.

Reserves

Groundwork Greater Manchester Trustees and senior management team have reviewed the Reserves Policy and the Board has agreed that a reasonable level of unrestricted reserves is required for the following reasons:

Financial Impact of Risk:

- to allow the Trust to be able to adopt its preferred 'balanced approach to risk management policy', through an ability to absorb short term setbacks such as loss or delays in funding;
- to provide funding to cover any unforeseen downturn in activity, allowing alternative activity to be generated and/or a planned downsizing of activity;
- to allow for the management of risk in funding of growth opportunities; and
- To cover any contractual obligations required such as redundancy, notice pay and outstanding rental/lease costs.

Working Capital:

- to finance working capital needs, such as delays in receipts and to fund the time delays between developing projects, obtaining approval and funds being received; and
- to cover the working capital required to fund the usual retrospective nature of programme funding which can result in considerable timing differences between expenditure and receipt of funds.

Commitments and long terms plans:

- to fund business development plans, such as new and improved delivery services for the Trust;
- to continue to maintain Trust buildings and sites to a good standard.
- to fund developing of new systems and structures to support improved communications, research, quality and business management; and
- to fund specific business case led initiatives that lead to furtherance of the Trust's objectives. Initial specific funding will be set aside to deliver the Carbon Reduction Action Plan, through investing in projects that:
 - reduce energy consumption – including solar power;
 - investing in the fleet of vehicles to minimise reliance on fossil fuel;
 - allow changes to be made to the 'way we do business' and in so doing reduce the impact on the environment.

The above needs for reserves have to be balanced against the following factors:

- the need to be seen to act as a responsible charity by central Government, our sponsors and the Charity Commission; and
- the need to avoid the accusation of creating excessive surpluses (profiteering) and accumulating large surpluses (hoarding) for which there is no future planned requirement or that bare no relation to the charitable aims.

Balancing the above, and taking account of guidance published by the Charity Commission, we have calculated the minimum level of reserves as £600k:

However, given the current rate of inflation and financial climate we consider that an additional 25% should be added to create a Reserves Level of around £750k for the Business Plan Period.

The current level is calculated as:

Total Unrestricted Funds;	£1,689,192
(less) tangible fixed assets for charity use;	£927,256
Total free reserves;	£761,936

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Investments

The majority of the programme funds obtained by the Trust are provided against specified projects for particular needs and are initially financed from reserves. Therefore, any funds that are built up in advance of expenditure need to be kept as liquid as possible, whilst making every effort to maximise any available investment return.

To minimise risk such funds are kept on deposits with reputable banks where immediate access has to be balanced against available interest rates. Rates available from the whole banking sector are kept under regular review and every effort is made to maximise any potential return, whilst minimising risk in the investment portfolio, in an effort to obtain all possible funding for all projects.

Principal funding sources

The major sources of funding during the year are set out below.

Total income for the year was £6.55m;

The major sources of funding during the year were:

Private Sector contracts - £1.63m;
Housing providers - £1.81m;
Government Agencies & EU - £0.74m;
Local Authorities - £1.1m;
Big Lottery - £0.4m;
Other Income - £0.88m;

There were brought forward Landfill Tax revenues of £4,477 from Veolia. This was spent during 23/24 and no balance was carried forward at year end

Funds held in trust

The trust holds a balance on behalf of the Brinnington Big Local Partnership (Big Lottery). This partnership aims to:

- to improve the area known as Brinnington for the benefit of the inhabitants of the area
- to encourage the goodwill and improvement of the local community
- to foster community spirit and encourage civic pride
- to ensure that all residents are communicated with and consulted regularly

The cash balance at year end was £92,666 (2023 - £67,947) and is shown in other creditors.

Also, the trust holds a balance of £90,751 (2023 - £90,751) on behalf of the Irwell Rivers Trust, to be spent by the Irwell Catchment Partnership (ICP), of which Groundwork Greater Manchester are members.

- The funds will be managed in-line with the Not-for-Profit guidelines provided by the Charity Commission
- The funds will only be used for activity agreed in the Irwell Catchment area.

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b) PRINCIPAL RISKS AND UNCERTAINTIES

Risk Assessment & Management

The Board of Groundwork Greater Manchester fully accepts its responsibilities under the Charity Commission's Statement of Recommended Practice (SORP) for ensuring that the major risks to which the charity is exposed are identified and reviewed, and that there are systems in place to mitigate them.

Major risks are those that have a high probability of occurring, and would if they occurred, have a severe impact on either operational performance or achievement of purposes, or could damage Groundwork's reputation.

The risk management process, which operates as both a top-down and bottom-up mechanism, is designed to enable the Board to conclude whether the major risks to which the charity is exposed have been identified and reviewed, and that systems have been established to mitigate these risks.

The system involves the Executive & Senior Management Team:

- Reviewing the main, high impact generic risks.
- Establishing a comprehensive risk register of all the significant risks which might impact on the Trust's core purposes and key objectives.
- Establishing a bottom-up and top-down process of risk identification, assessment, mitigation and monitoring for all likely risks within the Trust.
- Producing detailed reports to the Board setting out the actions designed to eradicate or mitigate the risks identified.

The major areas of risk identified to date, potential impact and mitigations are:

- The management of the Trust's reputation for quality and effective programme delivery, sound governance, and financial probity. Clearly the risk to the Trust's reputation would have a negative effect on the future income being able to bring in. The Quality systems in place in the organisation including ISO 9001 help to mitigate along with strong board governance including regular Audit and Risk Committee/Board meetings.
- The management of key relationships with local Authority & other key partners, financial risks such as the acceptance of onerous funding terms, or commitment to matching funding etc. This can impact substantially on being tied into long, punitive contracts. Again, by having contracts analysed by the Audit and Risk Committee, and senior management having good relationships with key personnel helps overcome these risks.
- External risks, such as regulatory and legal requirements, and the risks associated with giving advice to third parties. This has both reputational and financial risk and it is important that the company has the required insurance and regulatory cover for the work involved.
- Operational risks affecting programme performance, staff skills, loss of key staff and IT systems. This can result in loss of continuity in the business and therefore loss of performance in all contract areas. Senior Management seek to regularly consult with staff with annual surveys and appraisal processes, which include succession planning where possible. IT systems are regularly reviewed and updated and we have retained the external accreditation of Cyber Essentials.

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- Risks emanating from the performance/activities of other Groundwork Trusts within the Federation. This is clearly a reputational risk to all of the Groundwork Network and close contact and central messaging from Groundwork UK is essential in getting out the correct message. This is dealt with at regular FET meetings with all the trusts in the federation.

The Trust recognises that risk management and mitigation is an essential part of good business practice and an effective mechanism of good governance.

The Board is committed to ensuring that risk management processes are embedded through the Trust, and that these processes are used to help identify at an early-stage issues that affect performance or achievement of purpose.

The Board does recognise that a risk management system can only seek to manage rather than eliminate risk of failure, and that it should therefore be only one of the tools that the Board and Executive uses to provide effective control and management of the administration of the Trust.

Financial instruments

The Trust's financial risk management objective is broadly to seek to make neither profit nor loss from exposure to currency or interest rate risks. Our policy is to finance working capital through retained reserves. The Trust does not use hedge accounting. Its policy is to finance fixed assets through borrowings for a term broadly expected to match the useful economic lives of the assets.

The Trust's exposure to the price risk of financial instruments is therefore minimal. As the counterparty to all financial instruments is its bankers, it is also exposed to minimal credit and liquidity risks in respect of these instruments.

The Trustees do not consider any other risks attaching to the use of financial instruments to be material.

Auditor

Beever and Struthers are deemed to be re-appointed under section 487(2) of the Companies Act 2006.

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c) STATEMENT OF TRUSTEES' RESPONSIBILITIES

The trustees (who are also directors of Groundwork Greater Manchester) are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law and the United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice)

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

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

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

In so far as the trustees are aware:

- there is no relevant audit information of which the charitable company's auditor is unaware;
- they have taken all steps they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

Signed on behalf of the Board of Trustees



Katrina Cunliffe

Chair

Date: 31st October 2024

TRUSTEES REPORT, INCORPORATING THE STRATEGIC REPORT FOR THE YEAR ENDED 31 MARCH 2024

Independent Auditor's Report to the members of Groundwork Greater Manchester

Opinion

We have audited the financial statements of Groundwork Greater Manchester "the charitable company" for the year ended 31 March 2023 which comprise Statement of Financial Activities including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

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

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. The trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the other information. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

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In connection with our audit of the financial statements our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the trustees' report, which includes the strategic report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report included within the trustees' report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the strategic report or the directors' report included within the trustees' report.

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

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees

As explained more fully in the Trustees' Responsibilities Statement set out on page 20, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

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Auditor's responsibilities for the audit of the financial statements

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

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's web-site at www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

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

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

In identifying and addressing risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, our procedures included the following:

- We obtained an understanding of laws, regulations and guidance that affect the charitable company, focusing on those that had a direct effect on the financial statements or that had a fundamental effect on its operations. Key laws, regulations and guidance that we identified included the Companies Act 2006, tax legislation, health and safety legislation, and employment legislation.
- We enquired of the Trustees and reviewed correspondence and Trustee meeting minutes for evidence of non-compliance with relevant laws and regulations. We also reviewed controls the Trustees have in place, where necessary, to ensure compliance.
- We gained an understanding of the controls that the Trustees have in place to prevent and detect fraud. We enquired of the Trustees about any incidences of fraud that had taken place during the accounting period.
- The risk of fraud and non-compliance with laws and regulations was discussed within the audit team and tests were planned and performed to address these risks.
- We reviewed financial statements disclosures and supporting documentation to assess compliance with relevant laws and regulations discussed above.
- We enquired of the Trustees about actual and potential litigation and claims.
- We performed analytical procedures to identify any unusual or unexpected relationships that might indicate risks of material misstatement due to fraud.
- In addressing the risk of fraud due to management override of internal controls we tested the appropriateness of journal entries and assessed whether the judgements made in making accounting estimates were indicative of a potential bias.

Due to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, as with any audit, there remained a higher risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. We are not responsible for preventing fraud or non-compliance with laws and regulations and cannot be expected to detect all fraud and non-compliance with laws and regulations.

TRUSTEES REPORT, INCORPORATING THE STRATEGIC REPORT FOR THE YEAR ENDED 31 MARCH 2024

Use of our report

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



For and on behalf of
BEEVER AND STRUTHERS
Statutory Auditor
One Express
1 George Leigh Street
Manchester
M4 5DL

Date: 22 November 2024

Groundwork Greater Manchester

Statement of financial activities including the Income and Expenditure account for the year ended 31 March 2024

	Note	2024 Unrestricted funds £	2024 Restricted Funds	2024 Total £	2023 Unrestricted and Total £
Income:					
Donations and legacies	3	57,163	-	57,163	36,842
Investment income	4	13,748	-	13,748	5,643
<i>Income from charitable activities:</i>					
Land, Design and Build		992,216	-	992,216	872,201
Community Development & Youth		1,303,412	-	1,303,412	1,053,693
Training and Coaching for Employment		2,768,850	-	2,768,850	3,315,734
Sustainable Business/Energyworks		1,411,252	-	1,411,252	850,476
Total income		6,546,641	-	6,546,641	6,134,589
Expenditure:					
<i>Costs of raising funds:</i>					
Commercial trading operations	5	27,873	-	27,873	33,874
<i>Expenditure on charitable activities:</i>					
Land, Design and Build	6	1,034,367	-	1,034,367	887,529
Community Development & Youth		1,271,076	-	1,271,076	1,037,651
Training and Coaching for Employment		3,114,216	-	3,114,216	3,489,270
Sustainable Business/Energyworks		1,088,817	-	1,088,817	658,960
Total expenditure		6,536,317	-	6,536,317	6,107,284
Net incoming resources	10	10,324	-	10,324	27,305
Net movement in funds		10,324	-	10,324	27,305
Fund balances brought forward at 1 April 2023	17	1,678,868	65,257	1,744,125	1,716,820
Fund balances carried forward at 31 March 2024	17	1,689,192	65,257	1,754,449	1,744,125

Incoming resources and resources expended derive from continuing operations.

The company has no other recognised gains or losses other than those passing through the statement of financial activities.

The notes on pages 28 to 37 form part of these financial statements.

Groundwork Greater Manchester

Charity balance sheet at 31 March 2024

	Note	2024 £	2024 £	2023 £	2023 £
Fixed assets					
Tangible assets	11		927,256		933,634
			927,256		933,634
Current assets					
Debtors	12	1,729,223		1,474,269	
Cash at bank		996,554		1,088,527	
Creditors: amounts falling due within one year	13	1,898,584		1,752,305	
Net current assets			827,193		810,491
Total assets less current liabilities			1,754,449		1,744,125
Net assets	16		1,754,449		1,744,125
Reserves					
Restricted funds:			65,257		65,257
General funds	17		1,689,192		1,678,868
			1,754,449		1,744,125

These financial statements were approved by the Board of Trustees and authorised for issue on 31 October 2024 and were signed on its behalf by:



Katrina Cunliffe
Chair

Date: 31 October 2024

Company registration no. 06543150

The notes on pages 28 to 37 form part of these financial statements.

Groundwork Greater Manchester

Cash flow statement for the year ended 31 March 2024

	2024	2023
	£	£
Reconciliation of net incoming resources before transfers to net cash outflow from operating activities		
Net incoming resources before transfers	10,324	27,305
Interest receivable	(13,748)	(5,643)
Rental income	-	-
Depreciation	52,738	62,717
(Increase) in debtors	(254,954)	(317,690)
Increase in creditors	146,279	78,224
Net cash outflow from operating activities	(59,362)	(155,087)
Cash flow from financing activities		
Repayment of loans & borrowings	(-)	(-)
Net cash inflow from financing activities	(-)	(-)
Cash flows for investing activities		
Interest received	13,748	5,643
Rental income	-	-
Payments to acquire tangible fixed assets	(46,359)	(12,849)
Net cash outflow from capital expenditure	(32,611)	(7,206)
(Decrease) in cash	(91,973)	(162,291)
	2024	2023
	£	£
(Decrease) in cash in the period	(91,973)	(162,291)
Cash and cash equivalents at 1 April 2023	1,088,527	1,250,818
Cash and cash equivalents at 31 March 2024	996,554	1,088,527

The notes on pages 28 to 37 form part of these financial statements.

Groundwork Greater Manchester

Notes forming part of the financial statements for the year ended 31 March 2024

1 Accounting policies

The following accounting policies have been applied consistently in dealing with items which are considered material in relation to the financial statements.

a) *Basis of preparation*

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

Groundwork Greater Manchester meets the definition of a public benefit entity under FRS102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note(s).

b) *Going Concern*

There are no other material uncertainties about the charity's ability to continue, therefore, the accounts have been prepared on a going concern basis.

c) *Grants and other income*

Donations and legacies including grants that provide core funding or are of a general nature is recognised where there is entitlement, certainty of receipt and the amount can be measured with sufficient reliability. Such income is only deferred when:

- The donor specifies that the grant or donation must only be used in future accounting periods; or the donor, has imposed conditions which must be met before the charity has unconditional entitlement.

Incoming resources from tax reclaims are included in the statement of financial activities at the same time as the gift to which they relate.

Investment and rental income is recognised on a receivable basis.

Income from commercial trading activities is recognised on a recoverable basis.

Income from charitable activities includes income received under contract or where entitlement to grant funding is subject to specific performance conditions is recognised as earned (as the related goods or services are provided). Grant income included in this category includes income received specifically for project activities and is recognised where there is entitlement, certainty of receipt and the amount can be measured with sufficient reliability.

Income is deferred when project funding is received in advance of expenditure being incurred on the various projects where delivery of the project gives the Trust entitlement to the income.

d) *Funds*

Unrestricted funds are those which are available for use at the discretion of the Board of Trustees in furtherance of the general objectives of the charity.

Restricted Funds - Roch Valley Primrose Hill Farm Heywood

Roch Valley is a site of biological importance and is part of the wider green corridor following the River Roch through the heart of Rochdale. It is nestled between Queens Park and Springfield Park and is a remote haven for wildlife. Roch Valley consists of a lowland hay meadow adjacent to the river with scattered trees and hedgerows across the site.

Groundwork Greater Manchester

Notes forming part of the financial statements for the year ended 31 March 2024 (*continued*)

Groundwork bought the site on 30th May 2014 using funds provided by Rochdale Council (RMBC) via a local S106 agreement and the purchase included an £100,000 endowment for Groundwork to maintain and develop the land in the future and we have since developed the space into a valuable community amenity. Endowment funds remaining are £65,257.

e) Expenditure and irrecoverable VAT

Liabilities are recognised as soon as there is a legal or constructive obligation committing the charity to the expenditure. All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category.

Costs of raising funds are the costs associated with attracting voluntary income.

Expenditure on charitable activities comprises those costs incurred by the charity in the delivery of its activities and services for its beneficiaries. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them.

Irrecoverable VAT is charged against the category of resources expended for which it was incurred.

f) Allocation of support costs

Support costs include central functions such as back-office costs, finance, personnel, payroll and governance costs. These have been allocated to activity cost categories on a basis consistent with the use of resources, for example, allocating property costs by floor areas, or per capita, staff costs by the time spent and other costs by their usage.

g) Tangible fixed assets

Individual fixed assets costing £1,000 or more are initially recorded at cost.

The trustees have a policy of periodically reviewing fixed assets for impairment over and above their carrying value. Any reductions in the net book value of impaired fixed assets are treated as additional depreciation charges, which are reported within the appropriate resources expended section of the Statement of Financial Activities. Assets under construction are not depreciated until completed.

Depreciation is provided on tangible fixed assets so as to write off the cost or valuation, less any estimated residual value, over their expected useful economic life as follows:

Land and Buildings	2% per annum using the straight-line method
Ecology Park Main Building	10% per annum using the straight-line method
Fixtures, Fitting and Equipment	25% per annum using the straight-line method
Motor Vehicles	25% per annum using the straight-line method

h) Debtors

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

i) Cash at hand and in bank

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

j) Creditors and provisions

Creditors and provisions are recognised where the charity has a present obligation resulting from a past

Groundwork Greater Manchester

Notes forming part of the financial statements for the year ended 31 March 2024 (continued)

event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

k) Financial Instruments

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

l) Pensions

The charity is a member of a multi-employer scheme (Greater Manchester Pension Fund) for employees in service on 1 June 2008. The assets of the scheme are held separately from those of the Trust but these assets and liabilities are not separately identifiable hence no value in the accounts. The regular cost of providing pension and related benefits is charged to the statement of financial activities over the employees' service lives on the basis of a constant percentage of earnings.

The charity also operates two other defined contribution pension schemes for employees joining after 1 June 2008. Contributions are charged in the statement of financial activities as they become payable in accordance with the rules of the scheme.

m) Judgement and keys sources of estimation uncertainty

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

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods. In the trustees' opinion, there are no significant accounting estimates and judgements.

2 Legal status of the Trust

The charity is a private company limited by guarantee and consequently does not have share capital. Each of the members is liable to contribute an amount not exceeding £1 towards the assets of the charity in the event of liquidation. The charity is incorporated in the United Kingdom and its registered address is: Trafford Ecology Park, Lake Rd, Manchester, M17 1TU.

3 Income from donations and legacies

	2024 Unrestricted	2024 Total	2023 Unrestricted and Total
	£	£	£
Miscellaneous Income	7,124	7,124	16,552
Support Income	50,039	50,039	20,290
Furlough Income	-	-	-
	<u>57,163</u>	<u>57,163</u>	<u>36,842</u>

Groundwork Greater Manchester

Notes forming part of the financial statements for the year ended 31 March 2024 (continued)

4 Investment income

	2024 Unrestricted	2024 Total	2023 Unrestricted and Total
	£	£	£
Bank interest	13,748	13,748	5,643
Rental income	-	-	-
	<u>13,748</u>	<u>13,748</u>	<u>5,643</u>

5 Cost of generating funds

	2024 Unrestricted	2024 Total	2023 Unrestricted and Total
	£	£	£
Marketing Costs	27,873	27,873	33,874
	<u>27,873</u>	<u>27,873</u>	<u>33,874</u>

6 Charitable activities

	Direct Costs	Employment Costs	Governance Costs (note 7)	Support & Other Costs	Total 2024	Total 2023
	£	£	£	£	£	£
Analysis of expenditure on charitable activities						
Land Design and Build.	409,101	562,564	4,443	58,259	1,034,367	887,529
Community Engagement & Youth.	490,504	700,236	5,692	74,644	1,271,076	1,037,651
Training and Coaching for Employment.	1,115,789	1,790,729	14,716	192,982	3,114,216	3,489,270
Sustainable Business/ Energyworks	569,965	469,193	3,887	45,740	1,088,785	658,960
	<u>2,585,359</u>	<u>3,522,722</u>	<u>28,738</u>	<u>371,625</u>	<u>6,508,444</u>	<u>6,073,410</u>

Note: Support and other costs are allocated on a % head count based on the members of staff in that area. These include administration, accommodation, transport, depreciation and communication costs.

Groundwork Greater Manchester

Notes forming part of the financial statements for the year ended 31 March 2024 (continued)

7 Governance costs

	2024 Unrestricted	2024 Total	2023 Unrestricted and Total
	£	£	£
Legal and professional	18,738	18,738	2,049
Audit and accountancy fees	10,000	10,000	9,700
	<u>28,738</u>	<u>28,738</u>	<u>11,749</u>

Governance costs are apportioned into Note 6 based on staff numbers per area

8 Employees

The number of employees during the year, analysed by category, was as follows.

	2024 Headcount	2023 Headcount	2024 FTE	2023 FTE
Direct charitable	108	99	110	97
Management and administration	9	7	9	8
Fundraising and publicity	3	2	3	2
	<u>120</u>	<u>108</u>	<u>122</u>	<u>107</u>

The aggregated cost of these persons was as follows:

	2024 £	2023 £
Wages and salaries	3,093,020	2,754,993
Social security costs	284,051	257,275
Pension costs (see note 14)	145,651	133,727
	<u>3,522,722</u>	<u>3,145,995</u>

The emoluments of employees (excluding NI/pension contributions) over £60,000 per annum are as follows:

	2024 £	2023 £
£60,000 - £70,000	-	1
£70,000 - £80,000	1	-
£80,000 - £90,000	-	-
	<u>-</u>	<u>-</u>

Total contributions under defined contribution schemes on behalf of these were £5,709 (2023 - £5,173).

Payments made to Key Management Personnel amounted to £159,433 (2023: £149,385). These payments were to the executive officers only. No amounts were paid to Trustees

Groundwork Greater Manchester

Notes forming part of the financial statements for the year ended 31 March 2024 (*continued*)

9 Transactions with Trustees

No Trustees received any remuneration or expenses for services performed on behalf of the trust.

