

THE COHESION AND INTEGRATION NETWORK

England & Wales · Charity number 1180761

Details

Other names	COIN
Status	Registered
Legal form	CIO
Registered	2018-11-20
Register	View on the Charity Commission register

Contact

Address	4th Floor Waulk Mill Bengal Street Ancoats United Kingdom Manchester M4 6LN
Phone	+447706153659
Email	hello@belongnetwork.co.uk
Website	www.belongnetwork.co.uk

Activities

Objects: THE OBJECTS OF THE CIO ARE, FOR THE PUBLIC BENEFIT:(A) THE PROMOTION OF EQUALITY AND DIVERSITY BY:I) ADVANCING EDUCATION AND RAISING AWARENESS IN EQUALITY AND DIVERSITY;II) PROMOTING ACTIVITIES TO FOSTER UNDERSTANDING BETWEEN PEOPLE FROM DIVERSE BACKGROUNDS;III) PROMOTING COHESION AND INTEGRATION, AND FOSTERING UNDERSTANDING WITHIN AND BETWEEN COMMUNITIES;IV) CONDUCTING OR COMMISSIONING RESEARCH ON EQUALITY AND DIVERSITY ISSUES AND PUBLISHING THE RESULTS TO THE PUBLIC;V) CULTIVATING A SENTIMENT IN FAVOUR OF EQUALITY AND DIVERSITY;VI) SEEKING THE ELIMINATION OF DISCRIMINATION AND THE ACCEPTANCE OF LAWFUL DIFFERENCE, WHATEVER THE BACKGROUND OF INDIVIDUALS OR COMMUNITIES;VII) PROMOTING BEST PRACTICE AND THE SHARING OF IDEAS IN THE AREAS OF COHESION, INTEGRATION AND INTERCULTURAL INTERVENTIONS;VIII) DEVELOPING IDEAS, CREATING LEARNING OPPORTUNITIES, AND BUILDING CAPACITY, COMPETENCE AND CONFIDENCE FOR ALL THOSE INDIVIDUALS AND ORGANISATIONS INVOLVED IN THIS FIELD.(B) THE PROMOTION OF THE VOLUNTARY SECTOR FOR COHESION AND INTEGRATION POLICY AND PRACTICE BY IDENTIFYING AND DISSEMINATING BEST PRACTICE IN COHESION AND INTEGRATION ACTIVITIES, WHERE:‘THE VOLUNTARY SECTOR’ MEANS CHARITIES AND VOLUNTARY ORGANISATIONS; ANDI) CHARITIES ARE ORGANISATIONS, WHICH ARE ESTABLISHED FOR EXCLUSIVELY CHARITABLE PURPOSES IN ACCORDANCE WITH THE LAW OF ENGLAND AND WALES; ANDII) VOLUNTARY ORGANISATIONS ARE INDEPENDENT ORGANISATIONS, WHICH ARE ESTABLISHED FOR PURPOSES THAT ADD VALUE TO THE COMMUNITY AS A WHOLE, OR A SIGNIFICANT SECTION OF THE COMMUNITY, AND WHICH ARE NOT PERMITTED BY THEIR CONSTITUTION TO MAKE A PROFIT FOR PRIVATE DISTRIBUTION. VOLUNTARY ORGANISATIONS DO NOT INCLUDE LOCAL GOVERNMENT OR OTHER STATUTORY AUTHORITIES.

Activities: The Cohesion and Integration Network is an independent national Charity that aims to share good practice and connect neighbourhoods.

Classification

- **How:** Acts As An Umbrella Or Resource Body
- **What:** Human Rights/religious Or Racial Harmony/equality Or Diversity
- **Who:** The General Public/mankind

Geography

- Scotland
- Throughout England And Wales

Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£656,052	£602,134	£181,767	7
2024-03-31	£210,577	£366,181	-	-
2023-03-31	£482,441	£308,632	-	-
2022-03-31	£228,102	£248,632	-	-
2021-03-31	£258,767	£179,955	-	-

Trustees

Name	Role	Appointed
Miriam Juan-Torres Gonzalez	Chair	2023-10-15
Fiona Rachel Callister-Davies		2022-09-07
Garth Orlando Dallas		2022-09-07
Michelle Lawrence		2018-11-13
ROBIN JOHN TUDDENHAM		2018-11-13
Reeya Harish Gadhvana		2022-09-07
Shalni Arora		2018-11-13

THE COHESION AND INTEGRATION NETWORK

England & Wales - Charity number 1180761

Accounts

Belong – The Cohesion and Integration Network

Report and financial statements
For the year ended 31 March 2025

The Cohesion and Integration Network
Reference and administrative information
for the year ended 31 March 2025

Charity number **1180761**

Registered office and operational address

The Cohesion and Integration Network,
Beehive Mill,
Jersey Street,
Ancoats.
Manchester
M4 6JG

The Charity is also known as 'Belong-The Cohesion and Integration Network'.

Trustees

Trustees who served during the year and up to the date of this report were as follows:

Co-Chair Shalni Arora OBE

Co-Chair Míriam Juan-Torres

Michelle Lawrence

Reeya Harish Gadhvana

Robert French (resigned August 2025)

Robin Tuddenham

Fiona Callister

Garth Dallas

Key management Jamie Scudamore (left January 2025) Chief Executive Officer
 Kelly Fowler (from January 2025) Chief Executive Officer

Bankers Co-operative bank, PO Box 250, Skelmersdale, WN8 6WT

Independent Jennifer Daniel FCCA DChA Slade & Cooper Limited

Examiner Beehive Mill, Jersey St, Manchester, M4 6JG

The Cohesion and Integration Network

Trustees' annual report

for the year ended 31 March 2025

The trustees present their report and the unaudited financial statements for the year ended 31 March 25.

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

Objectives and activities

The Cohesion and Integration Network (known as Belong – The Cohesion and Integration Network) is a charitable incorporated organisation and registered charity (charity number 1180761). The governing document is the Cohesion and Integration Network Constitution registered on 20 November 2018. The trustees present their report and the independently examined financial statements for the period ended March 2025.

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

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

Objects

The objects of the Cohesion and Integration Network CIO are, for the public benefit:

a) the promotion of equality and diversity by:

- I. advancing education and raising awareness in equality and diversity;
- II. promoting activities to foster understanding between people from diverse backgrounds;
- III. promoting cohesion and integration and fostering understanding within and between communities;
- IV. conducting or commissioning research on equality and diversity issues and publishing the results to the public;
- V. cultivating a sentiment in favour of equality and diversity;
- VI. seeking the elimination of discrimination and the acceptance of lawful difference, whatever the background of individuals or communities;
- VII. promoting best practice and the sharing of ideas in the areas of cohesion, integration and intercultural interventions;
- VIII. developing ideas, creating learning opportunities, and building capacity, competence and confidence for all those individuals and organisations involved in this field.

The Cohesion and Integration Network

Trustees' annual report

for the year ended 31 March 2025

b) the promotion of the voluntary sector for cohesion and integration policy and practice by identifying and disseminating best practice in cohesion and integration activities, where: 'the voluntary sector' means charities and voluntary organisations; and

I. charities are organisations, which are established for exclusively charitable purposes in accordance with the law of England and Wales; and

II. voluntary organisations are independent organisations, which are established for purposes that add value to the community as a whole, or a significant section of the community, and which are not permitted by their constitution to make a profit for private distribution. Voluntary organisations do not include local government or other statutory authorities.

Vision and Mission

The Vision of the Cohesion and Integration Network is a more integrated and less divided Society.

Our Mission is to:

- Connect people, places and organisations across all sectors in the UK to disseminate knowledge and best practices on social cohesion – The Cohesion and Integration Network to disseminate knowledge and best practice on integration.
- Support and develop all those who are delivering cohesion, integration and intercultural work; giving them the resources, skills, inspiration and confidence to lead and champion this vital work.
- With our members raise the profile of this vital work, developing a shared voice, improving practice and influencing policy so that together we can make an integrated society an everyday reality.

Values

- We value our members who are leading the way on cohesion and integration across the UK. Their experience, knowledge and insight informs and influences the strategic direction of Belong.
- We value generous collaboration – no one organisation alone can solve the divisions in UK society. Only by working in partnership with others can we achieve our vision of a more integrated society.
- We value evidence-based practice and research and maintaining a focus on 'what works'. We are open minded and curious, actively encouraging new ideas, learning and innovation in order to transform practice and policy.
- We are an inclusive organisation. We celebrate the benefits of diversity for a better society.
- We welcome and respect difference and operate within an Equalities framework and best practice.
- We welcome courageous and bold conversations about difference underpinned by a commitment to strengthen social bonds, emphasise shared interests and build common ground.
- We are professional and trustworthy, open and transparent about our policies and practices.

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Trustees' annual report

for the year ended 31 March 2025

Introduction and Strategic Goals

As the initial period of community spirit and unity subsided after the COVID-19 pandemic, some old divisions and tensions within UK society have re-emerged and fractures between different groups, communities and regions are again coming to the fore. These divisions were seen clearly in the summer 2024 unrest. To build a kinder, fairer, better connected and more inclusive society, we need to strengthen the ties that bind us and in particular those ties that bridge between different groups, communities, and regions. The work of Belong – The Cohesion and Integration Network directly addresses this need.

Achievements and performance

The charity's main achievements in the year to end March 2025 are described below. All its charitable activities focus on its charitable objectives as set out above and are undertaken to further Belong's charitable purposes for the public benefit.

This year has seen significant challenges to cohesion in the UK: the summer 2024 unrest in numerous towns and cities sparked by the Southport atrocity; concern about illegal migration; the ongoing cost of living pressures for many people; the continued impact in our communities of conflicts overseas such as in Gaza; and, despite a change in government, the continued pressure on the resources of local government and other agencies providing services in neighbourhoods and communities.

More than ever, it is important to promote evidence-based, 'what works' approaches to social cohesion, and for effective approaches to develop expertise and support those working to address, avert and resolve community tensions and to promote good relations.

Leadership

During the year, Belong was saddened by the departure of Jamie Scudamore, who led Belong since April 2024 and made significant progress in generating additional income, strengthened partner relationships with the Local Government Association and Ministry of Housing, Local Government, and Communities, and designed a framework for financial sustainability.

The trustees were extremely grateful to Jamie for his leadership and were also delighted to appoint Kelly Fowler to take over as CEO from January 2025.

Building support and membership of the network:

Belong developed numerous additional partnerships and continued to work with our network of members.

During the year Belong relaxed charges for membership and renewals to maximise access to the network for the numerous Local Authorities and organisations who expressed interest in cohesion practice and programmes during a period of social unrest. The network of members has grown because of an increase in consultancy projects which included membership and access to Communities of Practice as part of the consultancy package.