10 Net incoming resources

	2024 £	2023 £
Net incoming resources for the year is stated after charging:		
Audit of the charity's annual accounts	10,000	10,000
Depreciation	52,738	62,717

11 Tangible assets

	Freehold Interest in Land and Buildings £	Ecology Park Main Building £	Ecology Park Timber Building £	Motor Vehicles £	Office and Computer Equipment £	Total £
<i>Cost</i>						
At 1 April 2023	607,018	141,950	379,052	83,525	198,114	1,409,659
Additions	-	12,000	-	20,900	13,459	46,359
Disposals	-	-	-	-	-	-
At 31 March 2024	607,018	153,950	379,052	104,425	211,573	1,456,018
<i>Depreciation</i>						
At 1 April 2023	90,411	116,291	15,162	56,047	198,114	476,025
Eliminated on disposals	-	-	-	-	-	-
Charged for the year	12,141	9,595	7,581	20,056	3,365	52,738
At 31 March 2024	102,552	125,886	22,743	76,103	201,479	528,763
Net Book Value At 31 March 2024	504,466	28,064	356,309	28,322	10,094	927,255
Net Book Value At 31 March 2023	516,607	25,659	363,890	27,478	-	933,634

Groundwork Greater Manchester

Notes forming part of the financial statements for the year ended 31 March 2023 (continued)

12 Debtors

	2024 £	2023 £
Trade debtors	858,035	894,003
Prepayments and accrued income	871,188	580,266
	<u>1,729,223</u>	<u>1,474,269</u>

13 Creditors

	2024 £	2023 £
Trade creditors	274,522	191,633
Other creditors	443,387	458,518
Accruals and deferred income	973,537	874,487
Taxation and social security	207,138	227,667
	<u>1,898,584</u>	<u>1,752,305</u>

14 Greater Manchester Pension Scheme

The scheme available to staff in service on 1 June 2008 was the Greater Manchester Pension Fund (GMPF). The GMPF is a final salary defined benefit scheme, the assets of Groundwork Greater Manchester are pooled with similar institutions for actuarial valuation purposes. The pension contributions made by Groundwork GM to the scheme for the year ended 31 March 2024 were £55,261 (2023 - £55,715). The agreed employer contribution rate was 25.4% for the period April 2023 to March 2024 and will remain the same up to March 26.

In the event of any deficit, the trust would be liable for its proportionate share of any shortfall. As stated below, at the last actuarial valuation funding stood at 104%, up from 102% at the previous actuarial valuation. For the purposes of the accounts this is being treated as a defined contribution scheme.

The pension cost is assessed every three years in accordance with the advice of an independent qualified actuary. The latest actuarial valuation of the scheme was at 31 March 2022. The assumptions and other data, used in the 2022 valuation, that have the most significant effect on the determination of the contribution levels are as follows:

Actuarial method	Projected unit method
Rate of increase in pensions	2.3% pa
Discount Rate	3.6% pa
Market value of the assets at the date of last valuation	£29.3 m
Value of Liabilities	£28.3m
Proportion of members' accrued benefits covered by the actuarial valuation	104%
Funding level change since last valuation	2% increase

Employees joining after 1 June 2008 have been entitled to join defined contribution pension schemes administered by AEGON and Peoples Pension.

Groundwork Greater Manchester

Notes forming part of the financial statements for the year ended 31 March 2024 (continued)

15 Related parties

As per Note 8 no other related party transactions have occurred in the period

16 Analysis of net assets at 31 March 2024

	Unrestricted Funds £	Restricted £	Total Funds 2024 £	Total Fund 2023 £
Tangible fixed assets	861,999	65,257	927,256	933,634
Current assets	2,725,777	-	2,725,777	2,562,796
Creditors: amounts falling due within one year	(1,898,584)	-	(1,898,584)	(1,752,305)
	<u>1,689,192</u>	<u>65,257</u>	<u>1,754,449</u>	<u>1,744,125</u>

17 Analysis of funds

	Unrestricted Funds 2024 £	Restricted Funds 2024 £	Unrestricted Funds 2023 £	Restricted Funds 2023 £
At 1 April 2023	1,678,868	65,257	1,651,563	65,257
Incoming resources	6,546,641	-	6,134,589	-
Resources expended	(6,536,317)	-	(6,107,284)	-
Transfer between funds	-	-	-	-
	<u>1,689,192</u>	<u>65,257</u>	<u>1,678,869</u>	<u>65,257</u>
At 31 March 2024	<u>1,689,192</u>	<u>65,257</u>	<u>1,678,869</u>	<u>65,257</u>

18 Capital Commitments

The Trust had no Capital Commitments at the end of March 2024 (2023 - £ None)

19 Net Debt

Cash/Cash equivalents	At 1 Apr 23 £	Cash Flows £	Other non-cash Changes £	At 31 Mar 24 £
Cash	1,088,527	(91,973)	-	996,554
Overdrafts	-	-	-	-
Cash Equivalent	-	-	-	-
Total	1,088,527	(91,973)	-	996,554
Borrowings				
Debt Due	-	-	-	-

Groundwork Greater Manchester

Notes forming part of the financial statements for the year ended 31 March 2024 (*continued*)

Total	1,088,257	(91,973)	-	996,554
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Groundwork Greater Manchester

Notes forming part of the financial statements for the year ended 31 March 2024 (*continued*)

Advisors

Auditors

Beever and Struthers
One Express
1 George Leigh Street
Manchester
M4 5DL

Bankers

Santander Corporate Banking
298 Deansgate
Manchester
M3 4HH

Groundwork Greater Manchester

Notes forming part of the financial statements for the year ended 31 March 2024 (*continued*)

The Board of Trustees

The Trustees (who are the directors of the company in accordance with the Companies Act 2006) on the date of approval of this report, or who served as Trustees at any time during the year reported on, are as follows:

Co-opted Trustees	Member	First appointed	Last appointed	Resigned
Katrina Cunliffe (Chair)	Co-opted	May 2019	June 2022	
Thomas Besford (Vice Chair)	Co-opted	August 2020	August 2023	
Tessa Wiley	Co-opted	September 2021		
Joanne Yates	Co-opted	November 2021		
Stewart McCombe	Co-opted	November 2022		
Steph Everett	Co-opted	November 2022		
Jack Collier	Co-opted	November 2023		
Erica Rosanne East	Co-opted	November 2023		
Janet Thomas	Co-opted	November 2023		
Joy Woods	Co-opted	July 2024		

Company Secretary

Gary Cunningham

Audit and Risk Committee

Stewart McCombe (Chair)

Steph Everett (Vice-chair)

Tom Besford

Tessa Wiley

Joy Woods

Executive Director

Deborah Murray

Key Management Personnel

Deborah Murray

Gary Cunningham

Venetia Knight (from 1 April 24)

Michaela Howell (from 1 April 24)

Accounts

Groundwork Greater Manchester

Annual Report and Financial Statements 2022/23

Charity registration no. 1124508
Company registration no. 06543150

Registered Office
Trafford Ecology Park,
Lake Road
Trafford Park
Manchester
M17 1TU

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TRUSTEES REPORT, INCORPORATING THE STRATEGIC REPORT FOR THE YEAR ENDED 31 MARCH 2023

The Board of Trustees presents its report for the year ended 31 March 2023. Statements about Groundwork (page 3), governance (page 7), objectives and public benefit (page 9), our plans for the future (page 14), financial review 2022-23 (page 16), advisors (page 36) and the details of the Board of Trustees, Committees and senior management team (page 37) form part of this report.

ABOUT GROUNDWORK GREATER MANCHESTER

Groundwork Greater Manchester is a registered charity which exists to create:

A Greener Fairer and Stronger Future for All People, Communities and Places in Greater Manchester

The people who live here, and the communities they make up, are unique and inspiring. They're passionate about their home, which is exactly why they tell us they want to make it even better!

Our core team of over 100 people, plus sessional staff and associates, supports individuals to fulfil their potential, communities to become stronger, and together, we make spaces greener and more resilient to the effects of climate change. In 2022/23 we delivered programmes to a value of nearly £6m and benefited more than 20,000 people.

The focus of our work is in Greater Manchester, but we also deliver in parts of Lancashire, and in the wider North West where we have agreements with other Groundwork Trusts. Our head office is at Trafford Ecology Park, a designated local nature reserve and Site of Biological Importance - a green oasis in the heart of Europe's largest industrial estate. We also have office bases and depots at Birchcroft, just outside Ashton under Lyne and Hamer Vale in Rochdale, as well as numerous project delivery sites around Greater Manchester.

We organise our work around the themes of People, Place and Communities, delivering services in 6 key areas:

- > Community engagement, involvement & development
- > Skills & training for employment & green careers
- > Services for young people
- > Domestic energy advice and retrofit
- > Landscape design, build and maintenance
- > Net zero support for businesses



TRUSTEES REPORT, INCORPORATING THE STRATEGIC REPORT FOR THE YEAR ENDED 31 MARCH 2023

We are driven by our values which are embedded in the way we operate and the decisions we take every day.

GROUNDWORK
GREATER MANCHESTER

OUR VALUES

Our work is underpinned by 3 key principles:

- > Collaborating in meaningful partnerships and relationships
- > Living our values and being a responsible organisation
- > Listening to those we support and acting upon what we learn



Groundwork Greater Manchester is a member of the Federation of Groundwork Trusts which operate throughout England, Wales and Northern Ireland, working to the shared aspirations and common goals set out in the Groundwork 2020 -23 vision (under review).

Locally our commitments are as follows:

For People we will...

- > Support more people to move out of poverty
- > Improve life chances & well-being for those who are, or feel marginalised
- > Support more people to take action on climate and nature as individuals
- > Support people to be better equipped to access jobs, particularly greener jobs
- > Support people to have a stronger voice in places and on issues which matter to them

For Communities we will....

- > Involve more people in sustained collective action for climate & nature
- > Improve skills and capacity within communities to take action on issues which matter to them, both now & in the future
- > Support the development of stronger community connections & support networks for individuals and groups
- > Connect people and communities better with nature

For Places we will...

- > Co-create higher quality outdoor environments in which to work, learn, play and connect
- > Design nature-friendly, bio-diverse and climate resilient neighbourhoods
- > Bring empty properties back into use to provide affordable, energy efficient accommodation for those that need it most
- > Support local businesses to reduce their environmental impact and to increase their commitments to Greater Manchester's people, communities and places

TRUSTEES REPORT, INCORPORATING THE STRATEGIC REPORT FOR THE YEAR ENDED 31 MARCH 2023

All our work is delivered within the framework of our ISO9001 and ISO14001 accredited Quality and Environmental Management System.

Our work is designed to address the needs of all sections of the community and we provide equal access to our services regardless of people's backgrounds, circumstances or characteristics. We monitor levels of diversity within our staff team to strive to reflect the communities of which we are a part and regularly gather feedback from colleagues about our culture and employment practices.

As a charity dedicated to supporting people who are vulnerable, we are committed to ensuring that our operations are delivered safely. We have robust and effective Safeguarding and Health and Safety policies and procedures. We are committed to ensuring that our staff, volunteers and service users are able to speak freely and safely about any concerns they have.

A headline review of our impact during 2022-23 can be found on page 12 and more information about us can be found by visiting <https://www.groundwork.org.uk/greatermanchester/>

TRUSTEES REPORT, INCORPORATING THE STRATEGIC REPORT FOR THE YEAR ENDED 31 MARCH 2023

CHAIR'S STATEMENT

Groundwork Greater Manchester is now one of two Groundwork Trusts operating in the Northwest, as part of a wider national Federation of like-minded organisations. Over the past year we have continued to operate within an uncertain economic, political and funding climate. The people and communities we support are facing a cost of living and often mental well-being crisis, set within the context of a global climate and nature emergency.

Over the past 12 months we have continued to focus on supporting those who need our help the most whilst ensuring our organisational viability for the longer term. We are proud of the work we have undertaken and, in particular, our collaborative efforts with our partners in Greater Manchester. We have continued to strengthen our relationships across sectors, leading to the delivery of impactful programmes that:

- > Supported communities, such as Brinnington in Stockport, Hattersley in Tameside, and Deeplish in Rochdale, to build their capacity to take local action and make a difference in their neighbourhoods
- > Helped prison residents, armed forces veterans, young people and care leavers, to get ready for work and access jobs and training, especially focusing on opportunities in newer green careers
- > Greened Greater Manchester's community spaces, schools, health centres and businesses, making them better places for people and nature, and incorporating features which help adaptation to climate change.

The last 12 months has seen us focus on consolidation. We have maintained a staff team of around 100 permanent staff, a turnover of just over £6m and have again generated a small surplus which ensures a healthy level of reserves and on-going investment in the delivery of our services.

During that time, we have managed significant change in leadership, with myself coming in as Chair, following the sad illness and death of Tony Berry, and the departure of Mike Ormerod as Executive Director, replaced by Deborah Murray, our previous Deputy ED. The succession plans we had in place have ensured that the transition has been smooth and set us up strongly for the future.

As we have moved forward from merger in 2020, now as a fully united Groundwork Greater Manchester, we have spent time reflecting on our future plans, and as a result recently launched our 2023-6 Strategy. I believe this strategy provides a clear route map for the next 3 years, and achieves the right balance between work to assure our longer-term resilience, and targeted development activity which will allow us to deliver against our charitable objects and mission, whilst adapting to the economic, political and environmental challenges which we all face.

My fellow Trustees and I remain committed to continual improvement of our governance. We know that our foundations are strong and, through our latest good governance review, we will work towards best practice particularly in relation to our listening and learning culture, living our values and embedding diversity.

Finally, I would like to pay a personal tribute to all the dedicated and passionate staff at Groundwork Greater Manchester. They go above and beyond every single day to deliver on our mission and achieve positive outcomes for those people and places who need us the most.

Katrina Cunliffe
Chair - June 2023

TRUSTEES REPORT, INCORPORATING THE STRATEGIC REPORT FOR THE YEAR ENDED 31 MARCH 2023

HOW WE ARE ORGANISED AND GOVERNED

Charity Registration Number: 01124508
Company Registration Number: 06543150

Groundwork Greater Manchester is a registered charity and a company limited by guarantee. The governing documents are its Memorandum and Articles of Association, which were last amended at a General Meeting of the Members of the company held on 18th February 2021.

Our Board of Trustees

The Groundwork Greater Manchester Board of Trustees comprises up to 12 trustees, in accordance with the Charities Act 2011. Each Trustee is also a Director of the Company in accordance with the Companies Act 2006. Our Trustees are all co-opted trustees and bring a range of skills, expertise, networks and lived experience to the Board.

Our Trustees are responsible for ensuring Groundwork Greater Manchester is managed effectively and efficiently, with appropriate systems, processes and policies governing our fundraising, financial management, our assets and investments and our responsibilities to our staff, volunteers and beneficiaries. Trustees pay particular attention to issues of quality, health & safety, environment (including carbon reduction), safeguarding, data protection and information security and people management (including Equality Diversity and Inclusion). We maintain comprehensive business continuity and risk management arrangements.

The work of the Board is supported by 3 Sub-Committees:

- **Audit and Risk Committee** – covering all financial matters, strategic risk and associated policies
- **People Committee** – oversight of implementation of our People Strategy, pay (within boundaries set by Audit and Risk) and associated policies
- **Compliance and Performance Committee** – focuses on quality of our teaching and learning provision

We also have a number of Internal Management Groups, supported by Trustee representatives including Health and Safety, Safeguarding and Equality Diversity and Inclusion (EDI).

The Board meets quarterly and retains authority for the overall strategy and policy of the Trust and approves the Strategic Vision and Plan and the annual Business Plan, delegating development of the planning process to the Executive Team, whilst retaining responsibility for overall scrutiny of performance.

The Board regularly reviews its performance, most recently completing a Good Governance Review in 2020/21 following the Charity Commission Governance Code. Two priority areas for action emerged from this review, and have been central to on-going development:

- > Maintaining the right balance of skills, knowledge and experience, and ensuring this mix is in line with our strategic plan
- > Better representing the diverse communities that we serve, and listening to and learning from those we support

Our Board of Trustees is supported by a team of expert Associate Trustees, filling skill gaps and advising the Board in their specialist areas. This currently includes experts in: health and safety, safeguarding, teaching and learning and marketing.

TRUSTEES REPORT, INCORPORATING THE STRATEGIC REPORT FOR THE YEAR ENDED 31 MARCH 2023

Our Strategic Leadership Team

The Trust's Strategic Leadership team is headed up by our Executive Director, appointed by the Board to lead the day-to-day operations of the Trust. They are supported by: our Director of Finance and Resources, responsible for financial and business support functions; our Heads of Service who oversee programme delivery, fundraising and income generation; and Strategic Leads for Marketing and Communications and for Quality, Environment and Compliance.

To facilitate effective operations, the Executive Director has delegated authority, via our Scheme of Delegation approved by the Board, for a range of operational matters including finance, human resources and service delivery. The Strategic Leadership Team is directly accountable to the Board and its Committees, to which they provide regular reports on financial and operational performance and compliance.

Our Relationship with the Groundwork Federation

We are a member of the Groundwork Federation of charities, which comprises 14 local Groundwork trusts and Groundwork UK. Each Groundwork Trust has similar objects to Groundwork UK but delivers in local areas across the UK. A membership agreement sets out our internal roles, relationships and behaviours and the whole of Groundwork operates to a collectively agreed Federation Strategy, overseen by Federation Board. Trusts are free to adapt that strategy to local context and circumstances, in order to deliver locally in the most effective and impactful way.

Our Executive Director is a member of Federation Executive Team and our Senior Leaders, Managers and practitioners are involved in a wide range of federation forums and development groups, all of which seek to continue to improve the efficiency, quality, scale and impact of our services.

The Federation of Groundwork Trusts and other Groundwork Trusts are not considered to be related parties under the definition of the SORP. Although the elected trustees of the Federation Board are also, by definition, trustees of Groundwork trusts, neither charity subordinates its interest to the other in any transaction. Therefore, the grants made by Groundwork UK (operating as the Federation of Groundwork Trusts) to local Groundwork trusts do not require separate disclosure.

TRUSTEES REPORT, INCORPORATING THE STRATEGIC REPORT FOR THE YEAR ENDED 31 MARCH 2023

CHARITABLE OBJECTS AND PUBLIC BENEFIT

Our charitable objects are set down in our Memorandum of Association, reviewed in 2020, and are as follows:

- > To promote the conservation, protection and improvement of the physical and natural environment in the Metropolitan Boroughs of Blackburn with Darwen, Bury, Bolton, Manchester, Oldham, Rochdale, Salford, Stockport, Tameside, Trafford and the Districts of Burnley, Hyndburn, Pendle, Rossendale and Ribble Valley and such other areas as the Trustees shall in their absolute discretion determine from time to time ("the area of benefit")
- > To provide facilities in the interests of social welfare for recreation and leisure time occupation with the objective of improving the conditions of life for those living in or working in or resorting to the area of benefit
- > To advance public education in environmental matters and of the ways of better conserving, protecting and improving the same wheresoever
- > To promote urban or rural regeneration in areas of social and economic deprivation within the area of benefit by all or any of the following means:
 1. the relief of poverty in such ways as may be thought fit
 2. the relief of unemployment in such ways as may be thought fit including assistance to find employment
 3. the advancement of education, training or re-training particularly amongst unemployed people and providing unemployed people with work experience
 4. the provision of financial assistance, technical assistance, business advice or consultancy in order to provide training and employment opportunities for unemployed people in cases of financial or other charitable need through help:
 - i. in setting up their own businesses; or
 - ii. to existing businesses;
 5. the creation of training and employment opportunities by the provision of work space, buildings and / or land for use on favourable terms
 6. the provision of housing for those who are in conditions of need and the improvement of housing in the public sector or in charitable ownership provided that such power shall not extend to relieving any local authority or other bodies of a statutory duty to provide or improve housing
 7. the maintenance, improvement or provision of public amenities
 8. the preservation of buildings or sites of historic or architectural importance
 9. the provision or assistance in the provision of recreational facilities for the public at large and / or those who by reason of their youth, age, infirmity or disablement, poverty or social and economic circumstances, have need of such facilities

TRUSTEES REPORT, INCORPORATING THE STRATEGIC REPORT FOR THE YEAR ENDED 31 MARCH 2023

10. the protection or conservation of the environment, and the promotion and maintenance of sustainable community-based projects
 11. the provision of public health facilities and childcare
 12. the promotion of public safety and prevention of crime;
 13. such other means as may from time to time be determined subject to the prior written consent of the Commission
- > To promote sustainable development within the area of benefit by:
1. the preservation, conservation and the protection of the environment and the prudent use of resources
 2. the relief of poverty and the improvement of the conditions of life in socially disadvantaged communities
 3. the promotion of sustainable means of achieving economic growth and regeneration
- > To advance the education of the public in subjects relating to sustainable development and the protection, enhancement and rehabilitation of the environment and to promote study and research in such subjects provided that the useful results of such study are disseminated to the public at large

In accordance with SI7(5) of the Charities Act 2011, the Trustees have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing our aims and objectives and in planning future activities. In particular, the trustees consider how planned activities will contribute to the charitable objects set out above.

TRUSTEES REPORT, INCORPORATING THE STRATEGIC REPORT FOR THE YEAR ENDED 31 MARCH 2023

2022/23 STRATEGIC REPORT

Context and Priorities

2022/23 saw us move into the last year of our 2018-2023 Strategic Plan. This strategy was originally agreed by the Board of Trustees of the then Groundwork Manchester Salford Stockport Tameside and Trafford (MSSTT) in 2018. A significant mid-term review took place against the background of the Covid pandemic and the merger of Groundwork Bolton Bury Oldham and Rochdale and Groundwork MSSTT to form Groundwork Greater Manchester. This review concluded that the core elements of the strategy remained relevant and, as such this strategy, continued to provide the context for our work in 2022-23. We re-stated our mission to mobilise practical action on poverty and the environment, and placed a sharper focus on what we are doing to address the ever-pressing climate and nature emergencies.

In parallel we have also spent considerable time in the second half of the year developing our new strategy for 2023-6 (see page 14 for more information).

During the past year we have operated within an on-going period of economic, environmental and political stress and uncertainty, and against this backdrop our services have never been needed more. The people we support are facing an unprecedented cost of living and mental health crisis, linked to climate anxiety, social isolation and financial stress. The communities we serve want to harness local power and pride, whilst facing exclusion, prejudice and inequity in their daily lives. Alongside this our natural environment is under threat from climate change and human impact.

However, we are fortunate to operate in a City Region that is facing these challenges head on – seeking to localise power, working in partnership to develop greener economies and build greener places, and finding innovative solutions to tackle social and economic inequalities. The team at Groundwork Greater Manchester are proud to be part of this collective effort and to bring our expertise and knowledge where it's needed most. We have continued to work in effective and generous partnerships with public, private and community, voluntary and faith sector organisations. More about the difference we are making can be found in the impact section below.

Internally following a period of significant change and growth we have focused on consolidation and assuring the quality of every aspect of our charity, ensuring that we are stable and resilient whilst continuing to effectively support those people, communities and places who need our help the most. We continue to embrace and adapt to change, and two notable changes we have experienced this year have been at a leadership level:

- > **Chair of our Board of Trustees:** Katrina Cunliffe (previously Vice-Chair) succeeded to this role on 17 November 2022, following Tony Berry's resignation due to sudden ill health. We were extremely saddened to hear of Tony's death later that month. Tony had been a long-standing trustee, active nationally as well as locally, and a fervent advocate and supporter of Groundwork. He is sorely missed but his legacy of a strong board of trustees, underpinned by a clear succession plan and a Trust which is both ambitious and resilient, lives on.
- > **Executive Director:** The Executive Director of the trust until September 2022 was Mike Ormerod. Mike had been in post for 7 years, and was succeeded by Deborah Murray, our previous Deputy Executive Director. Deborah has been with the Trust since July 2011 and has worked in a number of specialist and cross trust roles.

Although these have been significant changes for the Trust, succession plans had been in place for some time, and as a result the transition has been managed smoothly and effectively.

TRUSTEES REPORT, INCORPORATING THE STRATEGIC REPORT FOR THE YEAR ENDED 31 MARCH 2023

Our Impact

Our 2018-23 strategy focused development and delivery around three key themes:

- > Facilitating the power of communities to take action for climate and nature
- > Creating jobs and skills for a greener economy
- > Creating and enhancing greenspace for climate and nature

We have also invested significant energy into continual improvement of our services for young people, particularly: starting to embed trauma informed practice across our services and developing a professional supervision model for staff, which will support them to deal with the increasingly challenging caseloads they face.

Some impact highlights of the year are:

- > **Completion of our [Resilient River Valleys](#) programme** which we delivered in partnership with City of Trees, Mersey River's Trust and a number of landowners in Manchester & Bury. The project tackled multiple challenges at once; greenspaces were made more accessible and resilient to the effects of climate change, those features were installed by green trainees, and co-designed with local people, who are using these spaces more so than ever before. Through the project we: recruited 30 young people to kickstart their career in the green economy; engaged almost 6,500 community members; recruited almost 700 volunteers; and improved 37.5ha of land for nature. We continue to develop opportunities to replicate this programme in other parts of the city region
- > **Continuation of our [Greenstart](#) prison-based skills programme.** Supporting residents at HMP Forest Bank, we have now been able to extend the course to include accredited construction skills training. The cohort of 38 starts achieved 90% retention and those retained achieved 100% attendance and completion. 61% of those now released (11 out of 18) are now in employment or skills training, including with some of the 16 employers who have supported our programme. Several of our graduates who are still in custody have progressed into mentor roles for future cohorts.
- > **Delivery of our on-going community engagement and river improvement programme [Love Your River Irk](#)** in north Manchester. We have held 44 events, engaging over 1400 participants in nature activities including: walks and trails; litter picking; pond dipping; seed bombing & celebrations. We have trained 149 people in river clean ups and identifying different species and 40 people are now volunteering in local water stewardship activities.

Our full current Impact report is available at:

<https://www.groundwork.org.uk/wp-content/uploads/2023/07/Groundwork-GM-Impact-Report-22-23.pdf>

TRUSTEES REPORT, INCORPORATING THE STRATEGIC REPORT FOR THE YEAR ENDED 31 MARCH 2023

Creating a Better Place to Work

During 2022/23 we have re-energised our focus on making Groundwork Greater Manchester a great place to work for all our people. Feedback via our staff surveys and our iIP Silver accreditation tell us we do a lot that is good. But we also know we can always improve.

We have:

- > Adopted our organisational values: We are Caring, Collaborative and Bold in everything we do. We champion Social Justice and take Responsibility for our Environment in all our decisions and actions.
- > Established a Health and Well-being group which also acts as our 'Staff Voice'
- > Continued to implement our Equality, Diversity and Inclusion Action Plan focusing on celebrating our diversity, challenging our recruitment practices and regularly sense checking where we are through surveys and pay reporting. One particular highlight is that we reported a £0 gender pay gap overall in November 2022
- > Begun a significant piece of organisational development work, that will conclude in 2023, and which considers pay, training and development and capacity and structures in the context of our emerging new strategy

Being a Responsible Business

During 2022/23 we continued to seek to 'walk the walk' in relation to our contribution to some of the key challenges facing society today. Key highlights include:

- > **Environment:** We reviewed and adopted our Carbon Reduction Plan in March 2023. This sets a target of reducing our baseline scope 1 and 2 emissions by 51% by March 2030. This target is accompanied by a clear roadmap as to how we will get there. We also continue to manage our own 22ha of nature sites responsibly, taking into account the needs of people and nature and installing nature-based solutions to increase biodiversity and make them more resilient to climate change
- > **Social:** In addition to our efforts to make Groundwork GM a better place to work (see above), we are proud to have received or renewed a number of accreditations this year including: accredited as a Real Living Wage Employer; receiving our Armed Forces Covenant Gold Employer Award; becoming a supporter of the GM Good Employment Charter; and making a commitment to the Disability Confident standard.
- > **Governance:** We have continued to seek to improve the diversity of our board and ensure effective succession planning (as evidence by our recent Chair appointment). We have also embarked on an intensive 'Good Governance' review which will complete in July 2023.

TRUSTEES REPORT, INCORPORATING THE STRATEGIC REPORT FOR THE YEAR ENDED 31 MARCH 2023

OUR PLANS FOR THE FUTURE

In April 2023 we adopted our 2023-6 Strategy which sets out how we will contribute to our vision of a greener, fairer and stronger for all of GM's people, places and communities over the next 3 years. We know that our delivery will take place within a similar external context - a challenging economic environment, political uncertainty and global emergency. We also know that our partnerships in GM will remain strong and that we will all continue to pull together to do the best we can for our City Region, and beyond.

In order to maintain focus over the next 3 years we have identified four Strategic Growth Areas (SGAs) that will increase our impact, generate income and increase our reach. Our SGAs have been chosen because:

- > Each builds upon our delivery and positioning achieved during the previous 3 years, which has allowed us to build a skilled staff team and a sound platform on which to grow
- > They align with local need and the priorities within the GM Plan and associated external strategies and funding priorities; our relationship network is strong in relation to all
- > They require investment in research and development in order to achieve them and find new ways of doing things

Our Strategic Growth Areas are:

- > **Delivering Green Skills & Jobs:** 3-year ambition to establish **GGM Green Skills Academy**
- > **Empowering Communities:** 3-year ambition to establish **Green Community Hubs network**
- > **Protecting & Enhancing Green and Blue Spaces:** 3-year ambition to establish 2 major **resilient landscape programmes** (new places, new activities)
- > **Retrofit for the Built Environment:** 3-year ambition to establish **GGM Retrofit Contractor and associated Green Doctor Plus Programme**

Alongside our Strategic Growth Areas, we will continue our 'Business as Usual' activity. In reality this is where much of our day-to-day business development activity is focused in order to ensure we are able to sustain and grow our core products and services.

We are also re-focusing on place-based working, in order to ensure we maximise impact by layering services and funding in target communities.

Our strategy also sets out our internal plans. We aim to ensure we are resilient and thriving and that, by 2026, we are assured that our business model enables us to absorb and adapt to a changing environment and to prosper in the long term

In particular our focus is on:

- > **Our People:** Being a great place to work which maximises the talents and creativity of our people. In relation to this next year, we will be continuing our Organisational Development work, focusing on improving pay structures and progression opportunities for our staff
- > **Data & Technology:** Improving the management and analysis of data & utilisation of technology to support service development and delivery. Our priorities in 2023/4 will be to develop IT and Data Strategies informed by user & organisation needs assessment including, but not limited to; HR, customer data, business growth and project management

TRUSTEES REPORT, INCORPORATING THE STRATEGIC REPORT FOR THE YEAR ENDED 31 MARCH 2023

- > **Financial Health:** Optimising our financial health for the longer term. In particular we will be reviewing our financial model ensuring it is aligned with our strategy and exploring new sources of income particularly those which are unrestricted and / or support innovation and development

We will also continue to build on the strong profile we have in Greater Manchester, through our Marketing and Communications plans. Our focus will continue to be on digital channels – in particular rebuilding and improving our web-site, targeted social media activity and supporting high profile events such as the Green Summit.

In the delivery of our plans, we will:

- > Collaborate in meaningful partnerships and relationships
- > Live our values and be a responsible organisation
- > Listen to those we support and act upon what we learn

We hope that collectively these plans will allow us to continue to support those people, places and communities throughout Greater Manchester who need our help the most.

TRUSTEES REPORT, INCORPORATING THE STRATEGIC REPORT FOR THE YEAR ENDED 31 MARCH 2023

a) FINANCIAL PERFORMANCE

Groundwork Greater Manchester's total incoming resources for 2022-23 totalled £6.13 million, with an unrestricted trading surplus of £27,305.

Reserves

Groundwork Greater Manchester Trustees and senior management team have reviewed the Reserves Policy and the Board has agreed that a reasonable level of unrestricted reserves is required for the following reasons:

Financial Impact of Risk:

- to allow the Trust to be able to adopt its preferred 'balanced approach to risk management policy', through an ability to absorb short term setbacks such as loss or delays in funding;
- to provide funding to cover any unforeseen downturn in activity, allowing alternative activity to be generated and/or a planned downsizing of activity;
- to allow for the management of risk in funding of growth opportunities; and
- To cover any contractual obligations required such as redundancy, notice pay and outstanding rental/lease costs.

Working Capital:

- to finance working capital needs, such as delays in receipts and to fund the time delays between developing projects, obtaining approval and funds being received; and
- to cover the working capital required to fund the usual retrospective nature of programme funding which can result in considerable timing differences between expenditure and receipt of funds.

Commitments and long terms plans:

- to fund business development plans, such as new and improved delivery services for the Trust;
- to continue to maintain Trust buildings and sites to a good standard.
- to fund developing of new systems and structures to support improved communications, research, quality and business management; and
- to fund specific business case led initiatives that lead to furtherance of the Trust's objectives. Initial specific funding will be set aside to deliver the Carbon Reduction Action Plan, through investing in projects that:
 - reduce energy consumption – including solar power;
 - investing in the fleet of vehicles to minimise reliance on fossil fuel;
 - allow changes to be made to the 'way we do business' and in so doing reduce the impact on the environment.

The above needs for reserves have to be balanced against the following factors:

- the need to be seen to act as a responsible charity by central Government, our sponsors and the Charity Commission; and
- the need to avoid the accusation of creating excessive surpluses (profiteering) and accumulating large surpluses (hoarding) for which there is no future planned requirement or that bare no relation to the charitable aims.

Balancing the above, and taking account of guidance published by the Charity Commission, we have calculated the minimum level of reserves as £600k:

However, given the current rate of inflation and financial climate we consider that an additional 25% should be added to create a Reserves Level of £750k for the Business Plan Period.

The current level is calculated as:

Total Unrestricted Funds;	£1,678,868
(less) tangible fixed assets for charity use;	£933,634
Total free reserves;	£745,234

TRUSTEES REPORT, INCORPORATING THE STRATEGIC REPORT FOR THE YEAR ENDED 31 MARCH 2023

Investments

The majority of the programme funds obtained by the Trust are provided against specified projects for particular needs and are initially financed from reserves. Therefore, any funds that are built up in advance of expenditure need to be kept as liquid as possible, whilst making every effort to maximise any available investment return.

To minimise risk such funds are kept on deposits with reputable banks where immediate access has to be balanced against available interest rates. Rates available from the whole banking sector are kept under regular review and every effort is made to maximise any potential return, whilst minimising risk in the investment portfolio, in an effort to obtain all possible funding for all projects.

Principal funding sources

The major sources of funding during the year are set out below.

Total income for the year was £6.13m;

The major sources of funding during the year were:

Private Sector contracts - £1.4m;
Housing providers - £1.81m;
Government Agencies & EU - £0.74m;
Local Authorities - £0.86m;
Big Lottery - £0.83m;
Other Income - £0.49m;

There were brought forward Landfill Tax revenues of £13,893 from Veolia. £4,477 of which was carried forward into 2022/23 on the ongoing Roch Valley project

Funds held in trust

The trust holds a balance on behalf of the Brinnington Big Local Partnership (Big Lottery). This partnership aims to:

- to improve the area known as Brinnington for the benefit of the inhabitants of the area
- to encourage the goodwill and improvement of the local community
- to foster community spirit and encourage civic pride
- to ensure that all residents are communicated with and consulted regularly

The cash balance at year end was £67,947 (2022 - £60,309) and is shown in other creditors.

Also, the trust holds a balance of £90,751 (2022 - £85,855) on behalf of the Irwell Rivers Trust, to be spent by the Irwell Catchment Partnership (ICP), of which Groundwork Greater Manchester are members.

- The funds will be managed in-line with the Not-for-Profit guidelines provided by the Charity Commission
- The funds will only be used for activity agreed by the ICP for the Irwell Catchment

TRUSTEES REPORT, INCORPORATING THE STRATEGIC REPORT FOR THE YEAR ENDED 31 MARCH 2023

b) PRINCIPAL RISKS AND UNCERTAINTIES

Risk Assessment & Management

The Board of Groundwork Greater Manchester fully accepts its responsibilities under the Charity Commission's Statement of Recommended Practice (SORP) for ensuring that the major risks to which the charity is exposed are identified and reviewed, and that there are systems in place to mitigate them.

Major risks are those that have a high probability of occurring, and would if they occurred, have a severe impact on either operational performance or achievement of purposes, or could damage Groundwork's reputation.

The risk management process, which operates as both a top-down and bottom-up mechanism, is designed to enable the Board to conclude whether the major risks to which the charity is exposed have been identified and reviewed, and that systems have been established to mitigate these risks.

The system involves the Executive & Senior Management Team:

- Reviewing the main, high impact generic risks.
- Establishing a comprehensive risk register of all the significant risks which might impact on the Trust's core purposes and key objectives.
- Establishing a bottom-up and top-down process of risk identification, assessment, mitigation and monitoring for all likely risks within the Trust.
- Producing detailed reports to the Board setting out the actions designed to eradicate or mitigate the risks identified.

The major areas of risk identified to date, potential impact and mitigations are:

- The management of the Trust's reputation for quality and effective programme delivery, sound governance, and financial probity. Clearly the risk to the Trust's reputation would have a negative effect on the future income being able to bring in. The Quality systems in place in the organisation including ISO 9001 help to mitigate along with strong board governance including regular Audit and Risk Committee/Board meetings.
- The management of key relationships with local Authority & other key partners, financial risks such as the acceptance of onerous funding terms, or commitment to matching funding etc. This can impact substantially on being tied into long, punitive contracts. Again, by having contracts analysed by the Audit and Risk Committee, and senior management having good relationships with key personnel helps overcome these risks.
- External risks, such as regulatory and legal requirements, and the risks associated with giving advice to third parties. This has both reputational and financial risk and it is important that the company has the required insurance and regulatory cover for the work involved.
- Operational risks affecting programme performance, staff skills, loss of key staff and IT systems. This can result in loss of continuity in the business and therefore loss of performance in all contract areas. Senior Management seek to regularly consult with staff with annual surveys and appraisal processes, which include succession planning where possible. IT systems are regularly reviewed and updated and we have retained the external accreditation of Cyber Essentials.

TRUSTEES REPORT, INCORPORATING THE STRATEGIC REPORT FOR THE YEAR ENDED 31 MARCH 2023

- Risks emanating from the performance/activities of other Groundwork Trusts within the Federation. This is clearly a reputational risk to all of the Groundwork Network and close contact and central messaging from Groundwork UK is essential in getting out the correct message. This is dealt with at regular FET meetings with all the trusts in the federation.

The Trust recognises that risk management and mitigation is an essential part of good business practice and an effective mechanism of good governance.

The Board is committed to ensuring that risk management processes are embedded through the Trust, and that these processes are used to help identify at an early-stage issues that affect performance or achievement of purpose.

The Board does recognise that a risk management system can only seek to manage rather than eliminate risk of failure, and that it should therefore be only one of the tools that the Board and Executive uses to provide effective control and management of the administration of the Trust.

Financial instruments

The Trust's financial risk management objective is broadly to seek to make neither profit nor loss from exposure to currency or interest rate risks. Our policy is to finance working capital through retained reserves. The Trust does not use hedge accounting. Its policy is to finance fixed assets through borrowings for a term broadly expected to match the useful economic lives of the assets.

The Trust's exposure to the price risk of financial instruments is therefore minimal. As the counterparty to all financial instruments is its bankers, it is also exposed to minimal credit and liquidity risks in respect of these instruments.

The Trustees do not consider any other risks attaching to the use of financial instruments to be material.

Auditor

Beever and Struthers are deemed to be re-appointed under section 487(2) of the Companies Act 2006.

TRUSTEES REPORT, INCORPORATING THE STRATEGIC REPORT FOR THE YEAR ENDED 31 MARCH 2023

c) STATEMENT OF TRUSTEES' RESPONSIBILITIES

The trustees (who are also directors of Groundwork Greater Manchester) are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law and the United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice)

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

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

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

In so far as the trustees are aware:

- there is no relevant audit information of which the charitable company's auditor is unaware;
- they have taken all steps they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

Signed on behalf of the Board of Trustees



Katrina Cunliffe

Chair

Date: 19 October 2023

Independent Auditor's Report to the members of Groundwork Greater Manchester

Opinion

We have audited the financial statements of Groundwork Greater Manchester "the charitable company" for the year ended 31 March 2023 which comprise Statement of Financial Activities including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

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

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. The trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the other information. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

Independent Auditor's Report to the members of Groundwork Greater Manchester

In connection with our audit of the financial statements our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the trustees' report, which includes the strategic report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report included within the trustees' report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the strategic report or the directors' report included within the trustees' report.

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

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees

As explained more fully in the Trustees' Responsibilities Statement set out on page 20, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Independent Auditor's Report to the members of Groundwork Greater Manchester

Auditor's responsibilities for the audit of the financial statements

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

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's web-site at www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

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

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

In identifying and addressing risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, our procedures included the following:

- We obtained an understanding of laws, regulations and guidance that affect the charitable company, focusing on those that had a direct effect on the financial statements or that had a fundamental effect on its operations. Key laws, regulations and guidance that we identified included the Companies Act 2006, tax legislation, health and safety legislation, and employment legislation.
- We enquired of the Trustees and reviewed correspondence and Trustee meeting minutes for evidence of non-compliance with relevant laws and regulations. We also reviewed controls the Trustees have in place, where necessary, to ensure compliance.
- We gained an understanding of the controls that the Trustees have in place to prevent and detect fraud. We enquired of the Trustees about any incidences of fraud that had taken place during the accounting period.
- The risk of fraud and non-compliance with laws and regulations was discussed within the audit team and tests were planned and performed to address these risks.
- We reviewed financial statements disclosures and supporting documentation to assess compliance with relevant laws and regulations discussed above.
- We enquired of the Trustees about actual and potential litigation and claims.
- We performed analytical procedures to identify any unusual or unexpected relationships that might indicate risks of material misstatement due to fraud.
- In addressing the risk of fraud due to management override of internal controls we tested the appropriateness of journal entries and assessed whether the judgements made in making accounting estimates were indicative of a potential bias.

Due to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, as with any audit, there remained a higher risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. We are not responsible for preventing fraud or non-compliance with laws and regulations and cannot be expected to detect all fraud and non-compliance with laws and regulations.

Independent Auditor's Report to the members of Groundwork Greater Manchester

Use of our report

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



Sue Hutchinson FCCA (Senior Statutory Auditor)

For and on behalf of

BEEVER AND STRUTHERS

Statutory Auditor

One Express

1 George Leigh Street

Manchester

M4 5DL

Date: 24 November 2023

Groundwork Greater Manchester

Statement of financial activities including the Income and Expenditure account for the year ended 31 March 2023

	Note	2023 Unrestricted funds £	2023 Restricted Funds	2023 Total £	2022 Unrestricted and Total £
Income:					
Donations and legacies	3	36,842	-	36,842	106,972
Investment income	4	5,643	-	5,643	38,766
<i>Income from charitable activities:</i>					
Land, Design and Build		872,201	-	872,201	1,231,335
Community Development & Youth		1,053,693	-	1,053,693	1,082,016
Training and Coaching for Employment		3,315,734	-	3,315,734	2,431,255
Sustainable Business/Energyworks		850,476	-	850,476	765,825
Total income		6,134,589	-	6,134,589	5,656,169
Expenditure:					
<i>Costs of raising funds:</i>					
Commercial trading operations	5	33,874	-	33,874	35,278
<i>Expenditure on charitable activities:</i>					
Land, Design and Build	6	887,529	-	887,529	1,255,789
Community Development & Youth		1,037,651	-	1,037,651	1,067,305
Training and Coaching for Employment		3,489,270	-	3,489,270	2,629,677
Sustainable Business/Energyworks		658,960	-	658,960	622,042
Total expenditure		6,107,284	-	6,107,284	5,610,091
Net incoming resources	10	27,305	-	27,305	46,078
Net movement in funds		27,305	-	27,305	46,078
Fund balances brought forward at 1 April 2022	17	1,651,563	65,257	1,716,820	1,605,485
Fund balances carried forward at 31 March 2023	17	1,678,868	65,257	1,744,125	1,651,563

Incoming resources and resources expended derive from continuing operations.

The company has no other recognised gains or losses other than those passing through the statement of financial activities.

The notes on pages 28 to 37 form part of these financial statements.

Groundwork Greater Manchester

Charity balance sheet at 31 March 2023

	Note	2023 £	2023 £	2022 £	2022 £
Fixed assets					
Tangible assets	11		933,634		983,504
			933,634		983,504
Current assets					
Debtors	12	1,474,269		1,156,579	
Cash at bank		1,088,527		1,250,818	
Creditors: amounts falling due within one year	13	1,752,305		1,674,081	
Net current assets			810,491		733,316
Total assets less current liabilities			1,744,125		1,716,820
Net assets	16		1,744,125		1,716,820
Reserves					
Restricted funds:			65,257		65,257
General funds	17		1,678,868		1,651,563
			1,744,125		1,716,820

These financial statements were approved by the Board of Trustees and authorised for issue on 19 October 2023 and were signed on its behalf by:



Katrina Cunliffe
Chair

Date: 19 October 2023

Company registration no. 06543150

The notes on pages 28 to 37 form part of these financial statements.

Groundwork Greater Manchester

Cash flow statement for the year ended 31 March 2023

	2023		2022	
	£	£	£	£
Reconciliation of net incoming resources before transfers to net cash outflow from operating activities				
Net incoming resources before transfers		27,305		46,078
Interest receivable		(5,643)		(412)
Rental income		-		(38,354)
Depreciation		62,717		64,270
(Increase) in debtors		(317,690)		(283,199)
Increase in creditors		78,224		121,712
Net cash outflow from operating activities		<u>(155,087)</u>		<u>(89,905)</u>
Cash flow from financing activities				
Repayment of loans & borrowings		<u>(-)</u>		<u>(-)</u>
Net cash inflow from financing activities		(-)		(-)
Cash flows for investing activities				
Interest received	5,643		412	
Rental income	-		38,354	
Payments to acquire tangible fixed assets	<u>(12,849)</u>		<u>(13,611)</u>	
Net cash outflow from capital expenditure		(7,206)		25,155
(Decrease) in cash		<u><u>(162,291)</u></u>		<u><u>(64,750)</u></u>
		2023		2022
		£		£
(Decrease) in cash in the period		<u>(162,291)</u>		<u>(64,750)</u>
Cash and cash equivalents at 1 April 2022		<u>1,250,818</u>		<u>1,315,568</u>
Cash and cash equivalents at 31 March 2023		<u><u>1,088,527</u></u>		<u><u>1,250,818</u></u>

The notes on pages 28 to 37 form part of these financial statements.

Groundwork Greater Manchester

Notes forming part of the financial statements for the year ended 31 March 2023

1 Accounting policies

The following accounting policies have been applied consistently in dealing with items which are considered material in relation to the financial statements.

a) *Basis of preparation*

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

Groundwork Greater Manchester meets the definition of a public benefit entity under FRS102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note(s).

b) *Going Concern*

There are no other material uncertainties about the charity's ability to continue, therefore, the accounts have been prepared on a going concern basis.

c) *Grants and other income*

Donations and legacies including grants that provide core funding or are of a general nature is recognised where there is entitlement, certainty of receipt and the amount can be measured with sufficient reliability. Such income is only deferred when:

- The donor specifies that the grant or donation must only be used in future accounting periods; or the donor, has imposed conditions which must be met before the charity has unconditional entitlement.

Incoming resources from tax reclaims are included in the statement of financial activities at the same time as the gift to which they relate.

Investment and rental income is recognised on a receivable basis.

Income from commercial trading activities is recognised on a recoverable basis.

Income from charitable activities includes income received under contract or where entitlement to grant funding is subject to specific performance conditions is recognised as earned (as the related goods or services are provided). Grant income included in this category includes income received specifically for project activities and is recognised where there is entitlement, certainty of receipt and the amount can be measured with sufficient reliability.