Developing and Supporting Leadership on Social Cohesion

Belong continued to offer regular peer support networks for members via three different communities of practice:

- Power of Sport
- Local Government
- People and Place

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Trustees' annual report

for the year ended 31 March 2025

Research

Belong delivered research and evaluation expertise to the following projects: Power of Events report, Power of Sport in Communities, the Eden Project Community Evaluation, and the Local Government Association investigation into the role of sport and culture in cohesion.

Influencing Policy and Practice

Belong has directly influenced policy and contributed to new and thinking through the Manifesto for Cohesion report published in May 2024 and the After the Riots conference held in November 2024.

Our reports and research findings have been shared widely with policy makers, MPs and think tanks including the Manifesto for Social Cohesion report in Summer 2024 and the After the Riots conference in November 2024. Belong is a lead partner in the Independent Commission on Cohesion which from January 2025 was engaging individuals and organisations throughout the UK with the aim of comprehensively understanding the state of community strength and cohesion with a view to influence future policy.

Beneficiaries of our services

Belong's toolkits, training, workshops, place-based work and services expanded in 2024-25.

In particular Belong has provided several place-based products and services such as the Community Reset project in Sefton, Honest Conversations in Tamworth and Rushmoor Voices. Belong has also worked closely with Sunderland Council on a community consultation programme to establish how best to build cohesion in the future.

As part of our Sport England funded Power of Sport in Communities project, we have worked closely with partners Streetgames to upgrade to the Power of Sport Toolkit with training and project delivery support with community sports groups in Bradford.

Financial review

Belong – The Cohesion and Integration Network generated financial commitments of £656,052 in total towards core costs and delivery of products and projects during 2024-2025. The total amount of restricted funds carried forward to 2025/2026 totalled £25,127 of which the majority comprised funds towards project work. All restricted funds carried forward from 2024/25 were fully utilized within the year.

Expenditure

Expenditure at end March 2025 totalled £602,134 (cf.£366,181 in 2023/24). Of this £325,045 (cf.£265,580 in 2023/2024) was spent on salaries for the core team which by the end of the period comprised 5 full time and 2 part time members of staff.

Fund balances at the year end. Belong – The Cohesion and Integration Network recorded a reserves balance of £181,767, of which £25,127 was restricted funds, with the remaining amount of £156,640 unrestricted.

The Cohesion and Integration Network

Trustees' annual report

for the year ended 31 March 2025

Reserves policy

The trustees have continued to adopt a pragmatic approach towards the issue of reserves whilst taking a prudent approach to financial management and oversight. Trustees were provided with management accounts and cashflow forecasts throughout this period at board meetings, which occurred every 2 – 3 months, and the charity ended the period in a healthy financial position. Reimbursement of trustees for travel and accommodation amounted to £13 during the period covered by this report.

Plans for the future

There is growing demand for direct support to local authorities that Belong is well placed to provide following on from support work to Councils who were directly affected by the Summer 2024 riots. The organisation will

Grow through impactful partnerships – from partnering with government to pursuing partnerships, we will consolidate our place and our role by enabling and supporting the sector to work towards a more cohesive society.

Expand our influence through a growing network - with funding already committed to work in 11 towns and cities across the UK in 25-26, we will reach thousands of individuals as well as local authorities, their key strategic partners in policing, health, housing, education and the VCSE and private sector.

Build an organisation for delivery – the Belong team has pivoted to an entirely new way of working since late 2024. The delivery of place-based projects requires robust delivery processes across multiple initiatives and a range of measures to ensure high quality delivery of products and services to Belong's clients. To meet these needs, the core team must expand, alongside additional support for the growing pool of associates.

Structure, governance and management Governing document

The Cohesion and Integration Network is incorporated as a charitable incorporated organisation in November 2018 and registered with the Charity Commission on 20th November 2018. The governing document is the constitution dated 20th November 2018. The Cohesion and Integration Network is a registered charity in England and Wales (registration number 1180761). The Cohesion and Integration Network was rebranded as 'Belong – The Cohesion and Integration Charity' in October 2019. Its registered name remains the Cohesion and Integration Network.

The Board of Trustees

Trustees are appointed by an ordinary resolution. The trustees may appoint a person who is willing to act as a trustee, however, a trustee appointed by the resolution of other trustees must resign and stand for re-appointment by an ordinary resolution at the next annual general meeting.

Trustees are appointed for a period of three years. There were no re-appointments during the period covered by this report. All trustees give their time voluntarily and receive no benefits from the charity. Any expenses reclaimed from the charity are set out in note 9 to the accounts.

The Cohesion and Integration Network

Trustees' annual report

for the year ended 31 March 2025

Related parties and relationships with other organisations

Nothing to report.

Remuneration policy for key management personnel

The key management personnel of the charity comprise the trustees and the Chief Executive Officer. The total employee benefits of the key management personnel of the charity were £87,194.

Risk management

The trustees are responsible for ensuring that the charity has an appropriate system of controls. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention of fraud and other irregularities. The Board of Trustees regularly reviews risk and satisfies itself that the major risks to which Belong – The Cohesion and Integration Network is exposed have been discussed and that systems have been established to mitigate those risks.

Statement of responsibilities of the trustees

Law applicable to charities in England and Wales requires the trustees to prepare financial statements for each financial year which give a true and fair view of the charity's financial activities during the period and of its financial position at the end of the period. In preparing financial statements giving a true and fair view, the trustees should follow best practice and:

Select suitable accounting policies and then apply them consistently; and

Observe the methods and principles in the Charities SORP; and

Make judgements and estimates that are reasonable and prudent; and

State whether applicable UK Accounting Standards and statements of recommended practice have been followed, subject to any material departures disclosed and explained in the financial statements; and

Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

The trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Charities Act 2011. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

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

The trustees' annual report has been approved by the trustees on 16/12/25 and signed on their behalf by



Shalni Arora, Co-Chair, Belong – The Cohesion and Integration Network.

Independent examiner's report

To the trustees of

Belong – The Cohesion and Integration Network

I report to the charity trustees on my examination of the accounts of the charity for the period ended 31st March 2025 which are set out on pages 9 to 25.

Responsibilities and basis of report

As the charity's trustees you are responsible for the preparation of the accounts in accordance with the requirements of the Charities Act 2011 ('the Act').

I report in respect of my examination of the charity's accounts carried out under section 145 of the Act and in carrying out my examination I have followed all the applicable Directions given by the Charity Commission under section 145(5)(b) of the Act.

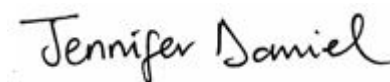
Independent examiner's statement

Since the charity's gross income exceeded £250,000 your examiner must be a member of a body listed in section 145 of the 2011 Act. I confirm that I am qualified to undertake the examination because I am a member of the Association of Chartered Certified Accountants, which is one of the listed bodies.

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

1. accounting records were not kept in respect of the charity as required by section 130 of the Act; or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the applicable requirements concerning the form and content of accounts set out in the Charities (Accounts and Reports) Regulations 2008 other than any requirement that the accounts give a 'true and fair view' which is not a matter considered as part of an independent examination.

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



Jennifer Daniel FCCA DChA

Slade & Cooper Limited, Chartered Certified Accountants
Beehive Mill, Jersey Street, Ancoats,
Manchester, M4 6JG

Date 17/12/2025

The Cohesion and Integration Network
Statement of Financial Activities
for the period ended 31 March 2025

	Note	Unrestricted funds £	Restricted funds £	Total funds 2025 £	<i>Total funds 2024 £</i>
Income from:					
Donations and legacies	-	200,289	-	200,289	-
Charitable activities:	3	325,026	130,737	455,763	210,577
Total income		525,315	130,737	656,052	210,577
Expenditure on:					
Raising funds	4	-	-	-	149
Charitable activities:	5	470,664	131,470	602,134	366,032
Total expenditure		470,664	131,470	602,134	366,181
Net income/(expenditure) for the year	7	54,651	(733)	53,918	(155,604)
Transfer between funds		25,994	(25,994)	-	-
Net movement in funds for the year		80,645	(26,727)	53,918	(155,604)
Reconciliation of funds					
Total funds brought forward		75,995	51,854	127,849	283,453
Total funds carried forward		156,640	25,127	181,767	127,849

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

The Cohesion and Integration Network

Balance Sheet as at 31 March 2025

	Note	£	2025	£	£	2024	£
Fixed assets							
Tangible assets				383			-
Total fixed assets				383			-
Current assets							
Debtors	12	157,224			39,310		
Cash at bank and in hand	13	76,014			122,025		
Total current assets			233,238		161,335		
Liabilities							
Creditors: amounts falling due in less than one year	14	(51,854)			(33,486)		
Net current assets				181,384			127,849
Total assets less current liabilities				181,767			127,849
Net assets				181,767			127,849
Funds of the charity:							
Restricted income funds	16			25,127			51,854
Unrestricted income funds	17			156,640			75,995
Total charity funds				181,767			127,849

The notes on pages 12 to 25 form part of these accounts.

Approved by the trustees on 16/12 2025 and signed on their behalf by:



Shalni Arora (Co-chair)

The Cohesion and Integration Network
Statement of Cash Flows
for the period ending 31 March 2025

	Note	2025 £	2024 £
Cash provided by/(used in) operating activities	19	(45,500)	(175,702)
<i>Cash flows from investing activities:</i>			
Dividends, interest, and rents from investments		-	-
Purchase of tangible fixed assets		(511)	-
Cash provided by/(used in) investing activities		(511)	-
Increase/(decrease) in cash and cash equivalents in the year		(46,011)	(175,702)
Cash and cash equivalents at the beginning of the year		122,025	297,727
Cash and cash equivalents at the end of the year		76,014	122,025

The Cohesion and Integration Network

Notes to the accounts for the period ended 31 March 2025

1 Accounting policies

The principal accounting policies adopted, judgments and key sources of estimation uncertainty in the preparation of the financial statements are as follows:

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), second edition - October 2019 (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Charities Act 2011 and UK Generally Accepted Accounting Practice.

The accounts (financial statements) have been prepared to give a 'true and fair view' and have departed from the Charities (Accounts and Reports) Regulations 2008 only to the extent required to provide a 'true and fair view'. This departure has involved following 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), second edition - October 2019, rather than the Accounting and Reporting by Charities: Statement of Recommended Practice effective from 1 April 2005 which has since been withdrawn.

The Cohesion and Integration Network 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.

b Preparation of the accounts on a going concern basis

The trustees consider that there are no material uncertainties about the charity's ability to continue as a going concern.

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

c Income

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the item(s) of income have been met, it is probable that the income will be received and the amount can be measured reliably.

Income from government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

Income received in advance of a provision of a specified service is deferred until the criteria for income recognition are met.

The Cohesion and Integration Network

Notes to the accounts for the period ended 31 March 2025 (continued)

d Donated services and facilities

Donated professional services and donated facilities are recognised as income when the charity has control over the item, any conditions associated with the donated item have been met, the receipt of economic benefit from the use by the charity of the item is probable and that economic benefit can be measured reliably. In accordance with the Charities SORP (FRS 102), general volunteer time is not recognised; refer to the trustees' annual report for more information about their contribution.