Income is deferred when project funding is received in advance of expenditure being incurred on the various projects where delivery of the project gives the Trust entitlement to the income.

d) *Funds*

Unrestricted funds are those which are available for use at the discretion of the Board of Trustees in furtherance of the general objectives of the charity.

Restricted Funds - Roch Valley Primrose Hill Farm Heywood

Roch Valley is a site of biological importance and is part of the wider green corridor following the River Roch through the heart of Rochdale. It is nestled between Queens Park and Springfield Park and is a remote haven for wildlife. Roch Valley consists of a lowland hay meadow adjacent to the river with scattered trees and hedgerows across the site.

Groundwork Greater Manchester

Notes forming part of the financial statements for the year ended 31 March 2023 (*continued*)

Groundwork bought the site on 30th May 2014 using funds provided by Rochdale Council (RMBC) via a local S106 agreement and the purchase included an £100,000 endowment for Groundwork to maintain and develop the land in the future and we have since developed the space into a valuable community amenity. Endowment funds remaining are £65,257.

e) Expenditure and irrecoverable VAT

Liabilities are recognised as soon as there is a legal or constructive obligation committing the charity to the expenditure. All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category.

Costs of raising funds are the costs associated with attracting voluntary income.

Expenditure on charitable activities comprises those costs incurred by the charity in the delivery of its activities and services for its beneficiaries. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them.

Irrecoverable VAT is charged against the category of resources expended for which it was incurred.

f) Allocation of support costs

Support costs include central functions such as back-office costs, finance, personnel, payroll and governance costs. These have been allocated to activity cost categories on a basis consistent with the use of resources, for example, allocating property costs by floor areas, or per capita, staff costs by the time spent and other costs by their usage.

g) Tangible fixed assets

Individual fixed assets costing £1,000 or more are initially recorded at cost.

The trustees have a policy of periodically reviewing fixed assets for impairment over and above their carrying value. Any reductions in the net book value of impaired fixed assets are treated as additional depreciation charges, which are reported within the appropriate resources expended section of the Statement of Financial Activities. Assets under construction are not depreciated until completed.

Depreciation is provided on tangible fixed assets so as to write off the cost or valuation, less any estimated residual value, over their expected useful economic life as follows:

Land and Buildings	2% per annum using the straight-line method
Ecology Park Main Building	10% per annum using the straight-line method
Fixtures, Fitting and Equipment	25% per annum using the straight-line method
Motor Vehicles	25% per annum using the straight-line method

h) Debtors

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

i) Cash at hand and in bank

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

j) Creditors and provisions

Creditors and provisions are recognised where the charity has a present obligation resulting from a past

Groundwork Greater Manchester

Notes forming part of the financial statements for the year ended 31 March 2023 (continued)

event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

k) Financial Instruments

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

l) Pensions

The charity is a member of a multi-employer scheme (Greater Manchester Pension Fund) for employees in service on 1 June 2008. The assets of the scheme are held separately from those of the Trust but these assets and liabilities are not separately identifiable hence no value in the accounts. The regular cost of providing pension and related benefits is charged to the statement of financial activities over the employees' service lives on the basis of a constant percentage of earnings.

The charity also operates two other defined contribution pension schemes for employees joining after 1 June 2008. Contributions are charged in the statement of financial activities as they become payable in accordance with the rules of the scheme.

m) Judgement and keys sources of estimation uncertainty

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

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods. In the trustees' opinion, there are no significant accounting estimates and judgements.

2 Legal status of the Trust

The charity is a private company limited by guarantee and consequently does not have share capital. Each of the members is liable to contribute an amount not exceeding £1 towards the assets of the charity in the event of liquidation. The charity is incorporated in the United Kingdom and its registered address is: Trafford Ecology Park, Lake Rd, Manchester, M17 1TU.

3 Income from donations and legacies

	2023 Unrestricted	2023 Total	2022 Unrestricted and Total
	£	£	£
Miscellaneous Income	16,552	16,552	10,970
Support Income	20,290	20,290	-
Furlough Income	-	-	96,002
	36,842	36,842	106,972

Groundwork Greater Manchester

Notes forming part of the financial statements for the year ended 31 March 2023 (*continued*)

4 Investment income

	2023 Unrestricted	2023 Total	2022 Unrestricted and Total
	£	£	£
Bank interest	5,643	5,643	412
Rental income	-	-	38,354
	<u>5,643</u>	<u>5,643</u>	<u>38,766</u>

5 Cost of generating funds

	2023 Unrestricted	2023 Total	2022 Unrestricted and Total
	£	£	£
Marketing Costs	33,874	33,874	35,278
	<u>33,874</u>	<u>33,874</u>	<u>35,278</u>

6 Charitable activities

	Direct Costs	Employment Costs	Governance Costs (note 7)	Support & Other Costs	Total 2023	Total 2022
	£	£	£	£	£	£
Analysis of expenditure on charitable activities						
Land Design and Build.	356,227	484,280	1,749	45,273	887,529	1,255,789
Community Engagement & Youth.	421,175	564,787	1,923	49,766	1,037,651	1,067,305
Training and Coaching for Employment.	1,577,319	1,732,477	6,676	172,798	3,489,270	2,629,677
Sustainable Business/ Energyworks	256,820	364,450	1,402	36,288	658,960	622,042
	<u>2,611,541</u>	<u>3,145,994</u>	<u>11,750</u>	<u>304,125</u>	<u>6,073,410</u>	<u>5,574,813</u>

Note: Support and other costs are allocated on a % head count based on the members of staff in that area. These include administration, accommodation, transport, depreciation and communication costs.

Groundwork Greater Manchester

Notes forming part of the financial statements for the year ended 31 March 2023 (*continued*)

7 Governance costs

	2023 Unrestricted	2023 Total	2022 Unrestricted and Total
	£	£	£
Legal and professional	2,049	2,049	844
Audit and accountancy fees	9,700	9,700	10,768
	<u>11,749</u>	<u>11,749</u>	<u>11,612</u>

Governance costs are apportioned into Note 6 based on staff numbers per area

8 Employees

The number of employees during the year, analysed by category, was as follows.

	2023 Headcount	2022 Headcount	2023 FTE	2022 FTE
Direct charitable	99	80	97	77
Management and administration	7	7	8	7
Fundraising and publicity	2	2	2	2
	<u>108</u>	<u>89</u>	<u>107</u>	<u>86</u>

The aggregated cost of these persons was as follows:

	2023 £	2022 £
Wages and salaries	2,754,993	2,252,595
Social security costs	257,275	201,846
Pension costs (see note 14)	133,727	116,908
	<u>3,145,995</u>	<u>2,571,349</u>

The emoluments of employees (excluding NI/pension contributions) over £60,000 per annum are as follows:

	2023 £	2022 £
£60,000 - £70,000	1	1
£70,000 - £80,000	-	-
£80,000 - £90,000	-	1
	<u>-</u>	<u>1</u>

Total contributions under defined contribution schemes on behalf of these were £5,173 (2022 - £6,260).

Payments made to Key Management Personnel amounted to £149,385 (2022: £225,237).
These payments were to the executive officers only. No amounts were paid to Trustees

Groundwork Greater Manchester

Notes forming part of the financial statements for the year ended 31 March 2023 (*continued*)

9 Transactions with Trustees

No Trustees received any remuneration or expenses for services performed on behalf of the trust.

10 Net incoming resources

	2023 £	2022 £
Net incoming resources for the year is stated after charging:		
Audit of the charity's annual accounts	10,000	9,700
Depreciation	62,717	64,270

11 Tangible assets

	Freehold Interest in Land and Buildings £	Ecology Park Main Building £	Ecology Park Timber Building £	Motor Vehicles £	Office and Computer Equipment £	Total £
<i>Cost</i>						
At 1 April 2022	607,018	129,102	379,052	83,525	198,114	1,396,811
Additions	-	12,848	-	-	-	12,848
Disposals	-	-	-	-	-	-
At 31 March 2023	607,018	141,950	379,052	83,525	198,114	1,409,659
<i>Depreciation</i>						
At 1 April 2022	78,271	102,096	7,581	38,603	186,758	413,309
Eliminated on disposals	-	-	-	-	-	-
Charged for the year	12,140	14,195	7,581	17,444	11,357	62,717
At 31 March 2023	90,411	116,291	15,162	56,047	198,114	476,025
Net Book Value						
At 31 March 2023	516,607	25,659	363,890	27,478	-	933,634
Net Book Value						
At 31 March 2022	528,747	27,006	371,471	44,922	11,356	983,502

Groundwork Greater Manchester

Notes forming part of the financial statements for the year ended 31 March 2023 (*continued*)

12 Debtors

	2023 £	2022 £
Trade debtors	894,003	540,803
Prepayments and accrued income	580,266	615,776
	<u>1,474,269</u>	<u>1,156,579</u>

13 Creditors

	2023 £	2022 £
Trade creditors	191,633	191,566
Other creditors	458,518	368,778
Accruals and deferred income	874,487	971,633
Taxation and social security	227,667	142,104
	<u>1,752,305</u>	<u>1,674,081</u>

14 Greater Manchester Pension Scheme

The scheme available to staff in service on 1 June 2008 was the Greater Manchester Pension Fund (GMPF). The GMPF is a final salary defined benefit scheme, the assets of Groundwork Greater Manchester are pooled with similar institutions for actuarial valuation purposes. The pension contributions made by Groundwork GM to the scheme for the year ended 31 March 2023 were £55,715 (2022 - £53,765). The agreed employer contribution rate was 25.4% for the period April 2022 to March 2023 and will remain the same up to March 26.

In the event of any deficit, the trust would be liable for its proportionate share of any shortfall. As stated below, at the last actuarial valuation funding stood at 104%, up from 102% at the previous actuarial valuation. For the purposes of the accounts this is being treated as a defined contribution scheme.

The pension cost is assessed every three years in accordance with the advice of an independent qualified actuary. The latest actuarial valuation of the scheme was at 31 March 2022. The assumptions and other data, used in the 2022 valuation, that have the most significant effect on the determination of the contribution levels are as follows:

Actuarial method	Projected unit method
Rate of increase in pensions	2.3% pa
Discount Rate	3.6% pa
Market value of the assets at the date of last valuation	£29.3 m
Value of Liabilities	£28.3m
Proportion of members' accrued benefits covered by the actuarial valuation	104%
Funding level change since last valuation	2% increase

Employees joining after 1 June 2008 have been entitled to join defined contribution pension schemes administered by AEGON and Peoples Pension.

Groundwork Greater Manchester

Notes forming part of the financial statements for the year ended 31 March 2023 (*continued*)

15 Related parties

As per Note 8 no other related party transactions have occurred in the period

16 Analysis of net assets at 31 March 2023

	Unrestricted Funds £	Restricted £	Total Funds 2023 £	Total Fund 2022 £
Tangible fixed assets	933,634	65,257	868,377	983,504
Current assets	2,562,796	-	2,562,796	2,407,397
Creditors: amounts falling due within one year	(1,752,305)	-	(1,752,305)	(1,674,081)
	<u>1,678,868</u>	<u>65,257</u>	<u>1,744,125</u>	<u>1,716,820</u>

17 Analysis of funds

	Unrestricted Funds 2023 £	Restricted Funds 2023 £	Unrestricted Funds 2022 £	Restricted Funds 2022 £
At 1 April 2022	1,651,563	65,257	1,605,485	65,257
Incoming resources	6,134,589	-	5,656,169	-
Resources expended	(6,107,284)	-	(5,610,091)	-
Transfer between funds	-	-	-	-
	<u>1,678,868</u>	<u>65,257</u>	<u>1,651,563</u>	<u>65,257</u>

18 Capital Commitments

The Trust had no Capital Commitments at the end of March 2023 (2022 - £ None)

19 Net Debt

Cash/Cash equivalents	At 1 Apr 22 £	Cash Flows £	Other non-cash Changes £	At 31 Mar 23 £
Cash	1,250,818	(162,291)	-	1,088,527
Overdrafts	-	-	-	-
Cash Equivalent	-	-	-	-
Total	1,250,818	(162,291)	-	1,088,527
Borrowings				
Debt Due	-	-	-	-
Total	1,250,818	(162,291)	-	1,088,527

Groundwork Greater Manchester

Notes forming part of the financial statements for the year ended 31 March 2023 (*continued*)

Advisors

Auditors

Beever and Struthers
One Express
1 George Leigh Street
Manchester
M4 5DL

Bankers

Santander Corporate Banking
298 Deansgate
Manchester
M3 4HH

Solicitors

Shoosmiths
The XYZ Building
2 Hardman Boulevard
Spinningfields
Manchester
M3 3AZ

Groundwork Greater Manchester

Notes forming part of the financial statements for the year ended 31 March 2023 (*continued*)

The Board of Trustees

The Trustees (who are the directors of the company in accordance with the Companies Act 2006) on the date of approval of this report, or who served as Trustees at any time during the year reported on, are as follows:

Co-opted Trustees	Member	First appointed	Last appointed	Resigned
Katrina Cunliffe (Chair)	Co-opted	May 2019	June 2022	
John Bland (Vice Chair)	Co-opted	August 2020		August 2023
Howard Sykes	Co-opted	August 2020		August 2023
Ian Whittaker	Co-opted	August 2020		August 2023
Cllr Neil Reynolds	Co-opted	May 2018	May 2021	November 2023
Thomas Besford	Co-opted	August 2020	August 2023	
Maureen Whilby	Co-opted	September 2021		June 2023
Tessa Wiley	Co-opted	September 2021		
Joanne Yates	Co-opted	November 2021		
Stewart McCombe	Co-opted	November 2022		
Steph Everett	Co-opted	November 2022		
Jack Collier	Co-opted	November 2023		
Erica Rosanne East	Co-opted	November 2023		
Janet Thomas	Co-opted	November 2023		

Company Secretary

Gary Cunningham

Audit and Risk Committee

Stewart McCombe (Chair)

Steph Everett (Vice-chair)

Tom Besford

Tessa Wiley

Executive Director

Deborah Murray

Key Management Personnel

Deborah Murray

Gary Cunningham

Accounts

Groundwork Greater Manchester

Annual Report and Financial Statements 2021/22

Charity registration no. 1124508
Company registration no. 06543150

Registered Office
Trafford Ecology Park,
Lake Road
Trafford Park
Manchester
M17 1TU

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TRUSTEES REPORT, INCORPORATING THE STRATEGIC REPORT FOR THE YEAR ENDED 31 MARCH 2022

The Board of Trustees presents its report for the year ended 31 March 2022. Statements about Groundwork (page 3), governance (page 5), objectives and public benefit (page 7), our plans for the future (page 11), financial review 2021-22 (page 13), advisors (page 33) and the details of the Board of Trustees, Committees and senior management team (page 34) form part of this report.

ABOUT GROUNDWORK GREATER MANCHESTER

Groundwork Greater Manchester is a well-established and highly respected social enterprise and registered charity, delivering a range of environmentally focused activities and services in Greater Manchester and Lancashire. Our activities are spread across five broad service areas, reflecting our vision of creating **a greener, more resilient city region with stronger, healthier communities, responsible businesses and enhanced prospects for all local people**. We do this by delivering a wide range of services, projects and programmes across the following cross cutting themes:

- Facilitating the Power of Communities
- Delivering Green Jobs and Skills
- Greenspace and Nature

Our work is underpinned by three key principles – **Partnerships; Equality, Diversity & Inclusion and addressing the Climate & Nature Emergencies**.

We have clear and ambitious aspirations around the breadth and depth of our impact, the social value we deliver and the improvements we want to make to the sustainability of local communities, businesses and individuals. We also offer internal and corporate volunteering opportunities across a range of activities and we actively recruit local volunteers to support specific projects and programmes.

Our head office base is Trafford Ecology Park, a designated local nature reserve and Site of Biological Importance - a green oasis in the heart of Europe's largest industrial estate. We also have office bases and depots at Birchcroft, just outside Ashton under Lyne and Hamer Vale in Rochdale, as well as numerous project delivery sites around Greater Manchester.

The current structure of Groundwork Greater Manchester is the result of successful local delivery and growth over many years, and of mergers between previous smaller Groundwork trusts across the southern half of Greater Manchester in 2008; the addition of Pennine Lancashire to our area of operation in 2013 and finally the merger between Groundwork MSSTT (Manchester, Salford, Stockport, Tameside and Trafford) and Groundwork BBOR (Bolton, Bury, Oldham and Rochdale) in August 2020.

The Trust remains a leading member of the Groundwork Federation of charitable businesses operating locally, regionally and nationally throughout the UK, responding to the diverse needs of its stakeholders but working to the shared aspirations and common goals set out in the Groundwork 2020 -23 vision.

Further details about the impact of Groundwork Greater Manchester's activities during 2021-22 can be found on pages 9 and 10. Our work is designed to address the needs of all sections of the community and we provide equal access to our services regardless of race, gender, disability or sexual orientation.

For further details about our work visit <https://www.groundwork.org.uk/hubs/greatermanchester/>

TRUSTEES REPORT, INCORPORATING THE STRATEGIC REPORT FOR THE YEAR ENDED 31 MARCH 2022

CHAIR'S STATEMENT

Groundwork Greater Manchester is now one of two Groundwork Trusts operating in the Northwest, as part of a wider national Federation of like-minded organisations. The economic and policy climate in which we operate moving into 2022-23 will be dominated by the huge and unprecedented social and economic challenges facing the country as we emerge from the Covid 19 crisis and start to face the challenges of the cost of living crisis.

The past twelve months has seen the Trust take further steps along our journey towards long term sustainability and growing both the scale of our services and the positive social impact we generate. As mentioned over the past few years, the opportunities to secure income from our historical public sector markets have been very much reduced and there is increased competition for grant funding and commissioned services. We have had to learn to be more agile and more commercially focussed, whilst retaining our charitable ethos and that fundamental Groundwork 'DNA'.

Over the past year we have strengthened our relationships with key private sector clients, whilst also seeking to reinvigorate our partnerships with our local authorities, social housing providers and, via the Groundwork Federation, with central Government and national corporates. In many ways, the Covid crisis highlighted the key strengths of Groundwork and brought our work around green spaces; resilient communities and helping young people achieve their potential into sharp focus. Put simply, we have been 'rediscovered' by many historical partners!

We have made good progress towards delivering our exciting five year 'Vision', which sets out our aspirations and ambitions for the scale, quality and impact of our work across the City Region between 2018 and 2023. This will directly support the national aspirations of the Groundwork 2020 Strategy.

Groundwork Greater Manchester continues to grow in scale and impact following the successful merger process between the former Groundwork MSSTT and Groundwork BBOR Trusts in August 2020, with around 100 permanent staff now in post and a turnover of £5.5 million. It is also pleasing to note the strong financial performance in both accounting periods since merger and the consistent generation of surpluses that can be re-invested.

It has also been extremely pleasing to have provided work experience and employment opportunities to over 100 young people this year through the Kickstart programme and the National Year of Service initiative – the outcomes and routes of progression have been very positive.

The Trust has also undertaken a major governance review which resulted in the recruitment of three new Trustees and three new Associate Trustees during 2021-22 – this has significantly enhanced Board diversity and skills.

Looking ahead to 2022-23 we will continue to pursue sustainable growth of the organisation; further embed good governance principles and carry out a refresh of our strategic vision.

My fellow Trustees and I support the Executive Team to follow a rigorous performance monitoring and risk management process to ensure we remain within the financial operating parameters set by the Board and to protect our resilience moving forwards.

Finally, my fellow trustees and I would like to pay a personal tribute to all the dedicated staff at Groundwork Greater Manchester who work so hard to support people in some of our most disadvantaged neighbourhoods and who help local communities and businesses to become more sustainable.

Tony Berry,
Chair - June 2022

TRUSTEES REPORT, INCORPORATING THE STRATEGIC REPORT FOR THE YEAR ENDED 31 MARCH 2022

GOVERNANCE

Registration numbers

Charity Registration Number: 01124508
Company Registration Number: 06543150

Structure and organisation

Groundwork Greater Manchester is a charity and a company limited by guarantee. The governing documents are its Memorandum and Articles of Association, which were last amended at a General Meeting of the Members of the company held on 18th February 2021.

The Board meets quarterly and retains authority for the overall strategy and policy of the Trust and approves the Strategic Vision and the annual Operational Delivery and Business Development Plan, delegating development of the planning process to the Executive Team, whilst retaining responsibility for overall scrutiny of performance.

An Executive Director is appointed by the Board to lead the day-to-day operations of the Trust and supported by a Director of Finance and Resources. To facilitate effective operations, the Executive Director has delegated authority, approved by the Board, for a range of operational matters including finance, human resources and service delivery. The Executive Director of the trust until September 22 was Mike Ormerod when he was succeeded by Deborah Murray.

The Trust is a very active member of the Groundwork Federation, a national organisation with some 14 members and our previous Executive Director, Mike Ormerod, chaired the national Federation Executive Team while Deborah Murray sits on the Groundwork Federation Board. The Trust and the Federation, however, recognise that the performance of their programmes and their behaviours can and do impact on each other and the Federation as a whole.

In order to make most effective use of the goodwill of the Groundwork name and reputation, and to ensure the highest possible common standards, each Trust signs a Membership Agreement with the Federation which sets down the obligations of the Trust to the Federation and vice versa. There is an ongoing direction of travel to consolidate structures across the Federation and to operate more collaboratively in both service delivery and the provision of business support functions.

Board of Trustees

The Board of Trustees is comprised of up to 12 Directors, 11 of whom are also individual Company Members. Groundwork UK is the 12th Company Member and is able to nominate one Trustee to represent them on the Board.

The Board following a review of Governance has a very clear intention to provide a balance of skills, knowledge and experience whilst also better representing the diverse communities we work with.

We take our governance responsibilities very seriously, recognising the need to ensure as much of our resource as possible is expended on delivering our charitable mission while ensuring our organisation is strong, well-managed and financially viable in the long term.

New Trustees are provided with an induction to the organisation, which includes a specific focus on their role and responsibilities as a Trustee. There is also a comprehensive mandatory training programme for all Trustees, covering issues such as Safeguarding; Data Protection and EDI

TRUSTEES REPORT, INCORPORATING THE STRATEGIC REPORT FOR THE YEAR ENDED 31 MARCH 2022

There are currently eleven individual Trustees (who are also Directors and Company members), along with one Trustee (and Director) nominated by Groundwork UK, as a “corporate” Company Member. We have an ongoing process of trustee retirements and appointments, with a clear aspiration to enhance the diversity of the overall Board whilst maintaining the appropriate breadth of skills, experience and knowledge.

The appointment of trustees can be for a fixed or indeterminate period of time provided that this does not exceed 3 years. A retiring Trustee or a Trustee whose term of office has come to an end may be reappointed provided that if a Trustee has served as such for a continuous period exceeding six years his / her reappointment shall: (i) be subject to a rigorous review by the Trustees taking into account the need for progressive refreshing of the Board of Trustees; and (ii) explained in the Trustees’ annual report.

Trustees are responsible for ensuring a full suite of organisational systems, processes and policies is maintained and embedded in the way Groundwork Greater Manchester is managed. This includes policies governing our fundraising standards, our investments and our responsibilities to our staff, volunteers and beneficiaries. We pay particular attention to issues of Quality, Health & Safety, Environment and Safeguarding and maintain comprehensive business continuity and risk management arrangements. We review the skills and experience of our Board to ensure we have access to the expertise needed to run our business efficiently, effectively and safely. We are also striving to ensure our Board better reflects the diversity of the communities we serve.

The work of our Board is supported by an Audit & Risk Committee; a Remuneration & Staffing Committee and a Compliance & Performance Committee along with internal management groups for issues such as Safeguarding and Health & Safety.

We also have a number of Associate Trustees who support the Trust on specialist areas such as Health & Safety, business development and safeguarding.