On receipt, donated professional services and donated facilities are recognised on the basis of the value of the gift to the charity which is the amount the charity would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

e Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the Bank.

f Fund accounting

Unrestricted funds are available to spend on activities that further any of the purposes of charity.

Designated funds are unrestricted funds of the charity which the trustees have decided at their discretion to set aside to use for a specific purpose.

Restricted funds are donations which the donor has specified are to be solely used for particular areas of the charity's work or for specific projects being undertaken by the charity.

g Expenditure and irrecoverable VAT

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

- Costs of raising funds comprise the costs of fundraising and their associated support costs.
- Expenditure on charitable activities includes the costs of services undertaken to further the purposes of the charity and their associated support costs.
- Other expenditure represents those items not falling into any other heading.

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

The Cohesion and Integration Network

Notes to the accounts for the period ended 31 March 2025 (continued)

h Allocation of support costs

Support costs are those functions that assist the work of the charity but do not directly undertake charitable activities. Support costs include back office costs, finance, personnel, payroll and governance costs which support the charity's programmes and activities. These costs have been allocated between cost of raising funds and expenditure on charitable activities. The bases on which support costs have been allocated are set out in note 6.

i Tangible fixed assets

Individual fixed assets costing £500 or more are capitalised at cost and are depreciated over their estimated useful economic lives on a straight line basis. There were no tangible fixed assets bought in the period.

j 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.

k Cash at bank and in hand

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

l 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.

2 Legal status of the charity

The charity is an charitable incorporated organisation, registered 20th November 2018 as a charity in England & Wales.

The Cohesion and Integration Network

Notes to the accounts for the period ended 31 March 2025 (continued)

Income from donations and legacies

Current reporting period	Unrestricted £	Restricted £	Total 2025 £
Donations	200,289	-	200,289
Total	200,289	-	200,289
Previous reporting period	Unrestricted £	Restricted £	Total 2024 £
Donations	-	-	-
Total	-	-	-

The Cohesion and Integration Network

Notes to the accounts for the period ended 31 March 2025 (continued)

3 Income from charitable activities

Current reporting period	Unrestricted £	Restricted £	Total 2025 £
Spirit of 2012	-	33,737	33,737
Shared Ground	5,250	-	5,250
Sports England	-	97,000	97,000
Sefton Council	18,000	-	18,000
Tamworth Borough Council	23,532	-	23,532
Membership Income	52,558	-	52,558
Eden Project	13,000	-	13,000
Beyond 25 Project	1,163	-	1,163
Services	211,523	-	211,523
Total	325,026	130,737	455,763

Previous reporting period	Unrestricted £	Restricted £	Total 2024 £
Calderdale MBC	-	20,858	20,858
Spirit of 2012	-	26,300	26,300
Shared Ground	-	11,800	11,800
Manchester City Council	-	4,160	4,160
Institute of Physics	-	57,968	57,968
Plan for Peace	-	10,000	10,000
Membership Income	56,070	-	56,070
Product Development Income	-	2,000	2,000
Conference Income	2,131	-	2,131
Other income	1,800	17,490	19,290
Total	60,001	150,576	210,577

4 Cost of raising funds

	2025 £	2024 £
Fundraiser's fees	-	149
	-	149

All expenditure on cost of raising funds is unrestricted.

The Cohesion and Integration Network

Notes to the accounts for the period ended 31 March 2025 (continued)

5 Analysis of expenditure on charitable activities

Current reporting period	Total 2025 £	Total 2024 £
Staff costs	364,770	279,970
Office costs & IT	26,449	16,183
HR & Recruitment	289	-
Research & Content Development	11,075	16,759
Depreciation	128	-
Conference Costs	380	4,733
Consultancy Fees	2,130	1,530
Project costs	194,407	44,243
Website Development costs	-	-
Governance costs (see note 6)	1,852	2,034
Support costs (see note 6)	654	580
	602,134	366,032
	 2025 £	 2024 £
Restricted expenditure	131,470	33,865
Unrestricted expenditure	470,664	332,167
	602,134	366,032

The Cohesion and Integration Network

Notes to the accounts for the period ended 31 March 2025 (continued)

6 Analysis of governance and support costs

Current reporting period	Basis of apportionment	Support £	Governance £	Total 2025 £
Payroll Fees		654	-	654
Trustee expenses	Governance	-	252	252
Accountancy services	Governance	-	1,600	1,600
		654	1,852	2,506

Previous reporting period	Basis of apportionment	Support £	Governance £	Total 2024 £
Payroll Fees	Floor area	580	-	580
Trustee expenses	Governance	-	308	308
Accountancy services	Governance	-	1,726	1,726
		580	2,034	2,614

7 Net income/(expenditure) for the year

This is stated after charging/(crediting):	2025 £	2024 £
Examiner's remuneration - accountancy fees	-	1,188
Examiner's remuneration - payroll bureau fees	654	483
Independent examiner's fees	-	324

The Cohesion and Integration Network

Notes to the accounts for the period ended 31 March 2025 (continued)

8 Staff costs

Staff costs during the year were as follows:

	2025 £	2024 £
Wages and salaries	289,899	242,585
Social security costs	25,572	19,690
Pension costs	9,574	4,305
Other Staff Costs	39,725	13,390
	364,770	279,970

Two employee has employee benefits in excess of £60,000 (2024: One).

The average number of staff employed during the period was 7.55 (2024: 7).

The average full time equivalent number of staff employed during the period was 7 (2024: 5.25).

The key management personnel of the charity comprise the trustees and the Chief Executive Officer. The total employee benefits of the key management personnel of the charity were £87,194 (2024: £77,226).

The Cohesion and Integration Network

Notes to the accounts for the period ended 31 March 2025 (continued)

9 Trustee remuneration and expenses, and related party transactions

Neither the management committee nor any persons connected with them received any remuneration during the year (2024: Nil).

One (2024:Three) member(s) of the management committee received travel and subsistence expenses during the year of 12.90 (2024: £308).

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

In 2024/25 the charity received an unrestricted donation of £200,289 from the Savannah Wisdom Foundation.

Shalni Arora Co Chair of Belong is CEO of Savannah Wisdom Foundation provided a donation of £200,000 during the year (2024: nil).

10 Corporation tax

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

11 Fixed assets: tangible assets

Cost	Computer equipment £	Total £
At 1 April 2024	-	-
Additions	511	511
Disposals	-	-
At 31 March 2025	511	511
Depreciation		
At 1 April 2024	-	-
Charge for the year	128	128
Disposals	-	-
At 31 March 2025	128	128
Net book value		
At 31 March 2025	383	383
<i>At 31 March 2024</i>	-	-

The Cohesion and Integration Network

Notes to the accounts for the period ended 31 March 2025 (continued)

12 Debtors

	2025 £	2024 £
Grants receivable	148,341	26,300
Trade debtors	7,039	13,010
Prepayments and other debtors	1,844	-
	157,224	39,310

13 Cash at bank and in hand

	2025 £	2024 £
Cash at bank and on hand	76,014	122,025
	76,014	122,025

14 Creditors: amounts falling due within one year

	2025 £	2024 £
Trade creditors	9,517	1,120
Other creditors and accruals	1,600	3,089
Deferred income	-	25,000
Taxation and social security costs	40,737	4,277
	51,854	33,486

15 Deferred income

	2025 £	2024 £
Deferred grant brought forward	25,000	-
Income received	-	25,000
Released to income from charitable activities	(25,000)	-
Deferred income carried forward	-	25,000

The Cohesion and Integration Network

Notes to the accounts for the period ended 31 March 2025 (continued)

16 Analysis of movements in restricted funds

Current reporting period	Balance at 1 April 2024 £	Income £	Expenditure £	Transfers £	Balance at 31 March 2025 £
Spirit of 2012	25,860	33,737	(33,737)	-	25,860
Shared Ground	11,800	-	-	(11,800)	-
Sports England	-	97,000	(97,733)	-	(733)
Plan 4 Peace	10,704	-	-	(10,704)	-
Beyond 25 Project	3,490	-	-	(3,490)	-
Total	51,854	130,737	(131,470)	(25,994)	25,127
Previous reporting period	Balance at 1 April 2023 £	Income £	Expenditure £	Transfers £	Balance at 31 March 2024 £
Calderdale Consultancy	-	20,858	(624)	(20,234)	-
Power of Connection (DCMS)	29,946	4,000	(3,399)	(30,547)	-
Spirit of 2012	-	26,300	(440)	-	25,860
Shared Ground	-	13,800	(2,000)	-	11,800
Institute of Physics	(5,649)	57,968	(25,152)	(27,167)	-
Manchester City Council	-	4,160	-	(4,160)	-
Plan for Peace	2,954	10,000	(2,250)	-	10,704
Beyond 25 Project	-	3,490	-	-	3,490
DLUHC SC Measurement Rapid Review	6,123	10,000	-	(16,123)	-
Total	33,374	150,576	(33,865)	(98,231)	51,854

The Cohesion and Integration Network

Notes to the accounts for the period ended 31 March 2025 (continued)

Sports England – Sports England is a pilot programme to deliver training, action projects and develop Communities of practice in 6 areas of England

Plan for Peace - towards an evaluation of Plan for Peace's programme

Spirit of 2012 – Spirit 2012 reviews the Spirit 2012 archive to provide insights to understand the impact which events bring to social cohesion.

Shared Ground – Shared ground is a training course providing skills to help organisations to deliver better social cohesion outcomes

Beyond 25 Project – This is a Northern Ireland consultation programme into the key characteristics of good practice in peacebuilding.

17 Analysis of movement in unrestricted funds

Current reporting period	Balance at 1 April 2024 £	Income £	Expenditure £	Transfers £	As at 31 March 2025 £
General fund	75,995	525,315	(470,664)	25,994	156,640
	75,995	525,315	(470,664)	25,994	156,640

Previous reporting period	Balance at 1 April 2023 £	Income £	Expenditure £	Transfers £	As at 31 March 2024 £
General fund	250,079	60,001	(332,316)	98,231	75,995
	250,079	60,001	(332,316)	98,231	75,995

Name of	Description, nature and purposes of the fund
General fund	The free reserves after allowing for all designated funds

The Cohesion and Integration Network

Notes to the accounts for the period ended 31 March 2025 (continued)

18 Analysis of net assets between funds

Current Reporting Period	General fund £	Designated funds £	Restricted funds £	Total £
Tangible fixed assets	-	-	-	-
Other net current assets/(liabilities)	156,257	-	25,127	181,384
Total	156,257	-	25,127	181,384
Previous Reporting Period	General fund £	Designated funds £	Restricted funds £	Total £
Tangible fixed assets	-	-	-	-
Fixed asset investments	-	-	-	-
Other net current assets/(liabilities)	75,995	-	51,854	127,849
Creditors of more than one year	-	-	-	-
Total	75,995	-	-	127,849

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

	2025 £	2024 £
Net income/(expenditure) for the year	53,918	(155,604)
Adjustments for:		
Depreciation charge	128	-
Decrease/(increase) in debtors	(117,914)	(16,695)
Increase/(decrease) in creditors	18,368	(3,403)
Net cash provided by/(used in) operating	(45,500)	(175,702)

The Cohesion and Integration Network

Notes to the accounts for the period ended 31 March 2025 (continued)

20 Prior Year Statement of Financial Activities (including Income and Expenditure account)

	Unrestricted funds £	Restricted funds £	Total funds 2024 £	Total funds 2023 £
Income from:				
Donations and legacies	-	-	-	-
Charitable activities:	60,001	150,576	210,577	482,441
Total income	60,001	150,576	210,577	482,441
Expenditure on:				
Raising funds	149	-	149	2,880
Charitable activities:	332,167	33,865	366,032	305,752
Total expenditure	332,316	33,865	366,181	308,632
Net income/(expenditure) for the year	(272,315)	116,711	(155,604)	173,809
Transfer between funds	98,231	(98,231)	-	-
Net movement in funds for the year	(174,084)	18,480	(155,604)	173,809
Reconciliation of funds				
Total funds brought forward	250,079	33,374	283,453	109,644
Total funds carried forward	75,995	51,854	127,849	283,453

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

THE COHESION AND INTEGRATION NETWORK

England & Wales - Charity number 1180761

Accounts

Belong – The Cohesion and Integration Network

Report and financial statements
For the year ended 31 March 2024

Belong - The Cohesion and Integration Network

Reference and administrative information

for the year ended 31 March 2024

Charity number 1180761

Registered office and operational address

The Cohesion and Integration Network,
Beehive Mill,
Jersey Street,
Ancoats.
Manchester
M4 6JG

The charity is also known as 'Belong – The Cohesion and Integration Network'

Trustees

Trustees who served during the year and up to the date of this report were as follows:

Shalni Arora	Co-Chair
Miriam Juan-Torres Gonzalez	Co-Chair
Garth Dallas	
Michelle Larence	
Reeya Harish Gadhvana	
Robert French	
Robin Tuddenham	
Fiona Callister	

Key management personnel

Jo Broadwood (left January 2024) Chief Executive Officer
Mike Waite (from January 2024) Chief Executive Officer

Bankers

Co-operative Bank
The Co-operative Bank, PO Box 250, Skelmersdale, WN8 6WT

Independent Examiners

Jennifer Daniel FCCA DChA, Slade & Cooper Limited
Beehive Mill, Jersey St, Manchester, M4 6JG

Belong - The Cohesion and Integration Network

Trustees' annual report

for the year ended 31 March 2024

The trustees present their report and the unaudited financial statements for the year ended 31st March 2024. Reference and administrative information set out on page 1 forms part of this report. The financial statements comply with current statutory requirements, the charity's memorandum and articles of association and the Statement of Recommended Practice - Accounting and Reporting by Charities: SORP applicable to charities preparing their accounts in accordance with FRS 102.

Objectives and activities

The Cohesion and Integration Network (known as Belong – The Cohesion and Integration Network) is a charitable incorporated organisation and registered charity (charity number 1180761). The governing document is the Cohesion and Integration Network Constitution registered on 20 November 2018. The trustees present their report and the independently financial statements for the period ended March 2023.

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

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

Objects

The objects of the Cohesion and Integration Network CIO are, for the public benefit:

a) the promotion of equality and diversity by:

- I. advancing education and raising awareness in equality and diversity;
- II. promoting activities to foster understanding between people from diverse backgrounds;
- III. promoting cohesion and integration and fostering understanding within and between communities;
- IV. conducting or commissioning research on equality and diversity issues and publishing the results to the public;
- V. cultivating a sentiment in favour of equality and diversity;
- VI. seeking the elimination of discrimination and the acceptance of lawful difference, whatever the background of individuals or communities;
- VII. promoting best practice and the sharing of ideas in the areas of cohesion, integration and intercultural interventions;
- VIII. developing ideas, creating learning opportunities, and building capacity, competence and confidence for all those individuals and organisations involved in this field.

b) the promotion of the voluntary sector for cohesion and integration policy and practice by identifying and disseminating best practice in cohesion and integration activities, where: 'the voluntary sector' means charities and voluntary organisations; and

- I. charities are organisations, which are established for exclusively charitable purposes in accordance with the law of England and Wales; and
- II. voluntary organisations are independent organisations, which are established for purposes that add value to the community as a whole, or a significant section of the community, and which are not

Belong - The Cohesion and Integration Network

Trustees' annual report

for the year ended 31 March 2024

permitted by their constitution to make a profit for private distribution. Voluntary organisations do not include local government or other statutory authorities.

Vision and Mission

The Vision of the Cohesion and Integration Network is a more integrated and less divided Society

Our Mission is to:

- Connect people, places and organisations across all sectors and localities in the UK through membership of Belong – The Cohesion and Integration Network to disseminate knowledge and best practice on integration.
- Support and develop all those who are delivering cohesion, integration and intercultural work; giving them the resources, skills, inspiration and confidence to lead and champion this vital work.
- With our members raise the profile of this vital work, developing a shared voice, improving practice and influencing policy so that together we can make an integrated society an everyday reality.

Values

- We value our members who are leading the way on cohesion and integration across the UK. Their experience, knowledge and insight informs and influences the strategic direction of the COIN.
- We value generous collaboration – no one organisation alone can solve the divisions in UK society. Only by working in partnership with others can we achieve our vision of a more integrated society.
- We value evidence-based practice and research and maintaining a focus on 'what works'. We are open minded and curious, actively encouraging new ideas, learning and innovation in order to transform practice and policy.
- We are an inclusive organisation. We celebrate the benefits of diversity for a better society. We welcome and respect difference and operate within an Equalities framework and best practice.
- We welcome courageous and bold conversations about difference underpinned by a commitment to strengthen social bonds, emphasise shared interests and build common ground
- We are professional and trustworthy, open and transparent about our policies and practices.

Introduction and Strategic Goals

As the initial period of community spirit and unity subsided after the COVID-19 pandemic some old divisions and tensions within UK society have re-emerged and fractures between different groups, communities and regions are again coming to the fore. In order to build a kinder, fairer, better connected and more inclusive society, we need to strengthen the ties that bind us and in particular those ties that bridge between different groups, communities, and regions. The work of Belong – The Cohesion and Integration Network directly addresses this need.

Achievements and performance

The charity's main achievements in the year to end March 2024 are described below. All of its charitable activities focus on its charitable objectives as set out above and are undertaken to further Belong's charitable purposes for the public benefit.

This year has seen significant challenges to cohesion in the UK: the ongoing cost of living pressures for many people; the impact in our communities of conflicts overseas; and the increasingly severe pressures on the resources of local government and other agencies providing services in neighbourhoods and communities.

Belong - The Cohesion and Integration Network

Trustees' annual report

for the year ended 31 March 2024

More than ever, it's important to promote evidence-based, 'what works' approaches to social cohesion, and for effective approaches to develop expertise and support those working to address, avert and resolve community tensions and to promote good relations.

Leadership

Belong was saddened by the departure of Broadwood, who had lead Belong since 2019 and who left in January to join the youth and conflict charity Leap Confronting Conflict. The trustees were extremely grateful to Mike Waite for agreeing to act as interim CEO whilst a permanent replacement was secured.

Building support and membership of the network:

Despite the continuing uncertainty of the external environment Belong retained the majority of our members including Manchester City Council as a founding mem
During the year Belong actively pursued renewals and the recruitment of new members via the programmes, products and research described below which have allowed us to engage widely across different sectors and geographies

Developing and Supporting Leadership on Social Cohesion

Belong continued to offer regular peer support networks for members via three different communities of practice:

- Power of Sport
- Local Government
- Shared Ground

Research

Belong has delivered research and evaluation expertise to the following projects
Power of Connection, Bradford for Everyone integration Area Programme 2018-2022, Changemakers in Turbulent Times, Spirit of 2012 Archive Research, The Khan Review.

Influencing Policy and Practice

Belong has directly influenced policy and contributed to new and positive thinking. This has included guidance on the challenges for local government leaders in responding to tensions arising from the Israel and Gaza conflict and inputted directly to government policy by contributing a key background paper to The Khan Review: Threats to Social Cohesion and Democratic Resilience. We've also worked with leaders in business, voluntary groups, charities, local authorities and housing associations to ensure that cohesion forms an integral part of their organisation's activities.

Beneficiaries of our services

Belong's toolkits, training, workshops and resources support leadership and share best practice in social cohesion for our members and wider organisations. This has included the Power of Connection Toolkit which was created using funding from The Department of Culture, Media and Sport and developed in partnership with The Conservation Volunteers, St Johns Ambulance and the Royal Voluntary Service. We have also carried out consultancy work for members looking to develop, implement and evaluate their social cohesion work. This has included Manchester City Council, Calderdale Council and Brabners.

Belong - The Cohesion and Integration Network

Trustees' annual report

for the year ended 31 March 2024

Financial review

Belong – The Cohesion and Integration Network generated financial commitments of £210,577 in total towards core costs and delivery of products and projects during 2023-2024.

The total amount of restricted funds carried forward to 2024/2025 totalled £51,854 of which the majority comprised funds towards the Power of Connection toolkit. All restricted funds carried forward from 2022/23 were fully utilized within the year.

Expenditure

Expenditure at end March 2024 totalled **£366,181** (cf. £308,632 in 2022/23). Of this £242,585 (cf. £167,090 in 2022/2023) was spent on salaries for the core team which by the end of the period comprised 3 full time and 4 part time members of staff. Fund balances at the year end.

Belong – The Cohesion and Integration Network recorded a reserves balance of £127,849, of which £51,854 was restricted funds, with the remaining amount of £75,995 unrestricted.

Reserves policy

The trustees have continued to adopt a pragmatic approach towards the issue of reserves whilst taking a prudent approach to financial management and oversight. Trustees were provided with management accounts and cashflow forecasts throughout this period at board meetings, which occurred every 2 – 3 months, and the charity ended the period in a healthy financial position. Reimbursement of trustees for travel and accommodation amounted to £599 during the period covered by this report.

Plans for the future

Whilst Belong will continue to convene partner organisations, practitioners and policymakers to improve social cohesion, there is growing demand for direct support to local authorities that Belong is well placed to support. The organisation will focus its resources on supporting local leaders to develop and deliver cohesion strategies that meet the needs of their communities, using this work to inform national research and policy development, building tried and tested methods use in recent projects including with Manchester City Council and Calderdale Council.