Groundwork Greater Manchester’s Senior Management Team is led by the Executive Director and includes senior staff members responsible for financial and business support functions; business development, programme/project management; marketing; communications, quality/compliance and fundraising. This team is fully accountable to the Board and its Committees. It operates through powers outlined in our Scheme of Delegation and Financial Regulations and provides regular reports to the Board on financial and operational performance and compliance.

Related party transactions

The Trust is supported by Groundwork UK and the national Federation of Groundwork Trusts and has strong links and collaborative working arrangements with other Trusts within the Federation. Each Trust is an independent charity, but they all share a similar ethos. Each Trust is responsible for its own management and administration, and for developing and delivering projects that meet its objectives and core purposes. The Trust’s former Executive Director, Mike Ormerod, was Chair of the national Federation Executive Team until he stepped down from the post on his resignation.

The elected trustees of the Federation Board are, by definition, also trustees of Groundwork Trusts. However, the SORP determines that a charity is not necessarily related to another charity simply because a particular person happens to be a trustee of both. It will only be related if one charity subordinates its interests to the other charity in any transaction because of this relationship. The Federation of Groundwork Trusts and other Groundwork Trusts are therefore not considered to be related parties under the definition of the SORP and the grants made by the Federation to individual Trusts do not require separate disclosure.

TRUSTEES REPORT, INCORPORATING THE STRATEGIC REPORT FOR THE YEAR ENDED 31 MARCH 2022

OBJECTIVES AND PUBLIC BENEFIT

In accordance with SI7(5) of the Charities Act 2011, the Trustees have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing our aims and objectives and in planning future activities.

Our charitable objectives set down in our Memorandum of Association are for public benefit as set out below:

- 1.1. To promote the conservation, protection and improvement of the physical and natural environment in the Metropolitan Boroughs of Blackburn with Darwen, Bury, Bolton, Manchester, Oldham, Rochdale, Salford, Stockport, Tameside, Trafford and the Districts of Burnley, Hyndburn, Pendle, Rossendale and Ribbles Valley and such other areas as the Trustees shall in their absolute discretion determine from time to time ("the area of benefit");
- 1.2. To provide facilities in the interests of social welfare for recreation and leisure time occupation with the objective of improving the conditions of life for those living in or working in or resorting to the area of benefit;
- 1.3. To advance public education in environmental matters and of the ways of better conserving, protecting and improving the same wheresoever;
- 1.4. To promote urban or rural regeneration in areas of social and economic deprivation within the area of benefit by all or any of the following means:
 - 1.4.1. the relief of poverty in such ways as may be thought fit;
 - 1.4.2. the relief of unemployment in such ways as may be thought fit including assistance to find employment;
 - 1.4.3. the advancement of education, training or re-training particularly amongst unemployed people and providing unemployed people with work experience;
 - 1.4.4. the provision of financial assistance, technical assistance, business advice or consultancy in order to provide training and employment opportunities for unemployed people in cases of financial or other charitable need through help:
 - 1.4.4.1. in setting up their own businesses; or
 - 1.4.4.2. to existing businesses;
 - 1.4.5. the creation of training and employment opportunities by the provision of work space, buildings and / or land for use on favourable terms;
 - 1.4.6. the provision of housing for those who are in conditions of need and the improvement of housing in the public sector or in charitable ownership provided that such power shall not extend to relieving any local authority or other bodies of a statutory duty to provide or improve housing;
 - 1.4.7. the maintenance, improvement or provision of public amenities;
 - 1.4.8. the preservation of buildings or sites of historic or architectural importance;
 - 1.4.9. the provision or assistance in the provision of recreational facilities for the public at large and / or those who by reason of their youth, age, infirmity or disablement, poverty or social and economic circumstances, have need of such facilities;

TRUSTEES REPORT, INCORPORATING THE STRATEGIC REPORT FOR THE YEAR ENDED 31 MARCH 2022

- 1.4.10. the protection or conservation of the environment, and the promotion and maintenance of sustainable community-based projects;
- 1.4.11. the provision of public health facilities and childcare;
- 1.4.12. the promotion of public safety and prevention of crime;
- 1.4.13. such other means as may from time to time be determined subject to the prior written consent of the Commission;

1.5. To promote sustainable development within the area of benefit by:

- 1.5.1. the preservation, conservation and the protection of the environment and the prudent use of resources;
- 1.5.2. the relief of poverty and the improvement of the conditions of life in socially disadvantaged communities;
- 1.5.3. the promotion of sustainable means of achieving economic growth and regeneration;

1.6. To advance the education of the public in subjects relating to sustainable development and the protection, enhancement and rehabilitation of the environment and to promote study and research in such subjects provided that the useful results of such study are disseminated to the public at large;

Sustainable development in this Article and in Article 1.5 above means “development which meets the needs of the present without compromising the ability of future generations to meet their own needs”.

TRUSTEES REPORT, INCORPORATING THE STRATEGIC REPORT FOR THE YEAR ENDED 31 MARCH 2022

a) OVERVIEW

2021-22 was a positive year for Groundwork Greater Manchester, with further growth in the scale, breadth and impact of our activities and consolidation of our re-focussed business model. Financial performance was strong, with an unrestricted surplus of around £46,000.

In broad terms over the past five years, we have stabilised our position in the context of ongoing public sector austerity, along with the continuing and emerging economic uncertainties around Brexit; the emerging cost of living crisis and the legacy of the Covid 19 pandemic respectively and move into 2022-23 with a sense of cautious optimism as we sustainably grow our services to better serve our communities.

Our free cash reserves remain strong and within the Trust's reserves policy and all our operational delivery service areas delivered healthy contributions towards overhead costs. As a recently merged organisation the Trust now has significantly enhanced capacity and resilience compared to the previous position

We have therefore actively pursued opportunities to sustainably grow the Trust's operational delivery capacity and to maintain and enhance our extensive Groundwork service offer through continual improvement of our products and services, recruitment where necessary and more collaborative working and structural consolidation with other Trusts. We currently maintain a permanent staff team of around 100, supported by sessional staff and Associates.

Significant efforts have also been made to engage with new clients; to increase the level of collaborative and partnership working and to generally raise the profile of the organisation, including the expansion of our digital delivery capacity and our online presence.

In year we carried out a gender pay review, the outcome of which was extremely positive, with a very small (less than 1%) gap in favour of female employees; The top quartile of salaries showed a 9:7 split in favour of female employees (i.e., based on senior management team posts).

Despite the challenges facing the Trust we have delivered a wide range of successful projects and programmes, supporting individuals and communities in some of our most disadvantaged neighbourhoods. Staff morale, as evidenced by a very positive staff survey in November 2021, has remained consistently high despite the challenges of Covid 19 and the emerging cost of living crisis

Our successes in the year have been made possible by the energy, commitment and passion of our staff team and through the support of the Board of Trustees.

b) ACTIVITY HIGHLIGHTS

Trust Impact Highlights: 2021-2

Facilitating the Power Of Communities

306 community organisations supported
Over 900 volunteers engaged (inc 350 business volunteers)
delivering 2,900 hours worth approx. £18,300 to community projects. Plus £40,000 worth of business donations



Protecting & Enhancing Greenspace & Nature

194,000sqm land improved; 210ha land actively managed; 94 public spaces improved benefiting over 7,000 people; 3,600 trees planted; 56 nature based solutions designed & installed



Creating Jobs & Skills for a Greener Economy

259 businesses supported to adopt more environmentally & socially responsible practices
115 individuals on Groundwork employment programmes completing carbon literacy training
21 'green job' progressions from our low carbon careers programmes



Supporting Young People to Reach their Potential

848 young people supported to learn & achieve with 576 positive progressions*; 865 young people involved in youth social action
*where measured



Our full current Impact report is available at:

<https://www.groundwork.org.uk/wp-content/uploads/2022/08/Groundwork-GM-Impact-Report-21-22.pdf>

TRUSTEES REPORT, INCORPORATING THE STRATEGIC REPORT FOR THE YEAR ENDED 31 MARCH 2022

c) OUR PLANS FOR THE FUTURE

At the time of writing, we have finally emerged from the Covid 19 crisis and immediately stepped into the worst cost of living crisis in forty years. The next few years will undoubtedly present huge challenges for communities across the UK, but especially in areas with high levels of deprivation such as those found in parts of Greater Manchester and Pennine Lancashire. As the economy slowly recovers, pressures on public spending and the added uncertainties around Brexit and the war in Ukraine mean there is a huge risk of greater social inequality and greater geographic disparity – indeed latest official figures show an absolute increase in child poverty and a widening of the gap between the poorest and richest in society. Covid 19 has highlighted the importance of high quality of public realm and green spaces in helping maintain good health and wellbeing within communities.

There are, however, opportunities as well as challenges – post Covid there will be huge pressure to support those most badly affected economically, in particular young people and those in marginal employment sectors. We also need to work hard to ensure the environmental benefits of lockdown are maintained – better air quality; less car journeys and the appreciation of green space. Groundwork stands ready to support a green skills led economic bounce back and we have launched our own ambitious journey towards carbon net zero.

The GM City Mayor has clear and challenging objectives around environmental improvements and carbon reduction and we are playing a full role in helping deliver these plans, including a number of pledges around our work in green spaces; with businesses and with young people. We now have an ambitious five-year Environment Plan for the City Region, which includes numerous ‘pegs’ onto which we can hang our services.

We fully support the ongoing work of the Groundwork Federation to create a more sustainable and financially secure Federation, which will be achieved through increased consolidation and collaboration around service delivery, along with more robust and consistent approaches to risk management; communications and business development. Groundwork Greater Manchester is at the leading edge of collaboration between Trusts, both regionally and nationally.

During the year, to help manage these challenges and opportunities we continued to build on our existing and well-established business planning and performance/risk management systems. These processes and procedures include clear priorities around service and product development; stretching income targets and a very visible, inclusive role for Trustees and all the staff in the organisation. In year we successfully retained or secured a wide range of accreditations including our ISO 9001 and 14001 standards; CHAS (Health and Safety); Investors in People; Matrix and the Carbon Literate Organisation Gold standard – this supports our aspiration to be recognised as a high quality service provider

The Groundwork movement was established at a time of political, social and economic challenge as an innovative solution to harnessing public, private and voluntary sector resources to help communities cope with change and work together to make their lives and neighbourhoods better. That experience and that spirit of enterprise and innovation is as important now as it ever was.

Looking ahead, the priority for Groundwork Greater Manchester in 2022-23 is to continue to maintain our positive financial performance and to achieve at least an operational break-even position by the end of the financial year, so maintaining our Reserves Policy. We will also continue to implement plans to develop our staff and sustainably grow our operational delivery teams and to diversify income streams, in particular some of the larger grant programmes that we have and to broaden the range of our “enterprise” based activities.

TRUSTEES REPORT, INCORPORATING THE STRATEGIC REPORT FOR THE YEAR ENDED 31 MARCH 2022

During 2021-22 the Federation's key performance measures were based around the commitments set out in the Groundwork 2020-23 Vision. Our collective ambition is to build our visibility, our reputation and our resource base so that we can be a significant, radical, national force for driving change in attitudes, behaviours, places and prospects in the local communities that need it most.

The Groundwork Federation 2020-23 Vision can be viewed here:

<https://www.groundwork.org.uk/about-groundwork/2023strategy/>



The Groundwork Greater Manchester 2020-23 Vision can be viewed here:

<https://www.groundwork.org.uk/hubs/greatermanchester/about/>

TRUSTEES REPORT, INCORPORATING THE STRATEGIC REPORT FOR THE YEAR ENDED 31 MARCH 2022

d) FINANCIAL PERFORMANCE

Groundwork Greater Manchester's total incoming resources for 2021-22 totalled £5.6 million, with an unrestricted trading surplus of £46,078.

Reserves

Groundwork Greater Manchester Trustees and senior management team have reviewed the Reserves Policy and the Board has agreed that a reasonable level of unrestricted reserves (3-6 months running costs) is required for the following reasons:

- to absorb short term set-backs such as loss or delays in funding
- to provide the working capital required to fund retrospective and payment by results programme funding which can result in considerable timing differences between expenditure and receipt of funds
- to cover the cost of investing in staff training and development to develop new and improved services for Groundwork
- to cover the cost of developing new services, such as improved communications, research and quality and business information systems
- to provide funds to invest in functional property where the Board has determined that the purchase of property is preferable to leasing or renting
- to set aside funds for other appropriate capital assets such as IT equipment and for properly equipping Groundwork UK's functional properties
- to provide funding to cover any unforeseen downturn in activity, allowing alternative activity to be generated and/or a planned down-sizing of activity.

The above needs for reserves have to be balanced against the following factors:

- the need to be seen as a responsible charity by the Charity Commission, our partners and funders, our member Trusts within Groundwork and the communities we serve
- the need to avoid the creation or retention of unnecessary surpluses for which there is no future planned requirement or that bear no relation to Groundwork Greater Manchester charitable aims.

Having reviewed the above criteria, the Trustees have determined that Groundwork Greater Manchester should aim to retain sufficient free reserves to provide cover for approximately 3 months in relation to known liabilities & working capital requirements. This currently would be approximately £600k
The current level is calculated as:

Total Unrestricted Funds;	£1,651,561
(less) tangible fixed assets for charity use;	£983,504
Total free reserves;	£668,059

This excess is considered important in the recovery in the aftermath of the COVID emergency period.

TRUSTEES REPORT, INCORPORATING THE STRATEGIC REPORT FOR THE YEAR ENDED 31 MARCH 2022

Investments

The majority of the programme funds obtained by the Trust are provided against specified projects for particular needs and are initially financed from reserves. Therefore, any funds that are built up in advance of expenditure need to be kept as liquid as possible, whilst making every effort to maximise any available investment return.

To minimise risk such funds are kept on deposits with reputable banks where immediate access has to be balanced against available interest rates. Rates available from the whole banking sector are kept under regular review and every effort is made to maximise any potential return, whilst minimising risk in the investment portfolio, in an effort to obtain all possible funding for all projects.

Principal funding sources

The major sources of funding during the year are set out below.

Total income for the year was £5.6m;

The major sources of funding during the year were:

Private Sector contracts - £1.95m;
Housing providers - £1.34m;
Government Agencies & EU - £0.85m;
Local Authorities - £0.62m;
Big Lottery - £0.47m;
Other Income - £0.3m;

There were brought forward Landfill Tax revenues of £35,644 from Veolia. £13,893 of which was carried forward into 2022/23 on the ongoing Roch Valley project

Funds held in trust

The trust holds a balance on behalf of the Brinnington Big Local Partnership (Big Lottery). This partnership aims to:

- to improve the area known as Brinnington for the benefit of the inhabitants of the area
- to encourage the goodwill and improvement of the local community
- to foster community spirit and encourage civic pride
- to ensure that all residents are communicated with and consulted regularly

The cash balance at year end was £60,309 (2021 - £13,660) and is shown in other creditors.

Also, the trust holds a balance of £85,855 (2021 - £90,175) on behalf of the Irwell Rivers Trust, to be spent by the Irwell Catchment Partnership (ICP), of which Groundwork Greater Manchester are members.

- The funds will be managed in-line with the Not-for-Profit guidelines provided by the Charity Commission
- The funds will only be used for activity agreed by the ICP for the Irwell Catchment

TRUSTEES REPORT, INCORPORATING THE STRATEGIC REPORT FOR THE YEAR ENDED 31 MARCH 2022

e) PRINCIPAL RISKS AND UNCERTAINTIES

Risk Assessment & Management

The Board of Groundwork Greater Manchester fully accepts its responsibilities under the Charity Commission's Statement of Recommended Practice (SORP) for ensuring that the major risks to which the charity is exposed are identified and reviewed, and that there are systems in place to mitigate them.

Major risks are those that have a high probability of occurring, and would if they occurred, have a severe impact on either operational performance or achievement of purposes, or could damage Groundwork's reputation.

The risk management process, which operates as both a top-down and bottom-up mechanism, is designed to enable the Board to conclude whether the major risks to which the charity is exposed have been identified and reviewed, and that systems have been established to mitigate these risks.

The system involves the Executive & Senior Management Team:

- Reviewing the main, high impact generic risks.
- Establishing a comprehensive risk register of all the significant risks which might impact on the Trust's core purposes and key objectives.
- Establishing a bottom-up and top down process of risk identification, assessment, mitigation and monitoring for all likely risks within the Trust.
- Producing detailed reports to the Board setting out the actions designed to eradicate or mitigate the risks identified.

The major areas of risk identified to date, potential impact and mitigations are:

- The management of the Trust's reputation for quality and effective programme delivery, sound governance, and financial probity. Clearly the risk to the Trust's reputation would have a negative effect on the future income being able to bring in. The Quality systems in place in the organisation including ISO 9001 help to mitigate along with strong board governance including regular Audit and Risk Committee/Board meetings.
- The management of key relationships with local Authority & other key partners, financial risks such as the acceptance of onerous funding terms, or commitment to matching funding etc. This can impact substantially on being tied into long, punitive contracts. Again by having contracts analysed by the Audit and Risk Committee and senior management having good relationships with key personnel helps overcome these risks.
- External risks, such as regulatory and legal requirements, and the risks associated with giving advice to third parties. This has both reputational and financial risk and it is important that the company has the required insurance and regulatory cover for the work involved.
- Operational risks affecting programme performance, staff skills, loss of key staff and IT systems. This can result in loss of continuity in the business and therefore loss of performance in all contract areas. Senior Management seek to regularly consult with staff with annual surveys and appraisal processes, which include succession planning where possible. IT systems are regularly reviewed and updated and we have retained the external accreditation of Cyber Essentials.

TRUSTEES REPORT, INCORPORATING THE STRATEGIC REPORT FOR THE YEAR ENDED 31 MARCH 2022

- Risks emanating from the performance/activities of other Groundwork Trusts within the Federation. This is clearly a reputational risk to all of the Groundwork Network and close contact and central messaging from Groundwork UK is essential in getting out the correct message. This is dealt with at regular FET meetings with all the trusts in the federation.

The Trust recognises that risk management and mitigation is an essential part of good business practice and an effective mechanism of good governance.

The Board is committed to ensuring that risk management processes are embedded through the Trust, and that these processes are used to help identify at an early stage issues that affect performance or achievement of purpose.

The Board does recognise that a risk management system can only seek to manage rather than eliminate risk of failure, and that it should therefore be only one of the tools that the Board and Executive uses to provide effective control and management of the administration of the Trust.

Financial instruments

The Trust's financial risk management objective is broadly to seek to make neither profit nor loss from exposure to currency or interest rate risks. Our policy is to finance working capital through retained reserves. The Trust does not use hedge accounting. Its policy is to finance fixed assets through borrowings for a term broadly expected to match the useful economic lives of the assets.

The Trust's exposure to the price risk of financial instruments is therefore minimal. As the counterparty to all financial instruments is its bankers, it is also exposed to minimal credit and liquidity risks in respect of these instruments.

The Trustees do not consider any other risks attaching to the use of financial instruments to be material.

Auditor

Beever and Struthers are deemed to be re-appointed under section 487(2) of the Companies Act 2006.

TRUSTEES REPORT, INCORPORATING THE STRATEGIC REPORT FOR THE YEAR ENDED 31 MARCH 2022

f) STATEMENT OF TRUSTEES' RESPONSIBILITIES

The trustees (who are also directors of Groundwork Greater Manchester) are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law and the United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice)

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

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

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

In so far as the trustees are aware:

- there is no relevant audit information of which the charitable company's auditor is unaware;
- they have taken all steps they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

Signed on behalf of the Board of Trustees



Tina Cunliffe

Chair

Date: 8th December 2022

TRUSTEES REPORT, INCORPORATING THE STRATEGIC REPORT FOR THE YEAR ENDED 31 MARCH 2022

Independent Auditor's Report to the members of Groundwork Greater Manchester

Opinion

We have audited the financial statements of Groundwork Greater Manchester "the charitable company" for the year ended 31 March 2022 which comprise Statement of Financial Activities including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2022 and of its incoming resources and application of resources loss for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. The trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the other information. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

TRUSTEES REPORT, INCORPORATING THE STRATEGIC REPORT FOR THE YEAR ENDED 31 MARCH 2022

In connection with our audit of the financial statements our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the trustees' report, which includes the strategic report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report included within the trustees' report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the strategic report or the directors' report included within the trustees' report.

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

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees

As explained more fully in the Trustees' Responsibilities Statement set out on page 17, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

TRUSTEES REPORT, INCORPORATING THE STRATEGIC REPORT FOR THE YEAR ENDED 31 MARCH 2022

Auditor's responsibilities for the audit of the financial statements

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

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's web-site at www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

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

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

In identifying and addressing risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, our procedures included the following:

- We obtained an understanding of laws, regulations and guidance that affect the charitable company, focusing on those that had a direct effect on the financial statements or that had a fundamental effect on its operations. Key laws, regulations and guidance that we identified included the Companies Act 2006, tax legislation, health and safety legislation, and employment legislation.
- We enquired of the Trustees and reviewed correspondence and Trustee meeting minutes for evidence of non-compliance with relevant laws and regulations. We also reviewed controls the Trustees have in place, where necessary, to ensure compliance.
- We gained an understanding of the controls that the Trustees have in place to prevent and detect fraud. We enquired of the Trustees about any incidences of fraud that had taken place during the accounting period.
- The risk of fraud and non-compliance with laws and regulations was discussed within the audit team and tests were planned and performed to address these risks.
- We reviewed financial statements disclosures and supporting documentation to assess compliance with relevant laws and regulations discussed above.
- We enquired of the Trustees about actual and potential litigation and claims.
- We performed analytical procedures to identify any unusual or unexpected relationships that might indicate risks of material misstatement due to fraud.
- In addressing the risk of fraud due to management override of internal controls we tested the appropriateness of journal entries and assessed whether the judgements made in making accounting estimates were indicative of a potential bias.

Due to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, as with any audit, there remained a higher risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. We are not responsible for preventing fraud or non-compliance with laws and regulations and cannot be expected to detect all fraud and non-compliance with laws and regulations.

TRUSTEES REPORT, INCORPORATING THE STRATEGIC REPORT FOR THE YEAR ENDED 31 MARCH 2022

Use of our report

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

Sue Hutchinson FCCA
(Senior Statutory Auditor)



For and on behalf of
BEEVER AND STRUTHERS
Statutory Auditor
One Express
1 George Leigh Street
Manchester
M4 5DL

Date: 16 December 2022

Groundwork Greater Manchester

**Statement of financial activities including the Income and Expenditure account
for the year ended 31 March 2022**

	Note	2022 Unrestricted funds £	2022 Restricted Funds	2022 Total £	2021 Unrestricted and Total £
Income:					
Donations and legacies	3	106,972		106,972	499,632
Exceptional income on combination	3	-	-	-	82,848
Investment income	4	38,766		38,766	36,949
<i>Income from charitable activities:</i>					
Land & Neighbourhood regeneration		1,231,335		1,231,335	664,640
Community Development & Youth		1,082,016		1,082,016	668,769
Training and Coaching for Employment		2,431,255		2,431,255	1,175,327
Sustainable Business/Energyworks		765,825		765,825	400,425
Total income		5,656,169	-	5,656,169	3,528,890
Expenditure:					
<i>Costs of raising funds:</i>					
Commercial trading operations	5	35,278		35,278	26,204
<i>Expenditure on charitable activities:</i>					
Land, Design and Build	6	1,255,789	-	1,255,789	722,574
Community Development & Youth		1,067,305		1,067,305	820,532
Training and Coaching for Employment		2,629,677		2,629,677	1,429,915
Sustainable Business/Energyworks		622,042		622,042	360,646
Total expenditure		5,610,091	-	5,610,091	3,359,871
Net incoming resources	10	46,078	-	46,078	169,019
Net movement in funds		46,078	-	46,078	169,019
Fund balances brought forward at 1 April 2021	18	1,605,485	65,257	1,670,742	1,501,723
Fund balances carried forward at 31 March 2022	18	1,651,563	65,257	1,716,820	1,670,742

Incoming resources and resources expended derive from continuing operations.