Structure, governance and management

Governing document

The Cohesion and Integration Network is incorporated as a charitable incorporated organisation in November 2018 and registered with the Charity Commission on 20th November 2018. The governing document is the constitution dated 20th November 2018. The Cohesion and Integration Network is a registered charity in England and Wales (registration number 1180761).

The Cohesion and Integration Network was rebranded as 'Belong – The Cohesion and Integration Charity' in October 2019. It's registered name remains the Cohesion and Integration Network.

The Board of Trustees

Trustees are appointed by an ordinary resolution. The trustees may appoint a person who is willing to act as a trustee, however, a trustee appointed by the resolution of other trustees must resign and stand

Belong - The Cohesion and Integration Network

Trustees' annual report

for the year ended 31 March 2024

for re-appointment by an ordinary resolution at the next annual general meeting. Trustees are appointed for a period of three years.

There were no re-appointments during the period covered by this report.

All trustees give their time voluntarily and receive no benefits from the charity. Any expenses reclaimed from the charity are set out in note 9 to the accounts.

Related parties and relationships with other organisations

Prior to taking up the position of Acting Chief Executive Officer, Mike Waite had been working as a contractor for the Belong Network and had been paid through his company 'Process North'. The total payments made to Mike Waite (including expenses) was £10,849

Remuneration policy for key management personnel

The key management personnel of the charity comprise the trustees and the Chief Executive Officer. The total employee benefits of the key management personnel of the charity were £65,976

Risk management

The trustees are responsible for ensuring that the charity has an appropriate system of controls. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention of fraud and other irregularities. The Board of Trustees regularly reviews risk and satisfies itself that the major risks to which Belong – The Cohesion and Integration Network is exposed have been discussed and that systems have been established to mitigate those risks.

Statement of responsibilities of the trustees

Law applicable to charities in England and Wales requires the trustees to prepare financial statements for each financial year which give a true and fair view of the charity's financial activities during the period and of its financial position at the end of the period. In preparing financial statements giving a true and fair view, the trustees should follow best practice and:

- Select suitable accounting policies and then apply them consistently
- Observe the methods and principles in the Charities SORP
- Make judgements and estimates that are reasonable and prudent
- State whether applicable UK Accounting Standards and statements of recommended practice have been followed, subject to any material departures disclosed and explained in the financial statements
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation

The trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Charities Act 2011. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

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

Belong - The Cohesion and Integration Network

Trustees' annual report

for the year ended 31 March 2024

The trustees' annual report has been approved by the trustees on 25/11/2024 and signed on their behalf by

Shalni Arora

Co-Chair, Belong – The Cohesion and Integration Network

Independent examiner's report
to the trustees of
Belong - The Cohesion and Integration Network

I report to the charity trustees on my examination of the accounts of the charity for the period ended 31st March 2024 which are set out on pages 9 to 24.

Responsibilities and basis of report

As the charity's trustees you are responsible for the preparation of the accounts in accordance with the requirements of the Charities Act 2011 ('the Act').

I report in respect of my examination of the charity's accounts carried out under section 145 of the Act and in carrying out my examination I have followed all the applicable Directions given by the Charity Commission under section 145(5)(b) of the Act.

Independent examiner's statement

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

1. accounting records were not kept in respect of the charity as required by section 130 of the Act; or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the applicable requirements concerning the form and content of accounts set out in the Charities (Accounts and Reports) Regulations 2008 other than any requirement that the accounts give a 'true and fair view' which is not a matter considered as part of an independent examination.

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

Jennifer Daniel FCCA DChA

Slade & Cooper Limited, Chartered Certified Accountants
Beehive Mill, Jersey Street, Ancoats,
Manchester, M4 6JG

Date 23/12/2024

The Cohesion and Integration Network
Statement of Financial Activities
for the period ended 31 March 2024

	Note	Unrestricted funds £	Restricted funds £	Total funds 2024 £	Total funds 2023 £
Income from:					
Donations and legacies	-	-	-	-	-
Charitable activities:	3	60,001	150,576	210,577	482,441
Total income		60,001	150,576	210,577	482,441
Expenditure on:					
Raising funds	4	149	-	149	2,880
Charitable activities:	5	332,167	33,865	366,032	305,752
Total expenditure		332,316	33,865	366,181	308,632
Net income/(expenditure) for the year	7	(272,315)	116,711	(155,604)	173,809
Transfer between funds		98,231	(98,231)	-	-
Net movement in funds for the year		(174,084)	18,480	(155,604)	173,809
Reconciliation of funds					
Total funds brought forward		250,079	33,374	283,453	109,644
Total funds carried forward		75,995	51,854	127,849	283,453

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

The Cohesion and Integration Network

Balance Sheet

as at 31 March 2024

	Note	2024	2023
		£	£
Current assets			
Debtors	11	39,310	22,615
Cash at bank and in hand	12	122,025	297,727
Total current assets		161,335	320,342
Liabilities			
Creditors: amounts falling due in less than one year	13	(33,486)	(36,889)
Net current assets		127,849	283,453
Total assets less current liabilities		127,849	283,453
Net assets		127,849	283,453
Funds of the charity:			
Restricted income funds	15	51,854	33,374
Unrestricted income funds	16	75,995	250,079
Total charity funds		127,849	283,453

The notes on pages 12 to 24 form part of these accounts.

Approved by the trustees on 25/ 11/ 2024 and signed on their behalf by:

.....
Shani Arora (Co-chair)

The Cohesion and Integration Network
Statement of Cash Flows
for the period ending 31 March 2024

	Note	2024 £	2023 £
Cash provided by/(used in) operating activities	18	(175,702)	170,550
Cash and cash equivalents at the beginning of the year		297,727	127,177
Cash and cash equivalents at the end of the year		122,025	297,727

The Cohesion and Integration Network

Notes to the accounts for the period ended 31 March 2024

1 Accounting policies

The principal accounting policies adopted, judgments and key sources of estimation uncertainty in the preparation of the financial statements are as follows:

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), second edition - October 2019 (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Charities Act 2011 and UK Generally Accepted Accounting Practice.

The accounts (financial statements) have been prepared to give a 'true and fair view' and have departed from the Charities (Accounts and Reports) Regulations 2008 only to the extent required to provide a 'true and fair view'. This departure has involved following 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), second edition - October 2019, rather than the Accounting and Reporting by Charities: Statement of Recommended Practice effective from 1 April 2005 which has since been withdrawn.

The Cohesion and Integration Network 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.

b Preparation of the accounts on a going concern basis

The trustees consider that there are no material uncertainties about the charity's ability to continue as a going concern.

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

c Income

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the item(s) of income have been met, it is probable that the income will be received and the amount can be measured reliably.

Income from government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

Income received in advance of a provision of a specified service is deferred until the criteria for income recognition are met.

The Cohesion and Integration Network

Notes to the accounts for the period ended 31 March 2024 (continued)

d Donated services and facilities

Donated professional services and donated facilities are recognised as income when the charity has control over the item, any conditions associated with the donated item have been met, the receipt of economic benefit from the use by the charity of the item is probable and that economic benefit can be measured reliably. In accordance with the Charities SORP (FRS 102), general volunteer time is not recognised; refer to the trustees' annual report for more information about their contribution.

On receipt, donated professional services and donated facilities are recognised on the basis of the value of the gift to the charity which is the amount the charity would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

e Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the Bank.

f Fund accounting

Unrestricted funds are available to spend on activities that further any of the purposes of charity.

Designated funds are unrestricted funds of the charity which the trustees have decided at their discretion to set aside to use for a specific purpose.

Restricted funds are donations which the donor has specified are to be solely used for particular areas of the charity's work or for specific projects being undertaken by the charity.

g Expenditure and irrecoverable VAT

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

- Costs of raising funds comprise the costs of fundraising and their associated support costs.
- Expenditure on charitable activities includes the costs of services undertaken to further the purposes of the charity and their associated support costs.
- Other expenditure represents those items not falling into any other heading.

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

The Cohesion and Integration Network

Notes to the accounts for the period ended 31 March 2024 (continued)

h Allocation of support costs

Support costs are those functions that assist the work of the charity but do not directly undertake charitable activities. Support costs include back office costs, finance, personnel, payroll and governance costs which support the charity's programmes and activities. These costs have been allocated between cost of raising funds and expenditure on charitable activities. The bases on which support costs have been allocated are set out in note 6.

i Tangible fixed assets

Individual fixed assets costing £500 or more are capitalised at cost and are depreciated over their estimated useful economic lives on a straight line basis. There were no tangible fixed assets bought in the period.

j 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.

k Cash at bank and in hand

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

l 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.

2 Legal status of the charity

The charity is an charitable incorporated organisation, registered 20th November 2018 as a charity in England & Wales.

The Cohesion and Integration Network

Notes to the accounts for the period ended 31 March 2024 (continued)

3 Income from charitable activities

Current reporting period	Unrestricted £	Restricted £	Total 2024 £
Calderdale MBC	-	20,858	20,858
Spirit of 2012	-	26,300	26,300
Shared Ground	-	11,800	11,800
Manchester City Council	-	4,160	4,160
Institute of Physics	-	57,968	57,968
Plan for Peace	-	10,000	10,000
Membership Income	56,070	-	56,070
Product Development Income	-	2,000	2,000
Conference Income	2,131	-	2,131
Other income	1,800	17,490	19,290
Total	60,001	150,576	210,577
Previous reporting period	<i>Unrestricted</i> £	<i>Restricted</i> £	<i>Total 2023</i> £
B&M Retail	300,000	-	300,000
DCMS	-	80,000	80,000
Nuffield Foundation (University of Kent)	-	10,000	10,000
Institute of Physics	-	18,266	18,266
Plan for Peace	-	5,000	5,000
Bradford City Council	12,600	2,880	15,480
Membership Income	36,382	-	36,382
Product Development Income	-	5,200	5,200
Conference Income	2,676	-	2,676
Other income	1,439	7,998	9,437
Total	353,097	129,344	482,441

4 Cost of raising funds

	2024 £	2023 £
Fundraiser's fees	149	2,880
	149	2,880

All expenditure on cost of raising funds is unrestricted.

The Cohesion and Integration Network

Notes to the accounts for the period ended 31 March 2024 (continued)

5 Analysis of expenditure on charitable activities

Current reporting period	Total 2024 £	Total 2023 £
Staff costs	279,970	182,021
Office costs & IT	16,183	12,711
HR & Recruitment	-	3,298
Research & Content Development	16,759	4,865
Events & Training	-	150
Conference Costs	4,733	9,819
Consultancy Fees	1,530	5,190
Project costs	44,243	78,860
Website Development costs	-	1,205
Governance costs (see note 6)	2,034	6,973
Support costs (see note 6)	580	660
	366,032	305,752
	2024 £	2023 £
Restricted expenditure	33,865	98,981
Unrestricted expenditure	332,167	206,771
	366,032	305,752

The Cohesion and Integration Network

Notes to the accounts for the period ended 31 March 2024 (continued)

6 Analysis of governance and support costs

Current reporting period	Basis of apportionment	Support £	Governance £	<i>Total 2024</i> £
Payroll Fees		580	-	580
Trustee expenses	Governance	-	308	308
Accountancy services	Governance	-	1,726	1,726
Trustee Recruitment	Governance	-	-	-
		580	2,034	2,614
Previous reporting period	Basis of apportionment	<i>Support</i> £	<i>Governance</i> £	<i>Total 2023</i> £
Payroll Fees	Floor area	660	-	660
Trustee expenses	Governance	-	599	599
Accountancy services	Governance	-	1,814	1,814
Trustee Recruitment	Governance	-	4,560	4,560
		660	6,973	7,633

7 Net income/(expenditure) for the year

This is stated after charging/(crediting):	2024 £	2023 £
Examiner's remuneration - accountancy fees	1,188	1,188
Examiner's remuneration - payroll bureau fees	483	550
Independent examiner's fees	324	324

The Cohesion and Integration Network

Notes to the accounts for the period ended 31 March 2024 (continued)

8 Staff costs

Staff costs during the year were as follows:

	2024 £	2023 £
Wages and salaries	242,585	167,090
Social security costs	19,690	11,704
Pension costs	4,305	3,227
Other Staff Costs	13,390	-
	279,970	182,021

No employee has employee benefits in excess of £60,000 (2023: one).

The average number of staff employed during the period was 7 (2023: 6).

The average full time equivalent number of staff employed during the period was 5.25 (2023: 4.08).

The key management personnel of the charity comprise the trustees and the Chief Executive Officer. The total employee benefits of the key management personnel of the charity were £77,226 (2023: £72,704).

The Cohesion and Integration Network

Notes to the accounts for the period ended 31 March 2024 (continued)

9 Trustee remuneration and expenses, and related party transactions

Neither the management committee nor any persons connected with them received any remuneration during the year (2023: Nil).

3 (2023: 4) members of the management committee received travel and subsistence expenses during the year of £308 (2023: £599).

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

No trustee or other person related to the charity had any personal interest in any contract or transaction entered into by the charity, including guarantees, during the year (2023: nil).

10 Corporation tax

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

11 Debtors

	2024 £	2023 £
Grants receivable	26,300	22,615
Trade debtors	13,010	-
	39,310	22,615

12 Cash at bank and in hand

	2024 £	2023 £
Cash at bank and on hand	122,025	297,727
	122,025	297,727

The Cohesion and Integration Network

Notes to the accounts for the period ended 31 March 2024 (continued)

13 Creditors: amounts falling due within one year

	2024 £	2023 £
Trade creditors	1,120	-
Other creditors and accruals	3,089	32,585
Deferred income	25,000	-
Taxation and social security costs	4,277	4,304
	33,486	36,889

14 Deferred income

	2024 £	2023 £
Deferred grant brought forward	-	12,600
Income received	25,000	-
Released to income from charitable activities	-	(12,600)
Deferred income carried forward	25,000	-

The Cohesion and Integration Network

Notes to the accounts for the period ended 31 March 2024 (continued)

15 Analysis of movements in restricted funds

Current reporting period	Balance at 1 April 2023 £	Income £	Expenditure £	Transfers £	Balance at 31 March 2024 £
Calderdale Consultancy	-	20,858	(624)	(20,234)	-
Power of Connection (DCMS)	29,946	4,000	(3,399)	(30,547)	-
Spirit of 2012	-	26,300	(440)	-	25,860
Shared Ground	-	13,800	(2,000)	-	11,800
Institute of Physics	(5,649)	57,968	(25,152)	(27,167)	-
Manchester City Cc	-	4,160	-	(4,160)	-
Plan 4 Peace	2,954	10,000	(2,250)	-	10,704
Beyond 25 Project	-	3,490	-	-	3,490
DLUHC SC Measurement Rapid Review	6,123	10,000	-	(16,123)	-
Total	33,374	150,576	(33,865)	(98,231)	51,854
Previous reporting period	Balance at 1 April 2022 £	Income £	Expenditure £	Transfers £	Balance at 31 March 2023 £
Nuffield Foundation	-	10,000	(10,000)	-	-
Power of Connection (DCMS)	-	80,000	(50,054)	-	29,946
Bradford Evaluation Project	-	5,200	(5,200)	-	-
Bradford Equalities Project	-	2,880	(2,880)	-	-
Institute of Physics	2,111	18,266	(26,026)	-	(5,649)
Kirklees Project	900	-	(900)	-	-
Plan for Peace	-	5,000	(2,046)	-	2,954
DLUHC SC Measurement Rapid Review	-	7,998	(1,875)	-	6,123
Total	3,011	129,344	(98,981)	-	33,374

The Cohesion and Integration Network

Notes to the accounts for the period ended 31 March 2024 (continued)

Calderdale Consultancy – Belong were commissioned to work with Calderdale council to refresh their Cohesion Strategy, which had been launched in 2017. The new strategy e account of how bonding, bridging, and linking social capital and inter and intra group community relations have been impacted by the events of the last four years.

Power of Connection (DCMS) - grant towards the Power of Connection toolkit

Plan for Peace - towards an evaluation of Plan for Peace's programme

DLUHC SC Measurement Rapid Review - towards a review of social cohesion measurement frameworks for the Independent Advisor to the Prime Minister on Social Cohesion and Community Resilience

Institute of Physics - toward development and delivery of a community conversations programme

Spirit of 2012 – Spirit of 2012 (Spirit) has collected a wealth of evidence about UK events, both large and small, and the delivery mechanisms for those events of arts and culture, sport and physical activity, and volunteering, and how they have been used to create impact for people and for places across the UK. The project with Belong aims to disseminate best practice to a range of different audiences on designing, delivering and evaluating events that positively impact social connection and social cohesion.

Shared Ground – Shared Ground is a programme of interactive and practical sessions for local government officers, councilors and people from partner organisations who find themselves on the frontline of managing various types of tension and conflict that arise within communities and neighborhoods.

The £11,800 project with DLUHC was to provide training for a number of staff using the existing Shared Ground project materials.

Manchester City Council – In 2023/24 financial year, Belong has a £25k membership from Manchester City Council which covered a range of support provided to the council in relation to social cohesion.

In addition to the membership, Belong received £4,160 to complete 2 workshops to an audience of staff / teachers to help understand specific issues in a specific geographical area.

Beyond 25 Project – This was a project to attend virtual meetings and draft and submit a findings paper

The Cohesion and Integration Network

Notes to the accounts for the period ended 31 March 2024 (continued)

16 Analysis of movement in unrestricted funds

Current reporting period	Balance at 1 April 2023 £	Income £	Expenditure £	Transfers £	As at 31 March 2024 £
General fund	250,079	60,001	(332,316)	98,231	75,995
	<u>250,079</u>	<u>60,001</u>	<u>(332,316)</u>	<u>98,231</u>	<u>75,995</u>
	<u><u>250,079</u></u>	<u><u>60,001</u></u>	<u><u>(332,316)</u></u>	<u><u>98,231</u></u>	<u><u>75,995</u></u>
Previous reporting period	Balance at 1 April 2022 £	Income £	Expenditure £	Transfers £	As at 31 March 2023 £
General fund	106,633	353,097	(209,651)	-	250,079
	<u>106,633</u>	<u>353,097</u>	<u>(209,651)</u>	<u>-</u>	<u>250,079</u>
	<u><u>106,633</u></u>	<u><u>353,097</u></u>	<u><u>(209,651)</u></u>	<u><u>-</u></u>	<u><u>250,079</u></u>
Name of	Description, nature and purposes of the fund				
General fund	The free reserves after allowing for all designated funds				

The Cohesion and Integration Network

Notes to the accounts for the period ended 31 March 2024 (continued)

17 Analysis of net assets between funds

Current Reporting Period	General fund £	Designated funds £	Restricted funds £	Total £
Other net current assets/(liabilities)	75,995	-	51,854	127,849
Total	75,995	-	51,854	127,849
Previous Reporting Period	General fund £	Designated funds £	Restricted funds £	Total £
Other net current assets/(liabilities)	250,079	-	33,374	283,453
Total	250,079	-	-	283,453

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

	2024 £	2023 £
Net income/(expenditure) for the year	(155,604)	173,809
Adjustments for:		
Decrease/(increase) in debtors	(16,695)	(22,615)
Increase/(decrease) in creditors	(3,403)	19,356
Net cash provided by/(used in) operating	(175,702)	170,550

THE COHESION AND INTEGRATION NETWORK

England & Wales - Charity number 1180761

Accounts

Belong – The Cohesion and Integration Network

Report and financial statements
For the year ended 31 March 2023

Belong - The Cohesion and Integration Network

Reference and administrative information

for the year ended 31 March 2023

Charity Number: 1180761

Registered Office and Operational Address:

The Cohesion and Integration Network
Holyoake House
Hanover Street
Manchester
M60 0AS

The charity is also known as 'Belong – The Cohesion and Integration Network'

Trustees Trustees who served during the period and up to the date of the report:

Professor Edward Francis Cantle	Chair
Shalni Arora	
Robin John Tuddenham	
Michelle Lawrence	
Nizam Uddin	
Fiona Callister	
Garth Dallas	
Robert French	
Reeya Gadhvana	

Key Management Personnel:

Jo Broadwood	Chief Executive Officer
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Bankers: Co-operative Bank
The Co-operative Bank, PO Box 250, Skelmersdale. WN8 6WT

Independent Examiner Jennifer Daniel FCCA DChA, Slade & Cooper Limited
Beehive Mill, Jersey Street, Manchester, M4 6JG

Belong - The Cohesion and Integration Network

Trustees' annual report

for the year ended 31 March 2023

The trustees present their report and the unaudited financial statements for the period ending 31st March 2023.

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

Objectives and activities

The Cohesion and Integration Network (known as Belong – The Cohesion and Integration Network) is a charitable incorporated organisation and registered charity (charity number 1180761). The governing document is the Cohesion and Integration Network Constitution registered on 20 November 2018. The trustees present their report and the independently financial statements for the period ended March 2023.