The company has no other recognised gains or losses other than those passing through the statement of financial activities.

The notes on pages 25 to 34 form part of these financial statements.

Groundwork Greater Manchester

Charity balance sheet at 31 March 2022

	Note	2022 £	2022 £	2021 £	2021 £
Fixed assets					
Tangible assets	11		983,504		1,034,163
			983,504		1,034,163
Current assets					
Debtors	12	1,156,579		873,380	
Cash at bank		1,250,818		1,315,568	
Creditors: amounts falling due within one year	13	1,674,081		1,552,369	
Net current assets			733,316		636,579
Total assets less current liabilities			1,716,820		1,670,742
Net assets	17		1,716,820		1,670,742
Reserves					
Restricted funds:			65,257		65,257
General funds	18		1,651,563		1,605,485
			1,716,820		1,670,742

These financial statements were approved by the Board of Trustees and authorised for issue on November 17th and were signed on its behalf by:



Tina Cunliffe
Chair

Date: 8th December 2022

Company registration no. 06543150

The notes on pages 25 to 34 form part of these financial statements.

Groundwork Greater Manchester

Cash flow statement for the year ended 31 March 2022

	2022	2021
	£	£
Reconciliation of net incoming resources before transfers to net cash inflow from operating activities		
Net incoming (outgoing) resources before transfers	46,078	169,019
Interest receivable	(412)	(1,388)
Rental income	(38,354)	(35,561)
Depreciation	64,270	60,600
(Increase)/Decrease in debtors	(283,199)	(430,438)
Increase/(Decrease) in creditors	121,712	945,047
Net cash outflow from operating activities	(89,905)	707,279
Cash flow from financing activities		
Repayment of loans & borrowings	(-)	(-)
Net cash inflow from financing activities	(-)	(-)
Cash flows for investing activities		
Interest received	412	1,388
Rental income	38,354	35,561
Payments to acquire tangible fixed assets	(13,611)	(79,212)
Receipts from sale of tangible fixed assets	-	-
Net cash inflow from capital expenditure	25,155	(42,263)
(Decrease)/Increase in cash	(64,750)	665,016
	2022	2021
	£	£
Increase (Decrease) in cash in the period	(64,750)	665,016
Cash and cash equivalents at 1 April 2021	1,315,568	650,552
Cash and cash equivalents at 31 March 2022	1,250,818	1,315,568

The notes on pages 25 to 34 form part of these financial statements.

Groundwork Greater Manchester

Notes forming part of the financial statements for the year ended 31 March 2022

1 Accounting policies

The following accounting policies have been applied consistently in dealing with items which are considered material in relation to the financial statements.

a) *Basis of preparation*

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice (SORP) applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2018) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Groundwork Greater Manchester meets the definition of a public benefit entity under FRS102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note(s).

b) *Going Concern*

There are no other material uncertainties about the charity's ability to continue, therefore, the accounts have been prepared on a going concern basis.

c) *Grants and other income*

Donations and legacies including grants that provide core funding or are of a general nature is recognised where there is entitlement, certainty of receipt and the amount can be measured with sufficient reliability. Such income is only deferred when:

- The donor specifies that the grant or donation must only be used in future accounting periods; or the donor, has imposed conditions which must be met before the charity has unconditional entitlement.

Incoming resources from tax reclaims are included in the statement of financial activities at the same time as the gift to which they relate.

Investment and rental income is recognised on a receivable basis.

Income from commercial trading activities is recognised on a recoverable basis.

Income from charitable activities includes income received under contract or where entitlement to grant funding is subject to specific performance conditions is recognised as earned (as the related goods or services are provided). Grant income included in this category includes income received specifically for project activities and is recognised where there is entitlement, certainty of receipt and the amount can be measured with sufficient reliability.

Income is deferred when project funding is received in advance of expenditure being incurred on the various projects where delivery of the project gives the Trust entitlement to the income.

d) *Funds*

Unrestricted funds are those which are available for use at the discretion of the Board of Trustees in furtherance of the general objectives of the charity.

Restricted Funds - Roch Valley Primrose Hill Farm Heywood

Roch Valley is a site of biological importance and is part of the wider green corridor following the River Roch through the heart of Rochdale. It is nestled between Queens Park and Springfield Park and is a remote haven for wildlife. Roch Valley consists of a lowland hay meadow adjacent to the river with scattered trees and hedgerows across the site.

Groundwork Greater Manchester

Notes forming part of the financial statements for the year ended 31 March 2022 (*continued*)

Groundwork bought the site on 30th May 2014 using funds provided by Rochdale Council (RMBC) via a local S106 agreement and the purchase included an £100,000 endowment for Groundwork to maintain and develop the land in the future and we have since developed the space into a valuable community amenity. Endowment funds remaining are £65,257.

e) Expenditure and irrecoverable VAT

Liabilities are recognised as soon as there is a legal or constructive obligation committing the charity to the expenditure. All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category.

Costs of raising funds are the costs associated with attracting voluntary income.

Expenditure on charitable activities comprises those costs incurred by the charity in the delivery of its activities and services for its beneficiaries. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them.

Irrecoverable VAT is charged against the category of resources expended for which it was incurred.

f) Allocation of support costs

Support costs include central functions such as back-office costs, finance, personnel, payroll and governance costs. These have been allocated to activity cost categories on a basis consistent with the use of resources, for example, allocating property costs by floor areas, or per capita, staff costs by the time spent and other costs by their usage.

g) Tangible fixed assets

Individual fixed assets costing £1,000 or more are initially recorded at cost.

The trustees have a policy of periodically reviewing fixed assets for impairment over and above their carrying value. Any reductions in the net book value of impaired fixed assets are treated as additional depreciation charges, which are reported within the appropriate resources expended section of the Statement of Financial Activities. Assets under construction are not depreciated until completed.

Depreciation is provided on tangible fixed assets so as to write off the cost or valuation, less any estimated residual value, over their expected useful economic life as follows:

Land and Buildings	2% per annum using the straight-line method
Ecology Park Main Building	10% per annum using the straight-line method
Fixtures, Fitting and Equipment	25% per annum using the straight-line method
Motor Vehicles	25% per annum using the straight-line method

h) Debtors

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

i) Cash at hand and in bank

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

j) Creditors and provisions

Creditors and provisions are recognised where the charity has a present obligation resulting from a past

Groundwork Greater Manchester

Notes forming part of the financial statements for the year ended 31 March 2022 (*continued*)

event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

k) *Financial Instruments*

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

l) *Pensions*

The charity is a member of a multi-employer scheme (Greater Manchester Pension Fund) for employees in service on 1 June 2008. The assets of the scheme are held separately from those of the Trust but these assets and liabilities are not separately identifiable hence no value in the accounts. The regular cost of providing pension and related benefits is charged to the statement of financial activities over the employees' service lives on the basis of a constant percentage of earnings.

The charity also operates two other defined contribution pension schemes for employees joining after 1 June 2008. Contributions are charged in the statement of financial activities as they become payable in accordance with the rules of the scheme.

2 Legal status of the Trust

The charity is a private company limited by guarantee and consequently does not have share capital. Each of the members is liable to contribute an amount not exceeding £1 towards the assets of the charity in the event of liquidation. The charity is incorporated in the United Kingdom and its registered address is: Trafford Ecology Park, Lake Rd, Manchester, M17 1TU.

3 Income from donations and legacies

	2022 Unrestricted	2022 Total	2021 Unrestricted and Total
	£	£	£
Miscellaneous Income	10,970	10,970	10,247
Support Income	-	-	11,165
Furlough Income	96,002	96,002	478,220
	<u>106,972</u>	<u>106,972</u>	<u>499,632</u>
	Unrestricted	Restricted	Total
Exceptional Income on combination– Transfer of opening balances on merger – 5 Aug 2020	-	-	82,848

On 7 August 2020, there was a transfer of undertakings from Groundwork Bury, Bolton, Oldham and Rochdale ('Groundwork BBOR') into the company and the excess of fair value of the assets acquired over the fair value of the liabilities assumed from Groundwork BBOR has been recognised as exceptional income.

Groundwork Greater Manchester

Notes forming part of the financial statements for the year ended 31 March 2022 (continued)

4 Investment income

	2022 Unrestricted	2022 Total	2021 Unrestricted and Total
	£	£	£
Bank interest	412	412	1,388
Rental income	38,354	38,354	35,561
	<u>38,766</u>	<u>38,766</u>	<u>36,949</u>

5 Cost of generating funds

	2022 Unrestricted	2022 Total	2021 Unrestricted and Total
	£	£	£
Marketing Costs	35,278	35,278	26,204
	<u>35,278</u>	<u>35,278</u>	<u>26,204</u>

6 Charitable activities

	Direct Costs	Employment Costs	Governance Costs (note 7)	Support & Other Costs	Total 2022	Total 2021
	£	£	£	£	£	£
Analysis of expenditure on charitable activities						
Land Design and Build.	655,220	527,742	2,638	70,189	1,255,789	722,574
Community Engagement & Youth.	500,855	506,906	2,157	57,387	1,067,305	820,532
Training and Coaching for Employment.	1,290,648	1,193,376	5,275	140,378	2,629,677	1,429,915
Sustainable Business/ Energyworks	236,119	343,325	1,542	41,056	622,042	360,646
	<u>2,682,842</u>	<u>2,571,349</u>	<u>11,612</u>	<u>309,010</u>	<u>5,574,813</u>	<u>3,333,667</u>

Note: Support and other costs are allocated on a % head count based on the members of staff in that area. These include administration, accommodation, transport, depreciation and communication costs.

Groundwork Greater Manchester

Notes forming part of the financial statements for the year ended 31 March 2022 (continued)

7 Governance costs

	2022 Unrestricted	2022 Total	2021 Unrestricted and Total
	£	£	£
Legal and professional	844	844	9,448
Audit and accountancy fees	10,768	10,768	9,260
	<u>11,612</u>	<u>11,612</u>	<u>18,708</u>

Governance costs are apportioned into Note 6 based on staff numbers per area

8 Employees

The number of employees during the year, analysed by category, was as follows.

	2022 Headcount	2021 Headcount	2022 FTE	2021 FTE
Direct charitable	80	53	77	50
Management and administration	2	2	2	2
Fundraising and publicity	7	6	7	6
	<u>89</u>	<u>61</u>	<u>86</u>	<u>58</u>

The aggregated cost of these persons was as follows:

	2022 £	2021 £
Wages and salaries	2,252,595	1,559,757
Social security costs	201,846	130,747
Pension costs (see note 15)	116,908	93,923
	<u>2,571,349</u>	<u>1,784,427</u>

The emoluments of employees (excluding NI/pension contributions) over £60,000 per annum are as follows:

	2022 £	2021 £
£60,000 - £70,000	1	-
£70,000 - £80,000	-	-
£80,000 - £90,000	1	1

Total contributions under defined contribution schemes on behalf of these were £6,260 (2021 - £1,751).

Payments made to Key Management Personnel amounted to £225,237 (2021: £214,059).
These payments were to the executive officers only. No amounts were paid to Trustees

Groundwork Greater Manchester

Notes forming part of the financial statements for the year ended 31 March 2022 (*continued*)

9 Transactions with Trustees

No Trustees received any remuneration or expenses for services performed on behalf of the trust.

10 Net incoming resources

	2022 £	2021 £
Net incoming resources for the year is stated after charging:		
Audit of the charity's annual accounts	10,000	8,750
Depreciation	64,270	57,653

11 Tangible assets

	Freehold Interest in Land and Buildings £	Ecology Park Main Building £	Ecology Park Timber Building £	Motor Vehicles £	Office and Computer Equipment £	Total £
<i>Cost</i>						
At 1 April 2021	607,018	125,993	379,052	73,025	198,114	1,383,202
Additions	-	3,109	-	10,500	-	13,609
Disposals	-	-	-	-	-	-
At 31 March 2022	607,018	129,102	379,052	83,525	198,114	1,396,811
<i>Depreciation</i>						
At 1 April 2021	66,130	89,496	-	19,972	173,441	349,039
Eliminated on disposals	-	-	-	-	-	-
Charged for the year	12,141	12,600	7,581	18,631	13,317	64,270
At 31 March 2022	78,271	102,096	7,581	38,603	186,758	413,309
Net Book Value						
At 31 March 2022	528,747	27,006	371,471	44,922	11,356	983,502
Net Book Value						
At 31 March 2021	540,888	36,497	379,052	53,053	24,673	1,034,163

Groundwork Greater Manchester

Notes forming part of the financial statements for the year ended 31 March 2022 (*continued*)

12 Debtors

	2022 £	2021 £
Trade debtors	540,803	505,856
Prepayments and accrued income	615,776	367,524
	<u>1,156,579</u>	<u>873,380</u>

13 Creditors

	2022 £	2021 £
Trade creditors	191,566	112,818
Other creditors	368,778	386,274
Accruals and deferred income	971,633	913,615
Taxation and social security	142,104	139,662
	<u>1,674,081</u>	<u>1,552,369</u>

14 Greater Manchester Pension Scheme

The scheme available to staff in service on 1 June 2008 was the Greater Manchester Pension Fund (GMPF). The GMPF is a final salary defined benefit scheme, the assets of Groundwork Greater Manchester are pooled with similar institutions for actuarial valuation purposes. The pension contributions made by Groundwork GM to the scheme for the year ended 31 March 2022 were £53,765 (2021 - £45,852). The agreed employer contribution rate was 24.7% for the period April 2020 to March 2021, 25.1% for April 2021 to March 2022 and 25.4% for April 2022 to March 2023

In the event of any deficit, the trust would be liable for its proportionate share of any shortfall. As stated below, at the last actuarial valuation funding stood at 102%.

The pension cost is assessed every three years in accordance with the advice of an independent qualified actuary. The latest actuarial valuation of the scheme was at 31 March 2019. (Note: There has been another valuation undertaken in 2022 but the final report is not expected to be issued until early 2023 – it is currently anticipated that this will have little significant impact on the Trust) The assumptions and other data, used in the 2019 valuation, that have the most significant effect on the determination of the contribution levels are as follows:

Actuarial method	Projected unit method
Rate of increase in pensions	2.3% pa
Discount Rate	3.6% pa
Market value of the assets at the date of last valuation	£23.8 m
Value of Liabilities	£23.3m
Proportion of members' accrued benefits covered by the actuarial valuation	102%
Funding level change since last valuation	9% increase

Employees joining after 1 June 2008 have been entitled to join defined contribution pension schemes administered by AEGON and Peoples Pension.

Groundwork Greater Manchester

Notes forming part of the financial statements for the year ended 31 March 2022 (*continued*)

15 Related parties

As per Note 8 no other related party transactions have occurred in the period

16 Analysis of net assets at 31 March 2022

	Unrestricted Funds £	Restricted	Total Funds 2022 £	Total Fund 2021 £
Tangible fixed assets	983,504	-	983,504	1,034,163
Current assets	2,407,397		2,407,397	2,188,948
Creditors: amounts falling due within one year	(1,674,081)		(1,674,081)	(1,552,369)
	<u>1,716,820</u>	<u>-</u>	<u>1,716,820</u>	<u>1,670,742</u>

17 Analysis of funds

	Unrestricted Funds 2022 £	Restricted Funds 2022 £	Unrestricted Funds 2021 £	Restricted Funds 2021 £
At 1 April 2021	1,605,485	65,257	1,501,723	-
Incoming resources	5,656,169	-	3,461,633	67,257
Resources expended	(5,610,091)	-	(3,357,871)	(2,000)
Transfer between funds	-	-	-	-
At 31 March 2022	1,651,563	65,257	1,605,485	65,257

18 Capital Commitments

The Trust had no Capital Commitments at the end of March 2022 (2021 - £ None)

19 Net Debt

Cash/Cash equivalents	At 1 Apr 21 £	Cash Flows £	Other non-cash Changes £	At 31 Mar 22 £
Cash	1,315,568	(64,750)	-	1,250,818
Overdrafts	-	-	-	-
Cash Equivalent	-	-	-	-
Total	1,315,568	(64,750)	-	1,250,818
Borrowings				
Debt Due	-	-	-	-
Total	1,315,568	(64,750)	-	1,250,818

Groundwork Greater Manchester

Notes forming part of the financial statements for the year ended 31 March 2022 (*continued*)

Advisors

Auditors

Beever and Struthers
One Express
1 George Leigh Street
Manchester
M4 5DL

Bankers

Santander Corporate Banking
298 Deansgate
Manchester
M3 4HH

Solicitors

Shoosmiths
The XYZ Building
2 Hardman Boulevard
Spinningfields
Manchester
M3 3AZ

The Board of Trustees

The Trustees (who are the directors of the company in accordance with the Companies Act 2006) on the date of approval of this report, or who served as Trustees at any time during the year reported on, are as follows:

Nominated Trustees	Member	First appointed	Last appointed	Resigned
Tony Berry (Chair)	Groundwork UK	June 2008	June 2020	Nov 2022
Co-opted Trustees				
Peter Styche	Co-opted	November 2016	November 2019	Nov 2022
Lisa Kean	Co-opted	November 2016	November 2019	Nov 2022
Tina Cunliffe (Chair from Nov 22)	Co-opted	May 2019	June 2022	
John Bland (Vice Chair from Nov 22)	Co-opted	August 2020		
Howard Sykes	Co-opted	August 2020		
Ian Whittaker	Co-opted	August 2020		
Cllr Neil Reynolds	Co-opted	May 2018	May 2021	
Thomas Besford	Co-opted	August 2020		
Maureen Whilby	Co-opted	September 2021		
Tessa Wiley	Co-opted	September 2021		
Stewart McCombe	Co-opted	November 2022		
Steph Everett	Co-opted	November 2022		

Company Secretary

Gary Cunningham

Audit and Risk Committee

Peter Styche (Chair) – Resigned Nov 22

Howard Sykes (Vice-chair)

Tina Cunliffe – Resigned Nov 22

John Bland – Appointed Chair Nov 22

Ian Whittaker

Tom Besford

Stewart McCombe – Appointed Nov 22

Steph Everett – Appointed Nov 22

Executive Director

Michael Ormerod (resigned 9 Sept 22)

Deborah Murray (9 Sept 22 onwards)

Key Management Personnel

Deborah Murray

Michael Ormerod (resigned 9 Sept 22)

Gary Cunningham

Accounts

Groundwork Greater Manchester

Annual Report and Financial Statements 2020/21

Charity registration no. 1124508
Company registration no. 06543150

Registered office
Trafford Ecology Park,
Lake Road
Trafford Park
Manchester
M17 1TU

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TRUSTEES REPORT, INCORPORATING THE STRATEGIC REPORT FOR THE YEAR ENDED 31 MARCH 2021

The Board of Trustees presents its report for the year ended 31 March 2021. Statements about Groundwork (page 3), governance (page 5), objectives and public benefit (page 7), our plans for the future (page 11), financial review 2018/19 (page 14), advisors (page 35) and the details of the Board of Trustees, Committees and senior management team (page 36) form part of this report.

ABOUT GROUNDWORK GREATER MANCHESTER

Groundwork Greater Manchester is a well-established and highly respected social enterprise and registered charity, delivering a range of environmentally focused activities and services in Greater Manchester and Lancashire. Our activities are spread across five broad service areas, reflecting our vision of creating **a greener, more resilient city region with stronger, healthier communities, responsible businesses and enhanced prospects for all local people**. We do this by delivering:

1. Community Engagement
2. Landscape Design and Build
3. Training and Coaching For Employment
4. Early Intervention to Support Health and Wellbeing
5. Safe and Sustainable Business Support

We have clear and ambitious aspirations around the breadth and depth of our impact, the social value we deliver and the improvements we want to make to the sustainability of local communities, businesses and individuals. We also offer internal and corporate volunteering opportunities across a range of activities and we actively recruit local volunteers to support specific projects and programmes. Our head office base is Trafford Ecology Park, a designated local nature reserve and Site of Biological Importance - a green oasis in the heart of Europe's largest industrial estate. We also have office bases and depots at Birchcroft, just outside Ashton under Lyne and Hamer Vale in Rochdale, as well as numerous project delivery sites around Greater Manchester.

The current structure of Groundwork Greater Manchester is the result of successful local delivery and growth over many years, and of mergers between previous smaller Groundwork trusts across the southern half of Greater Manchester in 2008; the addition of Pennine Lancashire to our area of operation in 2013 and finally the merger between Groundwork MSSTT and Groundwork BBOR in August 2020

The Trust remains a leading member of the Groundwork Federation of charitable businesses operating locally, regionally and nationally throughout the UK, responding to the diverse needs of its stakeholders but working to the shared aspirations and common goals set out in the Groundwork 2020 -23 vision.

Further details about the impact of Groundwork Greater Manchester's activities during 2020/21 can be found on pages 9 and 10. Our work is designed to address the needs of all sections of the community and we provide equal access to our services regardless of race, gender, disability or sexual orientation.

For further details about our work visit <https://www.groundwork.org.uk/hubs/greatermanchester/>

TRUSTEES REPORT, INCORPORATING THE STRATEGIC REPORT FOR THE YEAR ENDED 31 MARCH 2021

CHAIR'S STATEMENT

Groundwork Greater Manchester is one of two Groundwork Trusts operating in the Northwest, as part of a wider national Federation of like-minded organisations. The economic and policy climate in which we operate moving into 2021-22 will be dominated by the huge and unprecedented social and economic challenges facing the country as we emerge from the Covid 19 crisis; these uncertainties are compounded by the completion of Brexit and the UK leaving the EU in December 2020

The past twelve months has seen the Trust take significant steps along our journey towards long term sustainability and growing both the scale of our services and the positive social impact we generate. As mentioned over the past few years, the opportunities to secure income from our traditional markets have been very much reduced and there is increased competition for grant funding and commissioned services. We have had to learn to be more agile and more commercially focussed, whilst retaining our charitable ethos and that fundamental Groundwork 'DNA'.

Over the past year we have strengthened our relationships with key private sector clients, whilst also seeking to reinvigorate our partnerships with our local authorities, social housing providers and, via Groundwork UK, with central Government and national corporates. In many ways, the Covid 19 crisis has highlighted the key strengths of Groundwork and brought our work around green spaces; resilient communities and helping young people achieve their potential into sharp focus. Put simply, we have been 're-discovered' by many historical partners!

We have made good progress towards delivering our exciting five year 'Vision', which sets out our aspirations and ambitions for the scale, quality and impact of our work across the City Region between 2018 and 2023. This will directly support the national aspirations of the Groundwork 2020 Strategy

The significant work carried out over recent years to move towards a seamless Groundwork offer within the Greater Manchester City region came to fruition with the merger between Groundwork MSSTT and our sister Trust Groundwork Bury, Bolton, Oldham and Rochdale (BBOR) to create Groundwork Greater Manchester, based on the company structure of the former Groundwork MSSTT. This merger was initially delayed due to the emergence of Covid 19, but was finally completed on 7th August 2020 and therefore the accounts show the full impact of the whole year for both Trusts. Moving forward we believe we have created an organisation with unique capacity and scale within our sector in Greater Manchester, with around 100 staff and a forecast turnover of approximately £4.5 million in the first full year of operation.