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

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

Objects

The objects of the Cohesion and Integration Network CIO are, for the public benefit:

a) the promotion of equality and diversity by:

- I. advancing education and raising awareness in equality and diversity;
- II. promoting activities to foster understanding between people from diverse backgrounds;
- III. promoting cohesion and integration and fostering understanding within and between communities;
- IV. conducting or commissioning research on equality and diversity issues and publishing the results to the public;
- V. cultivating a sentiment in favour of equality and diversity;
- VI. seeking the elimination of discrimination and the acceptance of lawful difference, whatever the background of individuals or communities;
- VII. promoting best practice and the sharing of ideas in the areas of cohesion, integration and intercultural interventions;
- VIII. developing ideas, creating learning opportunities, and building capacity, competence and confidence for all those individuals and organisations involved in this field.

b) the promotion of the voluntary sector for cohesion and integration policy and practice by identifying

and disseminating best practice in cohesion and integration activities, where: 'the voluntary sector' means charities and voluntary organisations; and

Belong - The Cohesion and Integration Network

Trustees' annual report

for the year ended 31 March 2023

- I. charities are organisations, which are established for exclusively charitable purposes in accordance with the law of England and Wales; and
- II. voluntary organisations are independent organisations, which are established for purposes that add value to the community as a whole, or a significant section of the community, and which are not permitted by their constitution to make a profit for private distribution. Voluntary organisations do not include local government or other statutory authorities.

Vision and Mission

The Vision of the Cohesion and Integration Network is a more integrated and less divided society

Our Mission is to:

- Connect people, places and organisations across all sectors and localities in the UK through membership of Belong – The Cohesion and Integration Network to disseminate knowledge and best practice on integration.
- Support and develop all those who are delivering cohesion, integration and intercultural work; giving them the resources, skills, inspiration and confidence to lead and champion this vital work.
- With our members raise the profile of this vital work, developing a shared voice, improving practice and influencing policy so that together we can make an integrated society an everyday reality.

Values

- We value our members who are leading the way on cohesion and integration across the UK. Their experience, knowledge and insight informs and influences the strategic direction of the COIN.
- We value generous collaboration – no one organisation alone can solve the divisions in UK society. Only by working in partnership with others can we achieve our vision of a more integrated society.
- We value evidence-based practice and research and maintaining a focus on 'what works'. We are open minded and curious, actively encouraging new ideas, learning and innovation in order to transform practice and policy.
- We are an inclusive organisation. We celebrate the benefits of diversity for a better society. We welcome and respect difference and operate within an Equalities framework and best practice.
- We welcome courageous and bold conversations about difference underpinned by a commitment to strengthen social bonds, emphasise shared interests and build common ground
- We are professional and trustworthy, open and transparent about our policies and practices.

Introduction and Strategic Goals

As the initial period of community spirit and unity subsided after the COVID-19 pandemic some old divisions and tensions within UK society have re-emerged and fractures between different groups, communities and regions are again coming to the fore. In order to build a kinder, fairer, better connected and more inclusive society, we need to strengthen the ties that bind us and in particular those ties that bridge between different groups, communities, and regions. The work of Belong – The Cohesion and Integration Network directly addresses this need.

Belong - The Cohesion and Integration Network

Trustees' annual report

for the year ended 31 March 2023

Belong's Strategic Goals for 2020 – 2023 are:

1. Grow a thriving coalition of grassroots organisations, businesses, local authorities, and public sector agencies who are actively promoting integration at a local and national level, raising the profile of this vital work.
2. Build and support a cohort of expert local, national and sectoral leaders who have the skills, capacity, influence and networks to tackle division and discrimination, and build common ground. This will be done via a programme of events, training, knowledge sharing forums, best practice guidance and resources.
3. Improve evidence and knowledge of 'what works' through a range of simple sector-specific toolkits that support commissioners and service providers to design and evaluate programmes around common cohesion and integration outcomes.
4. Address the underlying systemic barriers that create segregation and division in our communities by influencing key policy agendas and reporting on the state of social cohesion via our membership and through our research and evidence gathering.
5. Build a sustainable, relevant and efficient organisation with a robust plan for growth in place

Achievements and performance

The charity's main achievements in the year to end March 2023 are described below. All of its charitable activities focus on its charitable objectives as set out above and are undertaken to further Belong's charitable purposes for the public benefit.

Building support and membership of the network:

Despite the continuing uncertainty of the external environment Belong retained the majority of our members including Manchester City Council as a founding member. We were also successful in attracting new members including the Greater London Authority.

During the year Belong actively pursued renewals and the recruitment of new members via the programmes, products and research described below which have allowed us to engage widely across different sectors and geographies.

Developing and Supporting Leadership on Social Cohesion

Belong continued to offer regular peer support networks for members via three different communities of practice:

- The Local Government Community of Practice met 5 times over the course of the year, with an in person meeting in Bradford in March 2023. Topics for discussion included: a joint response to the Levelling Up White Paper; sharing good practice; and responding to community tensions in the wake of the disturbances in Leicester in autumn 2023. This culminated in a best practice paper, [Addressing Community Tensions](#) which gathered and collated best practice shared by the membership.
- The Race and Faith Hate Crime Community of Practice met twice over the course of the year. Topics included sharing best practice for tackling race and faith hate crime and development of an in person seminar, which was then utilized to input into Belong's Annual Conference.
- The Power of Sport Community of Practice met 4 times over the course of the year. The focus has been on promoting and supporting sports organisations to utilise the power of sport toolkit; generating interest and understanding in the sector; the development of a proposal for a capacity building programme to build confidence, expertise, and skills in social cohesion across the sport for development sector; and the development of an online conference in September 2023 to further promote the role of sport in supporting stronger more connected communities. Belong has also contributed to the Sport for Development coalition sessions on social cohesion and impact measurement, and policy and advocacy as a part of the Open Goal Framework.

Belong - The Cohesion and Integration Network

Trustees' annual report

for the year ended 31 March 2023

Belong has offered targeted support to Belong members. For example:

- Acting as a critical friend with strategy development (Manchester City Council); supporting advocacy for social cohesion (Walsall Council).
- As an evaluator on the Bradford Integration Area programme – supporting the dissemination of the results of the evaluation both locally and nationally.
- Institute of Physics Community Conversations Programme - in partnership with Belong Network and the Institute of Physics. After the successful pilot project in 2021-2022 a second phase of the programme has been rolled out in two new localities (Belfast and Coventry) with a third, Inverness, beginning in November. Across Belfast and Coventry we have reached 38 community participants, and have engaged 11 physicists.

And to local and national government. For example:

- Following the violence in Leicester in autumn 2023 Belong co-authored notes to government, and a paper on tension monitoring systems and dealing proactively with community tensions – co-authored with British Future, as well as convening two Chatham House sessions for local government and their local partners on tackling community tensions. As a result [Shared Ground](#) – a training course and community of practice was developed during the early part of 2023 and launched in May 2023.
- Convening a group of social cohesion and connection sector organisations who have together developed position papers and joint submissions to government.

Belong also delivered its flagship annual conference Belonging 2022 in December 2022 in Manchester which brought together Belong members and wider stakeholders from business, local government, academia and civil society to share knowledge and best practice.

Altogether across the year Belong presented at 34 events which consisted of a mix of in-house events and training and external events and webinars. During the year Belong reached 783 people directly. Of those Belong impacted either on practice and / or policy with 587 people and organisations either via its convening power, presentation of research, resources and knowledge, training and consultancy, or through influencing thinkers and policymakers.

Research and Evidence of What Works

Beyond Us and Them research project:

This major research project in partnership with the University of Kent and funded by the Nuffield Foundation was launched in May 2020 and finished in May 2022. The purpose of the project was to investigate the impact of COVID- 19 on societal cohesion in order to learn lessons on how to build resilient, socially connected and integrated local areas. A number of major reports were published (see the research page for details) with the final report published in July 2022.

The final report from this project was published in July 2022. [Discrimination, Prejudice and Cohesion – Intergroup relations among Black, Muslim and White People in Britain in the Context of COVID-19 and Beyond](#)

The Power of Connection for Volunteering:

Belong was successful in raising funds for [The Power of Connection](#), an exciting new project funded by the Department for Digital, Culture, Media and Sport and the [Shaping the Future](#) coalition. It is a partnership project drawing on expertise in social psychology research and data from the Beyond Us and Them research project via the [Centre for the Study of Group Processes](#) at the University of Kent and drawing on volunteer knowledge, practice and expertise from volunteering organisations and local government. A toolkit will be launched in Summer 2023 and will contain guidance and best practice examples on how volunteering can best strengthen social cohesion at a local level. It will draw on the latest research and evidence on volunteering and social cohesion using a bespoke theory of change developed for the purpose.

Belong - The Cohesion and Integration Network

Trustees' annual report

for the year ended 31 March 2023

Social Cohesion Measurement Framework

Belong working in partnership with the University of Kent conducted a review of social cohesion measurements to offer a draft framework for measuring local social cohesion. The review was commissioned by the Department for Levelling Up, Housing and Communities to inform Dame Sara Khan's independent review of social cohesion and resilience. The final paper benefited from comments on an earlier draft at a roundtable event involving leaders in the field of social cohesion, including government, academics and third sector organisations.

Belong - The Cohesion and Integration Network

Trustees' annual report

for the year ended 31 March 2023

Influencing Policy and Practice

The Belong CEO and team presented at a range of local and national events including giving presentations and talks to government ministers, MPs, and to the Independent Advisor to the Prime Minister on Social Cohesion and Resilience, Dame Sara Khan. Belong also provided a detailed review of social cohesion measurement frameworks as a part of her review due to be published autumn 2023.

Income Generation Activities

Belong raised £482,441 in 2022/23 (cf. £228,102 in 2021/2022) of which 7.5% (cf. 24% in 2021/22) was raised via membership; 64% (cf. 35% in 2021/22) was raised from grants and 18% (cf. 41% in 2021/22) was raised for sponsored products, with the remainder being from sales.

Financial review

Belong – The Cohesion and Integration Network generated financial commitments of £482,441 in total towards core costs and delivery of products and projects during 2022-2023.

The total amount of restricted funds carried forward to 2023/2024 totalled £33,374 of which the majority comprised funds towards the Power of Connection toolkit. All restricted funds carried forward from 2020/2021 were fully utilized within the year.

Expenditure

Expenditure at end March 2023 totalled £308,632 (cf. £248,632 in 2021/22). Of this £182,021 (cf. £168,146 in 2021/2022) was spent on salaries for the core team which by the end of the period comprised 3.9 FTE staff members.

Fund balances at the year end

Belong – The Cohesion and Integration Network recorded a reserves balance of £283,453, of which £33,374 was restricted funds, with the remaining amount of £250,079 unrestricted.

Reserves policy

The trustees have continued to adopt a pragmatic approach towards the issue of reserves whilst taking a prudent approach to financial management and oversight. Trustees were provided with management accounts and cashflow forecasts throughout this period at board meetings, which occurred every 2 – 3 months, and the charity ended the period in a healthy financial position.

Reimbursement of trustees for travel and accommodation amounted to £599 during the period covered by this report.