Crucially we also spent time over the summer of 2020 to revisit our strategic vision and to agree three clear and cross cutting priority themes, in the context of both the post Covid 19 recovery and the re-aligned focus of the Greater Manchester Combined Authority:

- **Supporting Young People to Bounce Back**
- **Supporting Greener Growth**
- **Facilitating the Power of Communities**

Our work is also informed by the UN Sustainable Development goals; responding to the Climate Emergency; the GM 5 Year Environment Plan and the GM Industrial Strategy

The Trustees have been keen to support the merged Trust to develop sustainable income streams through the prudent use of reserves to develop new services, acquire new equipment, and to enhance our operational capacity. The recent expansion of our Landscape Design & Build Teams; establishment of two new Green Teams and expansion of our Communities, Green Doctor and Employment teams are visible demonstrations of our ambitions, along with the acquisition of our first electric vehicle.

My fellow Trustees and I are supporting the Executive Team to follow a rigorous performance monitoring and risk management process to ensure we remain within the financial operating parameters set by the Board and to protect our resilience moving forwards

Finally, I would like to pay a personal tribute to all the dedicated staff at Groundwork Greater Manchester who work so hard to support people in some of our most disadvantaged neighbourhoods and who help local communities and businesses to become more sustainable

Tony Berry,
Chair
November 2021

TRUSTEES REPORT, INCORPORATING THE STRATEGIC REPORT FOR THE YEAR ENDED 31 MARCH 2021

GOVERNANCE

Registration numbers

Charity Registration Number: 01124508
Company Registration Number: 06543150

Structure and organisation

Groundwork Greater Manchester is a charity and a company limited by guarantee. The governing documents are its Memorandum and Articles of Association, which were last amended at a General Meeting of the Members of the company held on 18th February 2021.

The Board meets quarterly and retains authority for the overall strategy and policy of the Trust and approves the Strategic Vision and the annual Operational Delivery and Business Development Plan, delegating development of the planning process to the Executive Team, whilst retaining responsibility for overall scrutiny of performance.

An Executive Director is appointed by the Board to lead the day to day operations of the Trust and supported by a Finance Director and an Operations and Business Development Director. To facilitate effective operations, the Executive Director has delegated authority, approved by the Board, for a range of operational matters including finance, human resources and service delivery. The Executive Director of the trust is Mike Ormerod.

The Trust is a very active member of the Federation of Groundwork Trusts, a national organisation with some 14 members and our Executive Director, Mike Ormerod, chairs the national Federation Executive Team and sits on the Groundwork Federation Board. The Trust and the Federation, however, recognise that the performance of their programmes and their behaviours can and do impact on each other and the Federation as a whole.

In order to make most effective use of the goodwill of the Groundwork name and reputation, and to ensure the highest possible common standards, each Trust signs a Membership Agreement with the Federation which sets down the obligations of the Trust to the Federation and vice versa. There is an ongoing direction of travel to consolidate structures across the federation and to operate more collaboratively in both service delivery and the provision of business support functions.

Board of Trustees

The Board of Trustees is comprised of up to 12 Directors, 11 of whom are also individual Company Members. Groundwork UK is the 12th Company Member and is able to nominate one Trustee to represent them on the Board

The clear intention is to provide a balance of skills, knowledge and experience whilst also representing the diverse communities we work with.

We take our governance responsibilities very seriously, recognising the need to ensure as much of our resource as possible is expended on delivering our charitable mission while ensuring our organisation is strong, well-managed and financially viable in the long term.

New Trustees are provided with an induction to the organisation, which includes a specific focus on their role and responsibilities as a Trustee.

TRUSTEES REPORT, INCORPORATING THE STRATEGIC REPORT FOR THE YEAR ENDED 31 MARCH 2021

There are currently eleven individual Trustees (who are also Directors and Company members), along with one Trustee (and Director) nominated by Groundwork UK, as a 'corporate' Company Member.

The appointment of trustees can be for a fixed or indeterminate period of time provided that this does not exceed 3 years. A retiring Trustee or a Trustee whose term of office has come to an end may be reappointed provided that if a Trustee has served as such for a continuous period exceeding six years his / her reappointment shall: (i) be subject to a rigorous review by the Trustees taking into account the need for progressive refreshing of the Board of Trustees; and (ii) explained in the Trustees' annual report.

Trustees are responsible for ensuring a full suite of organisational systems, processes and policies is maintained and embedded in the way Groundwork Greater Manchester is managed. This includes policies governing our fundraising standards, our investments and our responsibilities to our staff, volunteers and beneficiaries. We pay particular attention to issues of Quality, Health & Safety, Environment and Safeguarding and maintain comprehensive business continuity and risk management arrangements. We review the skills and experience of our Board to ensure we have access to the expertise needed to run our business efficiently, effectively and safely. We are also striving to ensure our Board better reflects the diversity of the communities we serve

The work of our Board is supported by an Audit & Risk Committee; a Remuneration & Staffing Committee and a Compliance & Performance Committee along with internal management groups for issues such as Safeguarding and Health & Safety.

We also have a number of Associate Trustees who support the Trust on specialist areas such as Health & Safety and Safeguarding

Groundwork Greater Manchester's Senior Management Team is led by the Executive Director and includes senior staff members responsible for financial and business support functions; business development, programme/project management; marketing; communications and fundraising. This team is fully accountable to the Board and its Sub-Committees and members of the board are involved as a 'lead trustee' in each business area. It operates through powers outlined in our scheme of delegation and financial regulations and provides regular reports to the Board on financial and operational performance and compliance.

Related party transactions

The Trust is supported by Groundwork UK and the national Federation of Groundwork Trusts and has strong links and collaborative working arrangements with other Trusts within the Federation. Each Trust is an independent charity, but they all share a similar ethos. Each Trust is responsible for its own management and administration, and for developing and delivering projects that meet its objectives and core purposes. The Trust's Executive Director, Mike Ormerod, is currently Chair of the national Federation Executive Team.

The elected trustees of the Federation Board are, by definition, also trustees of Groundwork Trusts. However, the SORP determines that a charity is not necessarily related to another charity simply because a particular person happens to be a trustee of both. It will only be related if one charity subordinates its interests to the other charity in any transaction because of this relationship. The Federation of Groundwork Trusts and other Groundwork Trusts are therefore not considered to be related parties under the definition of the SORP and the grants made by the Federation to individual Trusts do not require separate disclosure.

TRUSTEES REPORT, INCORPORATING THE STRATEGIC REPORT FOR THE YEAR ENDED 31 MARCH 2021

OBJECTIVES AND PUBLIC BENEFIT

In accordance with SI7(5) of the Charities Act 2011, the Trustees have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing our aims and objectives and in planning future activities.

Our charitable objectives set down in our Memorandum of Association are for public benefit as set out below:

1.1. To promote the conservation, protection and improvement of the physical and natural environment in the Metropolitan Boroughs of Blackburn with Darwen, Bury, Bolton, Manchester, Oldham, Rochdale, Salford, Stockport, Tameside, Trafford and the Districts of Burnley, Hyndburn, Pendle, Rossendale and Ribble Valley and such other areas as the Trustees shall in their absolute discretion determine from time to time ('the area of benefit');

1.2. To provide facilities in the interests of social welfare for recreation and leisure time occupation with the objective of improving the conditions of life for those living in or working in or resorting to the area of benefit;

1.3. To advance public education in environmental matters and of the ways of better conserving, protecting and improving the same wheresoever;

1.4. To promote urban or rural regeneration in areas of social and economic deprivation within the area of benefit by all or any of the following means:

1.4.1. the relief of poverty in such ways as may be thought fit;

1.4.2. the relief of unemployment in such ways as may be thought fit including assistance to find employment;

1.4.3. the advancement of education, training or re-training particularly amongst unemployed people and providing unemployed people with work experience;

1.4.4. the provision of financial assistance, technical assistance, business advice or consultancy in order to provide training and employment opportunities for unemployed people in cases of financial or other charitable need through help:

1.4.4.1. in setting up their own businesses; or

1.4.4.2. to existing businesses;

1.4.5. the creation of training and employment opportunities by the provision of work space, buildings and / or land for use on favourable terms;

1.4.6. the provision of housing for those who are in conditions of need and the improvement of housing in the public sector or in charitable ownership provided that such power shall not extend to relieving

any local authority or other bodies of a statutory duty to provide or improve housing;

1.4.7. the maintenance, improvement or provision of public amenities;

1.4.8. the preservation of buildings or sites of historic or architectural importance;

1.4.9. the provision or assistance in the provision of recreational facilities for the public at large and / or those who by reason of their youth, age, infirmity or disablement, poverty or social and economic

TRUSTEES REPORT, INCORPORATING THE STRATEGIC REPORT FOR THE YEAR ENDED 31 MARCH 2021

circumstances, have need of such facilities;

1.4.10. the protection or conservation of the environment, and the promotion and maintenance of sustainable community based projects;

1.4.11. the provision of public health facilities and childcare;

1.4.12. the promotion of public safety and prevention of crime;

1.4.13. such other means as may from time to time be determined subject to the prior written consent of the Commission;

1.5. To promote sustainable development within the area of benefit by:

1.5.1. the preservation, conservation and the protection of the environment and the prudent use of resources;

1.5.2. the relief of poverty and the improvement of the conditions of life in socially disadvantaged communities;

1.5.3. the promotion of sustainable means of achieving economic growth and regeneration;

1.6. To advance the education of the public in subjects relating to sustainable development and the protection, enhancement and rehabilitation of the environment and to promote study and research in such subjects provided that the useful results of such study are disseminated to the public at large

Sustainable development in this Article and in Article 1.5 above means 'development which meets the needs of the present without compromising the ability of future generations to meet their own needs'.

TRUSTEES REPORT, INCORPORATING THE STRATEGIC REPORT FOR THE YEAR ENDED 31 MARCH 2021

a) OVERVIEW

2020-21 was a positive year for Groundwork Greater Manchester, with further growth in the scale, breadth and impact of our activities and consolidation of our re-focussed business model. Financial performance was strong, with an unrestricted surplus of around £103,762 even allowing for exceptional in year costs relating to the merger outlined previously)

In broad terms over the past five years we have stabilised our position in the context of ongoing public sector austerity, along with the continuing and emerging economic uncertainties around Brexit and the Covid 19 crisis respectively and move into 2021-22 with a sense of cautious optimism as we sustainably grow our services.

Our free cash reserves remain strong and within the Trust's reserves policy and all our operational delivery teams delivered healthy contributions towards overhead costs. As a recently merged organisation the Trust now has significantly enhanced capacity and resilience compared to the previous position

We have therefore actively pursued opportunities to sustainably grow the Trust's operational delivery capacity and to maintain and enhance our extensive Groundwork service offer through continual improvement of our products and services, recruitment where necessary and more collaborative working and structural consolidation with other Trusts. We currently maintain a staff team of around 100, supported by sessional staff and Associates.

Significant efforts have also been made to engage with new clients; to increase the level of collaborative and partnership working and to generally raise the profile of the organisation, including the expansion of our digital delivery capacity and our online presence

In year we carried out a gender pay review, the outcome of which was extremely positive, with a very small (1%) gap in favour of male employees; The top quartile of salaries showed a 8:6 split in favour of female employees (i.e. based on the 14 current members of the Senior Management Team)

Despite the challenges facing the Trust we have delivered a wide range of successful projects and programmes, supporting individuals and communities in some of our most disadvantaged neighbourhoods. Staff morale has remained consistently high and we achieved the Investors in People Silver Award in January 2021

Our successes in the year have been made possible by the energy, commitment and passion of our staff team and through the support of the Board of Trustees.

b) ACTIVITY HIGHLIGHTS

GROUNDWORK GM

ANNUAL HIGHLIGHTS 2020/21

CREATING A MORE SUSTAINABLE FUTURE
FOR PEOPLE, PLACES & BUSINESSES



CREATING BETTER PLACES

146

PROJECTS
DELIVERED

155

COMMUNITY
ORGANISATIONS
SUPPORTED

GREENER LIVING & WORKING

1,911

TREES PLANTED

78

BUSINESSES
SUPPORTED

VOLUNTEERS



189 people



3,980 hours



£37,810 value



IMPROVING PEOPLE'S PROSPECTS

624 Young people supported to learn & achieve

276 Positive outcomes achieved by young people

156 People supported into education, training or work



Help us do even more next year

t: 0161 220 1000 / e: greatermanchester@groundwork.org.uk
[@groundworkgm](https://www.groundworkgm.org.uk) / www.groundwork.org.uk



TRUSTEES REPORT, INCORPORATING THE STRATEGIC REPORT FOR THE YEAR ENDED 31 MARCH 2021

c) OUR PLANS FOR THE FUTURE

At the time of writing, we are starting to emerge from the Covid 19 crisis – which has been a completely unprecedented period of social, public health and economic challenges. The next few years will undoubtedly present huge challenges for communities across the UK, but especially in areas with high levels of deprivation such as those found in parts of Greater Manchester and Pennine Lancashire. As the economy slowly recovers, pressures on public spending and the added uncertainties around Brexit mean there is a huge risk of greater social inequality and greater geographic disparity – indeed latest official figures show an absolute increase in child poverty and a widening of the gap between the poorest and richest in society. Covid 19 has highlighted the importance of high quality of public realm and green spaces in helping maintain good health and wellbeing within communities.

There are, however, opportunities as well as challenges – post Covid 19 there will be huge pressure to support those most badly affected economically, in particular young people and those in marginal employment sectors. We also need to work hard to ensure the environmental benefits of lockdown are maintained – better air quality; less car journeys and the appreciation of green space. Groundwork stands ready to support a green skills led economic bounce back.

The GM City Mayor has clear and challenging objectives around environmental improvements and carbon reduction and we are playing a full role in helping deliver these plans, including a number of pledges around our work in green spaces; with businesses and with young people. We now have an ambitious five year Environment Plan for the City Region, which includes numerous ‘pegs’ onto which we can hang our services

The Groundwork Federation has stepped up work to deliver the ‘Building a Better Groundwork’ Transformation Programme; in essence this means creating a more viable and financially secure Federation, which will be achieved through increased consolidation and collaboration around service delivery, along with more robust and consistent approaches to risk management; communications and business development. Groundwork Greater Manchester is supportive of this approach and is at the leading edge of collaboration between Trusts, both regionally and nationally.

To help manage these challenges and opportunities a new and much more rigorous business planning and performance/risk management system was embedded in 2019-20. These processes and procedures include clear priorities around service and product development; stretching income targets and a very visible, inclusive role for Trustees and all the staff in the organisation. In year we successfully retained or secured a wide range of accreditations including our ISO 9001 and 14001 standards; CHAS; Investors in People; Matrix and the Carbon Literate Organisation silver standard – this supports our aspiration to be recognised as a high quality service provider

The Groundwork movement was established at a time of political, social and economic challenge as an innovative solution to harnessing public, private and voluntary sector resources to help communities cope with change and work together to make their lives and neighbourhoods better. That experience and that spirit of enterprise and innovation is as important now as it ever was.

Looking ahead, the priority for Groundwork Greater Manchester in 2021/22 is to continue to improve our operational performance and to achieve at least an operational break even position by the end of the financial year. We will also continue to implement plans to sustainably grow our operational delivery teams and to diversify income streams, in particular some of the larger grant programmes that we have and to broaden the range of our ‘enterprise’ based activities.

During 2020/21 the Federation's key performance measures were based around the commitments set out in the Groundwork 2020-23 Vision. Our collective ambition is to build our visibility, our reputation and our resource base so that we can be a significant, radical, national force for driving change in attitudes, behaviours, places and prospects in the local communities that need it most.

The Groundwork Federation 2020-23 Vision can be viewed here:

<https://www.groundwork.org.uk/about-groundwork/2023strategy/>



As outlined previously in this report, the continued sustainable growth of Groundwork Greater Manchester will be the key strategic priority for 2021-22, focussing on:

- Supporting Young People to Bounce Back
- Supporting Greener Growth
- Facilitating the Power of Communities

The Groundwork Greater Manchester 2020-23 Vision can be viewed here:

<https://www.groundwork.org.uk/hubs/greatermanchester/about/>

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TRUSTEES REPORT, INCORPORATING THE STRATEGIC REPORT FOR THE YEAR ENDED 31 MARCH 2021

d) FINANCIAL PERFORMANCE

Groundwork Greater Manchester's total incoming resources for 2020/21 totalled £3.462 million, with an unrestricted trading surplus of £103,762.

Reserves

Groundwork UK's Trustees and senior management team have reviewed the Reserves Policy and the Board has agreed that a reasonable level of unrestricted reserves (3-6 months running costs) is required for the following reasons:

- to absorb short term set-backs such as loss or delays in funding
- to provide the working capital required to fund retrospective and payment by results programme funding which can result in considerable timing differences between expenditure and receipt of funds
- to cover the cost of investing in staff training and development to develop new and improved services for Groundwork
- to cover the cost of developing new services, such as improved communications, research and quality and business information systems
- to provide funds to invest in functional property where the Board has determined that the purchase of property is preferable to leasing or renting
- to set aside funds for other appropriate capital assets such as ICT equipment and for properly equipping Groundwork UK's functional properties
- to provide funding to cover any unforeseen downturn in activity, allowing alternative activity to be generated and/or a planned down-sizing of activity.

The above needs for reserves have to be balanced against the following factors:

- the need to be seen as a responsible charity by the Charity Commission, our partners and funders, our member Trusts within Groundwork and the communities we serve
- the need to avoid the creation or retention of unnecessary surpluses for which there is no future planned requirement or that bear no relation to Groundwork Greater Manchester charitable aims.

Having reviewed the above criteria, the Trustees have determined that Groundwork Greater Manchester should aim to retain sufficient free reserves to provide cover for approximately 3 months in relation to known liabilities & working capital requirements. This currently would be approximately £540k
The current level is calculated as:

Total Unrestricted Funds	£1,605,485
(less) tangible fixed assets for charity use	£1,034,163
Total:	£571,322

This excess is likely to be important with the Current Covid 19 crisis and also in ensuring the merger process is completed successfully with all its associated costs.

TRUSTEES REPORT, INCORPORATING THE STRATEGIC REPORT FOR THE YEAR ENDED 31 MARCH 2021

Investments

The majority of the programme funds obtained by the Trust are provided against specified projects for particular needs and are initially financed from reserves. Therefore any funds that are built up in advance of expenditure need to be kept as liquid as possible, whilst making every effort to maximise any available investment return.

Such funds are kept on deposits with reputable banks where immediate access has to be balanced against available interest rates. Rates available from the whole banking sector are kept under regular review and every effort is made to maximise any potential return in an effort to obtain all possible funding for all projects.

Principal funding sources

The major sources of funding during the year are set out below.

Total income for the year was £3.46m

The major sources of funding during the year were:

Local Authorities - £0.45m

Private Sector contracts - £0.92m

Housing providers - £0.8m

Government Agencies & EU - £0.28m

Big Lottery - £0.25m

Furlough and Other Income - £0.76m

There were Landfill Tax revenues of £37,584 received in the year from Veolia. This was carried forward into 2021/22 on the ongoing Roch Valley project

Funds held in trust

The trust holds a balance on behalf of the Brinnington Big Local Partnership (Big Lottery). This partnership aims to:

- to improve the area known as Brinnington for the benefit of the inhabitants of the area
- to encourage the goodwill and improvement of the local community
- to foster community spirit and encourage civic pride
- to ensure that all residents are communicated with and consulted regularly

The cash balance at year end was £13,660 (2020 - £65,981) and is shown in other creditors.

Also the trust holds a balance of £94,495 (2020 - £94,495) on behalf of the Irwell Rivers Trust, to be spent by the Irwell Catchment Partnership, of which Groundwork Greater Manchester are members.

- The funds will be managed in-line with the Not for Profit guidelines provided by the Charities Commission
- The funds will only be used for activity agreed by the ICP for the Irwell Catchment

TRUSTEES REPORT, INCORPORATING THE STRATEGIC REPORT FOR THE YEAR ENDED 31 MARCH 2021

e) PRINCIPAL RISKS AND UNCERTAINTIES

Risk Assessment & Management

The Board of Groundwork Greater Manchester fully accepts its responsibilities under the Charity Commission's Statement of Recommended Practice (SORP) for ensuring that the major risks to which the charity is exposed are identified and reviewed, and that there are systems in place to mitigate them.

Major risks are those that have a high probability of occurring, and would if they occurred, have a severe impact on either operational performance or achievement of purposes, or could damage Groundwork's reputation.

The risk management process, which operates as both a top-down and bottom-up mechanism, is designed to enable the Board to conclude whether the major risks to which the charity is exposed have been identified and reviewed, and that systems have been established to mitigate these risks.

The system involves the Executive & Senior Management Team:

- Reviewing the main, high impact generic risks.
- Establishing a comprehensive risk register of all the significant risks which might impact on the Trust's core purposes and key objectives.
- Establishing a bottom-up and top down process of risk identification, assessment, mitigation and monitoring for all likely risks within the Trust.
- Producing detailed reports to the Board setting out the actions designed to eradicate or mitigate the risks identified.

The major areas of risk identified to date, potential impact and mitigations are:

- The management of the Trust's reputation for quality and effective programme delivery, sound governance, and financial probity. Clearly the risk to the Trust's reputation would have a negative effect on the future income being able to bring in. The Quality systems in place in the organisation including ISO 9001 help to mitigate along with strong board governance including regular Audit and Risk/Board meetings.
- The management of key relationships with local Authority & other key partners, financial risks such as the acceptance of onerous funding terms, or commitment to matching funding etc. This can impact substantially on being tied into long, punitive contracts. Again by having contracts analysed by the Audit and Risk committee and senior management having good relationships with key personnel helps overcome these risks.
- External risks, such as regulatory and legal requirements, and the risks associated with giving advice to third parties. This has both reputational and financial risk and it is important that the company has the required insurance and regulatory cover for the work involved
- Operational risks affecting programme performance, staff skills, loss of key staff and IT systems. This can result in loss of continuity in the business and therefore loss of performance in all contract areas. Senior Management seek to regularly consult with staff with annual surveys and appraisal processes, which include succession planning where possible. IT systems are regularly reviewed and updated and Cyber Essentials accreditation has been achieved and maintained.

TRUSTEES REPORT, INCORPORATING THE STRATEGIC REPORT FOR THE YEAR ENDED 31 MARCH 2021

- Risks emanating from the performance/activities of other Groundwork Trusts within the Federation. This is clearly a reputational risk to all of the Groundwork Network and close contact and central messaging from Groundwork UK is essential in getting out the correct message. This is dealt with at regular FET meetings with all the trusts in the federation.

The Trust recognises that risk management is an essential part of good business practice and an effective mechanism of good governance.

The Board is committed to ensuring that risk management processes are embedded through the Trust, and that these processes are used to help identify at an early stage issues that affect performance or achievement of purpose.

The Board does recognise that a risk management system can only seek to manage rather than eliminate risk of failure, and that it should therefore be only one of the tools that the Board uses to provide effective control and management of the administration of the trust.

Financial instruments

The Trust's financial risk management objective is broadly to seek to make neither profit nor loss from exposure to currency or interest rate risks. Our policy is to finance working capital through retained reserves. The Trust does not use hedge accounting. Its policy is to finance fixed assets through borrowings for a term broadly expected to match the useful economic lives of the assets.

The Trust's exposure to the price risk of financial instruments is therefore minimal. As the counterparty to all financial instruments is its bankers, it is also exposed to minimal credit and liquidity risks in respect of these instruments.

The Trustees do not consider any other risks attaching to the use of financial instruments to be material.

Auditor

Beever and Struthers are deemed to be re-appointed under section 487(2) of the Companies Act 2006. Beever and Struthers have audited the accounts since 2014/15 and the service has been and will continue to be tendered on a regular basis since this date.

TRUSTEES REPORT, INCORPORATING THE STRATEGIC REPORT FOR THE YEAR ENDED 31 MARCH 2021

f) STATEMENT OF TRUSTEES' RESPONSIBILITIES

The trustees (who are also directors of Groundwork Greater Manchester) are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law and the United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice)

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

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

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

In so far as the trustees are aware:

- there is no relevant audit information of which the charitable company's auditor is unaware;
- they have taken all steps they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

Signed on behalf of the Board of Trustees



Tony Berry

Chair

Date: 15th December 2021

TRUSTEES REPORT, INCORPORATING THE STRATEGIC REPORT FOR THE YEAR ENDED 31 MARCH 2021

Independent Auditor's Report to the members of Groundwork Greater Manchester

Opinion

We have audited the financial statements of Groundwork Greater Manchester 'the charitable company' for the year ended 31 March 2021 which comprise Statement of Financial Activities including the Income and Expenditure Account, the Balance Sheet, the Cash Flow Statement and the related notes. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2021 and of its incoming resources and application of resources loss for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. The trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the other information. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

TRUSTEES REPORT, INCORPORATING THE STRATEGIC REPORT FOR THE YEAR ENDED 31 MARCH 2021

In connection with our audit of the financial statements our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the trustees' report, which includes the directors' report and the strategic report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and] the directors' report included within the trustees' report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the strategic report or the directors' report included within the trustees' report.

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

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees

As explained more fully in the Trustees' Responsibilities Statement set out on page 18, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

TRUSTEES REPORT, INCORPORATING THE STRATEGIC REPORT FOR THE YEAR ENDED 31 MARCH 2021

Auditor's responsibilities for the audit of the financial statements

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

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's web-site at www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

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

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

In identifying and addressing risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, our procedures included the following:

- We obtained an understanding of laws, regulations and guidance that affect the charitable company, focusing on those that had a direct effect on the financial statements or that had a fundamental effect on its operations. Key laws, regulations and guidance that we identified included the Companies Act 2006, tax legislation, health and safety legislation, and employment legislation.
- We enquired of the Trustees and reviewed correspondence and Trustee meeting minutes for evidence of non-compliance with relevant laws and regulations. We also reviewed controls the Trustees have in place, where necessary, to ensure compliance.
- We gained an understanding of the controls that the Trustees have in place to prevent and detect fraud. We enquired of the Trustees about any incidences of fraud that had taken place during the accounting period.
- The risk of fraud and non-compliance with laws and regulations was discussed within the audit team and tests were planned and performed to address these risks.
- We reviewed financial statements disclosures and supporting documentation to assess compliance with relevant laws and regulations discussed above.
- We enquired of the Trustees about actual and potential litigation and claims.
- We performed analytical procedures to identify any unusual or unexpected relationships that might indicate risks of material misstatement due to fraud.
- In addressing the risk of fraud due to management override of internal controls we tested the appropriateness of journal entries and assessed whether the judgements made in making accounting estimates were indicative of a potential bias.

Due to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, as with any audit, there remained a higher risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. We are not responsible for preventing fraud or non-compliance with laws and regulations and cannot be expected to detect all fraud and non-compliance with laws and regulations.

TRUSTEES REPORT, INCORPORATING THE STRATEGIC REPORT FOR THE YEAR ENDED 31 MARCH 2021

Use of our report

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



Sue Hutchinson
(Senior Statutory Auditor)

For and on behalf of
BEEVER AND STRUTHERS
Statutory Auditor
St George's House
215/219 Chester Road
Manchester M15 4JE

Date: 17 December 2021

Groundwork Greater Manchester

Statement of financial activities including the Income and Expenditure account for the year ended 31 March 2021

	Note	2021 Unrestricted funds £	2021 Restricted Funds	2021 Total £	2020 Unrestricted and Total £
Income:					
Donations and legacies	3	499,632	-	499,632	45,724
Exceptional income on combination	3	15,591	67,257	82,848	-
Investment income	4	36,949	-	36,949	75,442
<i>Income from charitable activities:</i>					
Land & Neighbourhood regeneration		664,940	-	664,640	312,461
Community Development & Youth		668,769	-	668,769	811,487
Training and Coaching for Employment		1,175,327	-	1,175,327	734,405
Sustainable Business/Energyworks		400,425	-	400,425	192,607
Total income		3,461,633	67,257	3,528,890	2,172,126
Expenditure:					
<i>Costs of raising funds:</i>					
Commercial trading operations	5	26,204	-	26,204	17,050
<i>Expenditure on charitable activities:</i>					
Land, Design and Build	6	720,574	2,000	722,574	345,607
Community Development & Youth		820,532	-	820,532	813,024
Training and Coaching for Employment		1,429,915	-	1,429,915	952,993
Sustainable Business/Energyworks		360,646	-	360,646	223,416
Total expenditure		3,357,871	2,000	3,359,871	2,352,090
Net incoming resources	10	103,762	65,257	169,019	(179,964)
Net movement in funds		103,762	65,257	169,019	(179,964)
Fund balances brought forward at 1 April 2020	18	1,501,723	-	1,501,723	1,681,687
Fund balances carried forward at 31 March 2021	18	1,605,485	65,257	1,670,742	1,501,723

Incoming resources and resources expended derive from continuing operations.

The company has no other recognised gains or losses other than those passing through the statement of financial activities.

The notes on pages 25 to 34 form part of these financial statements.

Groundwork Greater Manchester

Charity balance sheet at 31 March 2021

	Note	2021 £	2021 £	2020 £	2020 £
Fixed assets					
Tangible assets	11		1,034,163		1,015,551
			<u>1,034,163</u>		<u>1,015,551</u>
Current assets					
Debtors	12	873,380		442,942	
Cash at bank		1,315,568		650,552	
		<u>1,315,568</u>		<u>650,552</u>	
Creditors: amounts falling due within one year	13	1,552,369		607,322	
		<u>1,552,369</u>		<u>607,322</u>	
Net current assets			636,579		486,172
Total assets less current liabilities			<u>1,670,742</u>		<u>1,501,723</u>
			<u>1,670,742</u>		<u>1,501,723</u>
Net assets	17		1,670,742		1,501,723
Reserves					
Restricted funds:			65,257		-
General funds	18		1,605,485		1,501,723
			<u>1,605,485</u>		<u>1,501,723</u>
			<u>1,670,742</u>		<u>1,501,723</u>

These financial statements were approved by the Board of Trustees and authorised for issue on and were signed on its behalf by:



Tony Berry
Chair

Date: 15th December 2021

Company registration no. 06543150

The notes on pages 25 to 34 form part of these financial statements.

Groundwork Greater Manchester

Cash flow statement for the year ended 31 March 2021

	2021		2020	
	£	£	£	£
Reconciliation of net (Outgoing)/incoming resources before transfers to net cash (Outflow)/inflow from operating activities				
Net incoming (outgoing) resources before transfers		169,019		(179,964)
Interest receivable		(1,388)		(2,526)
Rental income		(35,561)		(72,916)
Depreciation		60,600		48,197
(Increase)/Decrease in debtors		(430,438)		38,100
Increase/(Decrease) in creditors		945,047		171,431
Net cash inflow from operating activities		707,279		2,322
Cash flow from financing activities				
Repayment of loans & borrowings		(-)		(-)
Net cash inflow from financing activities		(-)		(-)
Cash flows for investing activities				
Interest received		1,388		2,526
Rental income		35,561		72,916
Payments to acquire tangible fixed assets		(79,212)		(201,289)
Receipts from sale of tangible fixed assets		-		10,137
Net cash outflow from capital expenditure		(42,263)		(115,710)
Increase in cash		665,016		(113,388)
		2021		2020
		£		£
Increase(Decrease) in cash in the period		665,016		(113,388)
Cash and cash equivalents at 1 April 2020		650,552		763,940
Cash and cash equivalents at 31 March 2021		1,315,568		650,552

The notes on pages 25 to 34 form part of these financial statements.

Groundwork Greater Manchester

Notes forming part of the financial statements for the year ended 31 March 2021

1 Accounting policies

The following accounting policies have been applied consistently in dealing with items which are considered material in relation to the financial statements.

a) *Basis of preparation*

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Groundwork Greater Manchester meets the definition of a public benefit entity under FRS102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note(s).

b) *Going Concern*

The COVID 19 disruption has clearly impacted on the ability of the charity to operate throughout the period of the virus. However with flexible working, discussions with funders and use of the Government's job retention scheme the charity has managed to work effectively through this situation. Again the resulting merger will hopefully increase the stability and security of the charity moving forward. There are no other material uncertainties about the charity's ability to continue, therefore, the accounts have been prepared on a going concern basis.

c) *Grants and other income*

Donations and legacies including grants that provide core funding or are of a general nature is recognised where there is entitlement, certainty of receipt and the amount can be measured with sufficient reliability. Such income is only deferred when:

The donor specifies that the grant or donation must only be used in future accounting periods; or the donor, has imposed conditions which must be met before the charity has unconditional entitlement.

Incoming resources from tax reclaims are included in the statement of financial activities at the same time as the gift to which they relate.

Investment and rental income is recognised on a receivable basis.

Income from commercial trading activities is recognised on a recoverable basis.

Income from charitable activities includes income received under contract or where entitlement to grant funding is subject to specific performance conditions is recognised as earned (as the related goods or services are provided). Grant income included in this category includes income received specifically for project activities and is recognised where there is entitlement, certainty of receipt and the amount can be measured with sufficient reliability.

Income is deferred when project funding is received in advance of expenditure being incurred on the various projects where delivery of the project gives the Trust entitlement to the income.

d) *Funds*

Unrestricted funds are those which are available for use at the discretion of the Board of Trustees in furtherance of the general objectives of the charity.

Restricted Funds - Roch Valley Primrose Hill Farm Heywood

Roch Valley is a site of biological importance and is part of the wider green corridor following the River Roch through the heart of Rochdale. It is nestled between Queens Park and Springfield Park and is a remote haven for wildlife. Roch Valley consists of a lowland hay meadow adjacent to the river with

Groundwork Greater Manchester

Notes forming part of the financial statements for the year ended 31 March 2021 (*continued*)

scattered trees and hedgerows across the site.

Groundwork bought the site from Julie Goodyear on 30th May 2014 using funds provided by RMBC via a local S106 agreement and the purchase included an £100,000 endowment for Groundwork to maintain and develop the land in the future and we have since developed the space into a valuable community amenity. Endowment funds left to date £65,257.

e) Expenditure and irrecoverable VAT

Liabilities are recognised as soon as there is a legal or constructive obligation committing the charity to the expenditure. All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category.

Costs of raising funds are the costs associated with attracting voluntary income.

Expenditure on charitable activities comprises those costs incurred by the charity in the delivery of its activities and services for its beneficiaries. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them.

Irrecoverable VAT is charged against the category of resources expended for which it was incurred.

f) Allocation of support costs

Support costs include central functions such as back office costs, finance, personnel, payroll and governance costs. These have been allocated to activity cost categories on a basis consistent with the use of resources, for example, allocating property costs by floor areas, or per capita, staff costs by the time spent and other costs by their usage.

g) Tangible fixed assets

Individual fixed assets costing £1,000 or more are initially recorded at cost.

The trustees have a policy of periodically reviewing fixed assets for impairment over and above their carrying value. Any reductions in the net book value of impaired fixed assets are treated as additional depreciation charges, which are reported within the appropriate resources expended section of the Statement of Financial Activities. Assets under construction are not depreciated until completed.

Depreciation is provided on tangible fixed assets so as to write off the cost or valuation, less any estimated residual value, over their expected useful economic life as follows:

Land and Buildings	2% per annum using the straight line method
Ecology Park Main Building	10% per annum using the straight line method
Fixtures, Fitting and Equipment	25% per annum using the straight line method
Motor Vehicles	25% per annum using the straight line method

h) Debtors

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

i) Cash at hand and in bank

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

j) Creditors and provisions

Creditors and provisions are recognised where the charity has a present obligation resulting from a past

Groundwork Greater Manchester

Notes forming part of the financial statements for the year ended 31 March 2021 (continued)

event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

k) Financial Instruments

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

l) Pensions

The charity is a member of a multi-employer scheme (Greater Manchester Pension Fund) for employees in service on 1 June 2008. The assets of the scheme are held separately from those of the trust. The regular cost of providing pension and related benefits is charged to the statement of financial activities over the employees' service lives on the basis of a constant percentage of earnings.

The charity also operates two defined contribution pension schemes for employees joining after 1 June 2008. Contributions are charged in the statement of financial activities as they become payable in accordance with the rules of the scheme.

2 Legal status of the Trust

The charity is a private company limited by guarantee and consequently does not have share capital. Each of the members is liable to contribute an amount not exceeding £1 towards the assets of the charity in the event of liquidation. The charity is incorporated in the United Kingdom and its registered address is: Trafford Ecology Park, Lake Rd, Manchester, M17 1TU.

3 Income from donations and legacies

	2021 Unrestricted	2021 Total	2020 Unrestricted and Total
	£	£	£
Miscellaneous Income	10,247	10,247	3,443
Support Income	11,165	11,165	26,546
In Kind Income	-	-	-
Furlough Income	478,220	478,220	15,735
	<u>499,632</u>	<u>499,632</u>	<u>45,724</u>
	Unrestricted	Restricted	Total
Exceptional Income on combination– Transfer of opening balances on merger – 7 Aug 2020	15,591	67,257	82,848

On 7 August 2020, there was a transfer of undertakings from Groundwork Bury, Bolton, Oldham and Rochdale ('Groundwork BBOR') into the company and the excess of fair value of the assets acquired over the fair value of the liabilities assumed from Groundwork BBOR has been recognised as exceptional income.

Groundwork Greater Manchester

Notes forming part of the financial statements for the year ended 31 March 2021 (continued)

4 Investment income

	2021 Unrestricted	2021 Total	2020 Unrestricted and Total
	£	£	£
Bank interest	1,388	1,388	2,526
Rental income	35,561	35,561	72,916
	<u>36,949</u>	<u>36,949</u>	<u>75,442</u>

5 Cost of generating funds

	2021 Unrestricted	2021 Total	2020 Unrestricted and Total
	£	£	£
Marketing Costs	26,204	26,204	17,150
	<u>26,204</u>	<u>26,204</u>	<u>17,150</u>

6 Charitable activities

	Direct Costs	Employment Costs	Governance Costs (note 7)	Support & Other Costs	Total 2021	Total 2020
	£	£	£	£	£	£
Analysis of expenditure on charitable activities						
Land Design and Build.	333,008	342,256	3,841	43,469	722,574	345,607
Community Engagement & Youth.	315,641	450,134	4,446	50,311	820,532	813,024
Training and Coaching for Employment.	548,459	782,893	8,003	90,560	1,429,915	952,993
Sustainable Business/ Energyworks	120,206	210,652	2,419	27,369	360,646	223,416
	<u>1,317,314</u>	<u>1,785,935</u>	<u>18,709</u>	<u>211,709</u>	<u>3,333,667</u>	<u>2,335,040</u>

Note: Support and other costs are allocated on a % head count based on the members of staff in that area. These include administration, accommodation, transport, depreciation and communication costs.

Groundwork Greater Manchester

Notes forming part of the financial statements for the year ended 31 March 2021 (*continued*)

7 Governance costs

	2021 Unrestricted	2021 Total	2020 Unrestricted and Total
	£	£	£
Legal and professional	9,448	9,448	30,015
Audit and accountancy fees	9,260	9,260	8,100
	<u>18,708</u>	<u>18,708</u>	<u>38,115</u>

Governance costs are apportioned into Note 6 based on staff numbers per area

8 Employees

The average number of employees during the year, analysed by category, was as follows.

	2021 Headcount	2020 Headcount	2021 FTE	2020 FTE
Direct charitable	53	30	50	28
Management and administration	2	5	2	5
Fundraising and publicity	6	2	6	2
	<u>61</u>	<u>37</u>	<u>58</u>	<u>35</u>

The aggregated cost of these persons was as follows:

	2021 £	2020 £
Wages and salaries	1,559,757	955,543
Social security costs	130,747	91,363
Pension costs (see note 15)	93,923	65,453
	<u>1,784,427</u>	<u>1,112,359</u>

The emoluments of employees (excluding pension contributions) over £60,000 per annum are as follows:

	2021 £	2020 £
£60,000 - £70,000	-	1
£70,000 - £80,000	-	-
£80,000 - £90,000	1	1
	<u>1</u>	<u>1</u>

Total contributions under defined contribution schemes on behalf of these were £1,751 (2020 - £5,992).

Payments made to Key Management Personnel amounted to £214,059 (2020: £214,776).

These payments were to the executive officers only. No amounts were paid to Trustees

Groundwork Greater Manchester

Notes forming part of the financial statements for the year ended 31 March 2021 (*continued*)

9 Transactions with Trustees

No Trustees received any remuneration or expenses for services performed on behalf of the trust.

10 Net incoming resources

	2021 £	2020 £
Net incoming resources for the year is stated after charging:		
Audit of the charity's annual accounts	8,750	8,150
Depreciation	57,653	48,197

11 Tangible assets

	Freehold Interest in Land and Buildings £	Ecology Park Main Building £	Ecology Park Timber Building £	Motor Vehicles £	Office and Computer Equipment £	Total £
<i>Cost</i>						
At 1 April 2020	607,018	125,993	359,115	45,138	172,865	1,310,129
Additions	-	-	19,937	59,275	25,249	79,212
B/F from BBOR					25,249	25,249
Disposals	-	-	-	(31,389)	-	(31,389)
At 31 March 2021	607,018	125,993	379,052	73,025	198,114	1,383,202
<i>Depreciation</i>						
At 1 April 2020	53,990	76,897	-	27,537	136,155	294,579
Eliminated on disposals	-	-	-	(19,724)	-	(19,724)
Charged for the year	12,140	12,599	-	12,159	23,702	60,600
B/F from BBOR					13,584	13,584
At 31 March 2021	66,130	89,496	-	19,972	173,441	349,039
Net Book Value						
At 31 March 2021	540,888	36,497	379,052	53,053	24,673	1,034,163
Net Book Value						
At 31 March 2020	553,028	49,096	359,115	17,601	36,710	1,015,550

Note: Ecology Park Timber Building was completed at the end of year.

Note: Assets transferred from the Merger with BBOR have been included in the accounts as per Brought forward lines above (B/F from BBOR)

Groundwork Greater Manchester

Notes forming part of the financial statements for the year ended 31 March 2021 (*continued*)

12 Debtors

	2021 £	2020 £
Trade debtors	505,856	317,090
Prepayments and accrued income	367,524	125,852
	<u>873,380</u>	<u>442,942</u>

13 Creditors

	2021 £	2020 £
Trade creditors	112,818	172,552
Other creditors	386,274	65,481
Accruals	100,040	153,118
Deferred Income	813,575	159,245
Taxation and social security	139,662	56,926
	<u>1,552,369</u>	<u>607,322</u>

14 Greater Manchester Pension Scheme

The scheme available to staff in service on 1 June 2008 was the Greater Manchester Pension Fund (GMPF). The GMPF is a final salary defined benefit scheme, the assets of Groundwork Greater Manchester are pooled with similar institutions for actuarial valuation purposes. The pension contributions made by Groundwork GM to the scheme for the year ended 31 March 2021 were £45,852 (2020 - £43,581). The agreed employer contribution rate was 24.4% for the period April 2019 to March 2020, 24.7% for the period April 2020 to March 2021, 25.1% for April 2021 to March 2022 and 25.4% for April 2022 to March 2023

In the event of any deficit, the trust would be liable for its proportionate share of any shortfall. As stated below, at the last actuarial valuation funding stood at 102%.

The pension cost is assessed every three years in accordance with the advice of an independent qualified actuary. The latest actuarial valuation of the scheme was at 31 March 2019. The assumptions and other data, used in the 2019 valuation, that have the most significant effect on the determination of the contribution levels are as follows:

Actuarial method	Projected unit method
Rate of increase in pensions	2.3% pa
Discount Rate	3.6% pa
Market value of the assets at the date of last valuation	£23.8 m
Value of Liabilities	£23.3m
Proportion of members' accrued benefits covered by the actuarial valuation	102%
Funding level change since last valuation	9% increase

Employees joining after 1 June 2008 have been entitled to join defined contribution pension schemes administered by AEGON and Peoples Pension.

Groundwork Greater Manchester

Notes forming part of the financial statements for the year ended 31 March 2021 (*continued*)

15 Related parties

As per Note 8 no other related party transactions have occurred in the period

16 Analysis of net assets at 31 March 2021

	Unrestricted Funds £	Restricted	Total Funds 2021 £	Total Fund 2020 £
Tangible fixed assets	1,034,163	--	1,034,163	1,015,551
Current assets	2,188,948	-	2,188,948	1,086,162
Creditors: amounts falling due within one year	(1,552,369)		(1,552,369)	(599,990)
	<u>1,670,742</u>		<u>1,670,742</u>	<u>1,501,723</u>

17 Analysis of funds

	Unrestricted Funds 2021 £	Restricted Funds 2021 £	Unrestricted Funds 2020 £	Restricted Funds 2020 £
At 1 April 2020	1,501,723	-	1,681,687	-
Incoming resources	3,461,633	67,257	2,172,126	-
Resources expended	(3,357,871)	(2,000)	(2,352,090)	-
Transfer between funds	-	-	-	-
	<u>1,605,485</u>	<u>65,257</u>	<u>1,501,723</u>	<u>-</u>

18 Capital Commitments

The Trust had no Capital Commitments at the end of March 2021 (2020 - £19,934)

19 Net Debt

Cash/Cash equivalents	At 1 Apr 20 £	Cash Flows £	Other non-cash Changes £	At 31 Mar 21 £
Cash	650,552	153,417	-	803,969
Overdrafts	-	-	-	-
Cash from merger	-	511,599		511,599
Total	650,552	665,016	-	1,315,568
Borrowings	-	-	-	-
Debt Due	-	-	-	-
Total	650,552	665,016	-	1,315,568

Groundwork Greater Manchester

Notes forming part of the financial statements for the year ended 31 March 2021 (*continued*)

Advisors

Auditors

Beever and Struthers
St George's House
215-219 Chester Road
Manchester
M15 4JE

Bankers

Santander Corporate Banking
298 Deansgate
Manchester
M3 4HH

Solicitors

Brabners
55 King Street
Manchester
M2 4LQ

The Board of Trustees

The Trustees (who are the directors of the company in accordance with the Companies Act 2006) on the date of approval of this report, or who served as Trustees at any time during the year reported on, are as follows:

Nominated Trustees	Member	First appointed	Last appointed	Resigned
Tony Berry	Groundwork UK	June 2008	June 2020	
Sophie Taylor	Trafford MBC	July 2018		July 2021
Co-opted Trustees				
Keith Barnes	Co-opted	November 2008	November 2018	January 2021
Peter Styche	Co-opted	November 2016	November 2019	
Lisa Kean	Co-opted	November 2016	November 2019	
Katrina Cunliffe	Co-opted	May 2019		
John Bland	Co-opted	August 2020		
Howard Sykes	Co-opted	August 2020		
Ian Whittaker	Co-opted	August 2020		
Cllr Neil Reynolds	Co-opted	May 2018	May 2021	
Thomas Besford	Co-opted	August 2020		
Maureen Whilby	Co-opted	September 2021		
Tessa Wiley	Co-opted	September 2021		
Joanne Yates	Co-opted	November 2021		

Company Secretary

Gary Cunningham

Audit and Risk Committee

Peter Styche (Chair)

Howard Sykes (Vice-chair)

Tina Cunliffe

John Bland

Ian Whittaker

Tom Besford

Executive Director

Michael Ormerod

Key Management Personnel

Deborah Murray

Michael Ormerod

Gary Cunningham