Belong - The Cohesion and Integration Network

Trustees' annual report

for the year ended 31 March 2023

Plans for the future

Growing our network and leadership:

In 2023 we are going to focus on growing leadership, skills and capacity in four sectors:

- Volunteering – via the Power of Connection toolkit, working with our partners and stakeholders we will build capacity and skills across the volunteering sector for social cohesion and inclusion.
- Sport – via our Power of Sport Community of Practice and via the Power of Sport toolkit working with our partners and stakeholders we will build capacity and skills across the sports sector for social cohesion outcomes.
- Local government and local services – via our members in Belong's Local Government Network we will increase membership and develop, test and market a range of products to support local areas achieve their social cohesion outcomes
- Business – building on the publication of Everybody's Business we will develop stronger links and engagement with business, building awareness, understanding and skills for the potential of business to improve local social cohesion and integration

Providing resources, toolkits, evidence of what works and inspiration

- We will continue to focus on product and project development as a means of strengthening engagement with existing members and establishing relationships with others.
- We will deliver a programme of inspiring and engaging events including a flagship autumn conference
- We will develop an engaging and inspiring online learning space for members in order to facilitate peer learning, communities of practice etc. (dependant on resources and staffing)
- We will maintain an up to date and current resource library of toolkits
- We will continue to add to the evidence base for this work through developing and carrying out research.
- We will continue to share evidence-based research and knowledge on effective cohesion strategies and how to maintain cohesion in times of crisis and build community resilience

Influence, Advocate and Mobilise

- Address the underlying systemic barriers that create segregation and division in our communities by influencing key policy agendas and reporting on the state of social cohesion via our membership and through our research and evidence gathering.
- Develop and increase our communications activity to identify and better reach key stakeholders and decision makers with targeted, relevant external communications based on advocacy goals and brand identity.
- Work with members to create a shared voice to make the case for investment in social cohesion at a local level and develop clearly defined advocacy goals and recommendations to central government.

Develop Belong's capacity to deliver excellence

- A sustainable, relevant, and efficient organisation with a robust plan for growth in place.
- To continue to implement an income generation strategy that includes trust and foundation fundraising, product development and retainment and growth of membership.
- To launch a new improved Belong website to increase engagement, brand awareness and user experience with the overall aim of increasing membership and revenue.
- To put in place key infrastructure to support membership management and engagement, and improve finance, operational and HR systems.
- To provide a warm, welcoming, and high performing team culture to support retainment and recruitment of staff

Belong - The Cohesion and Integration Network

Trustees' annual report

for the year ended 31 March 2023

Belong looks forward to continuing to collaborate with members and wider stakeholders who are working for a kinder more cohesive and integrated British society.

Structure, governance and management

Governing document

The Cohesion and Integration Network is incorporated as a charitable incorporated organisation in November 2018 and registered with the Charity Commission on 20th November 2018. The governing document is the constitution dated 20th November 2018.

The Cohesion and Integration Network is a registered charity in England and Wales (registration number 1180761).

The Cohesion and Integration Network was rebranded as 'Belong – The Cohesion and Integration Charity' in October 2019. Its registered name remains the Cohesion and Integration Network.

The Board of Trustees

Trustees are appointed by an ordinary resolution. The trustees may appoint a person who is willing to act as a trustee, however, a trustee appointed by the resolution of other trustees must resign and stand for re-appointment by an ordinary resolution at the next annual general meeting. Trustees are appointed for a period of three years. The following new trustees were appointed on 7th September 2022:

Fiona Callister

Garth Dallas

Robert French

Reeya Gudhvana

There were no re-appointments during the period covered by this report. The board of trustees met 5 times over the course of the year.

All trustees give their time voluntarily and receive no benefits from the charity. Any expenses reclaimed from the charity are set out in note 9 to the accounts.

Risk management

The trustees are responsible for ensuring that the charity has an appropriate system of controls. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention of fraud and other irregularities. The Board of Trustees regularly reviews risk and satisfies itself that the major risks to which Belong – The Cohesion and Integration Network is exposed have been discussed and that systems have been established to mitigate those risks.

Belong - The Cohesion and Integration Network

Trustees' annual report

for the year ended 31 March 2023

Statement of responsibilities of the trustees

Law applicable to charities in England and Wales requires the trustees to prepare financial statements for each financial year which give a true and fair view of the charity's financial activities during the period and of its financial position at the end of the period. In preparing financial statements giving a true and fair view, the trustees should follow best practice and:

- Select suitable accounting policies and then apply them consistently
- Observe the methods and principles in the Charities SORP
- Make judgements and estimates that are reasonable and prudent
- State whether applicable UK Accounting Standards and statements of recommended practice have been followed, subject to any material departures disclosed and explained in the financial statements
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation

The trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Charities Act 2011. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The trustees' annual report has been approved by the trustees on 10/24/2023 and signed on their behalf by

Name: Shalni Arora

Title: Co-chair of the Belong board of Trustees

Independent examiner's report
to the trustees of
Belong - The Cohesion and Integration Network

I report to the charity trustees on my examination of the accounts of the charity for the period ended 31st March 2023 which are set out on pages 11 to 25.

Responsibilities and basis of report

As the charity's trustees you are responsible for the preparation of the accounts in accordance with the requirements of the Charities Act 2011 ('the Act').

I report in respect of my examination of the charity's accounts carried out under section 145 of the Act and in carrying out my examination I have followed all the applicable Directions given by the Charity Commission under section 145(5)(b) of the Act.

Independent examiner's statement

Since the charity's gross income exceeded £250,000 your examiner must be a member of a body listed in section 145 of the 2011 Act. I confirm that I am qualified to undertake the examination because I am a member of the Association of Chartered Certified Accountants, which is one of the listed bodies.

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

1. accounting records were not kept in respect of the charity as required by section 130 of the Act;
or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the applicable requirements concerning the form and content of accounts set out in the Charities (Accounts and Reports) Regulations 2008 other than any requirement that the accounts give a 'true and fair view' which is not a matter considered as part of an independent examination.

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

Jennifer Daniel FCCA DChA

Slade & Cooper Limited, Chartered Certified Accountants
Beehive Mill, Jersey Street, Ancoats,
Manchester, M4 6JG

Date 24 November 2023

The Cohesion and Integration Network
Statement of Financial Activities
for the period ended 31 March 2023

	Note	Unrestricted funds £	Restricted funds £	Total funds 2023 £	Total funds 2022 £
Income from:					
Donations and legacies	-	-	-	-	-
	3				
Charitable activities:		353,097	129,344	482,441	228,102
Total income		353,097	129,344	482,441	228,102
Expenditure on:					
Raising funds	4	2,880	-	2,880	450
	5				
Charitable activities:		206,771	98,981	305,752	248,182
Total expenditure		209,651	98,981	308,632	248,632
Net income / (expenditure) before net gains / (losses) on investments		143,446	30,363	173,809	(20,530)
Net income / (expenditure) for the year	7	143,446	30,363	173,809	(20,530)
Transfer between funds		-	-	-	-
Net movement in funds for the year		143,446	30,363	173,809	(20,530)
Reconciliation of funds					
Total funds brought forward		106,633	3,011	109,644	130,174
Total funds carried forward		250,079	33,374	283,453	109,644

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

The Cohesion and Integration Network

Balance Sheet

as at 31 March 2023

	Note	2023	2022
		£	£
Current assets			
Debtors	11	22,615	-
Cash at bank and in hand	12	297,727	127,177
Total current assets		320,342	127,177
Liabilities			
Creditors: amounts falling due in less than one year	13	(36,889)	(17,533)
Net current assets		283,453	109,644
Total assets less current liabilities		283,453	109,644
Net assets		283,453	109,644
Funds of the charity:			
Restricted income funds	15	33,374	3,011
Unrestricted income funds	16	250,079	106,633
Total charity funds		283,453	109,644

The notes on pages 15 to 26 form part of these accounts.

Approved by the trustees on 24/10/2023 and signed on their behalf by:

Shani Arora (Co-chair)

The Cohesion and Integration Network
Statement of Cash Flows
for the period ending 31 March 2023

	Note	2023 £	2022 £
Cash provided by / (used in) operating activities	18	170,550	(4,170)
Cash and cash equivalents at the beginning of the year		127,177	131,347
Cash and cash equivalents at the end of the year		297,727	127,177

The Cohesion and Integration Network

Notes to the accounts for the period ended 31 March 2023

1 Accounting policies

The principal accounting policies adopted, judgments and key sources of estimation uncertainty in the preparation of the financial statements are as follows:

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), second edition - October 2019 (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Charities Act 2011 and UK Generally Accepted Accounting Practice.

The accounts (financial statements) have been prepared to give a 'true and fair view' and have departed from the Charities (Accounts and Reports) Regulations 2008 only to the extent required to provide a 'true and fair view'. This departure has involved following 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), second edition - October 2019, rather than the Accounting and Reporting by Charities: Statement of Recommended Practice effective from 1 April 2005 which has since been withdrawn.

The Cohesion and Integration Network 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.

b Preparation of the accounts on a going concern basis

The trustees consider that there are no material uncertainties about the charity's ability to continue as a going concern.

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

c Income

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the item(s) of income have been met, it is probable that the income will be received and the amount can be measured reliably.

Income from government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

Income received in advance of a provision of a specified service is deferred until the criteria for income recognition are met.

The Cohesion and Integration Network

Notes to the accounts for the period ended 31 March 2023 (continued)

d Donated services and facilities

Donated professional services and donated facilities are recognised as income when the charity has control over the item, any conditions associated with the donated item have been met, the receipt of economic benefit from the use by the charity of the item is probable and that economic benefit can be measured reliably. In accordance with the Charities SORP (FRS 102), general volunteer time is not recognised; refer to the trustees' annual report for more information about their contribution.

On receipt, donated professional services and donated facilities are recognised on the basis of the value of the gift to the charity which is the amount the charity would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

e Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the Bank.

f Fund accounting

Unrestricted funds are available to spend on activities that further any of the purposes of charity.

Designated funds are unrestricted funds of the charity which the trustees have decided at their discretion to set aside to use for a specific purpose.

Restricted funds are donations which the donor has specified are to be solely used for particular areas of the charity's work or for specific projects being undertaken by the charity.

g Expenditure and irrecoverable VAT

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

- Costs of raising funds comprise the costs of fundraising and their associated support costs.
- Expenditure on charitable activities includes the costs of services undertaken to further the purposes of the charity and their associated support costs.
- Other expenditure represents those items not falling into any other heading.

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

The Cohesion and Integration Network

Notes to the accounts for the period ended 31 March 2023 (continued)

h Allocation of support costs

Support costs are those functions that assist the work of the charity but do not directly undertake charitable activities. Support costs include back office costs, finance, personnel, payroll and governance costs which support the charity's programmes and activities. These costs have been allocated between cost of raising funds and expenditure on charitable activities. The bases on which support costs have been allocated are set out in note 6.

i Tangible fixed assets

Individual fixed assets costing £500 or more are capitalised at cost and are depreciated over their estimated useful economic lives on a straight line basis. There were no tangible fixed assets bought in the period.

j 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.

k Cash at bank and in hand

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

l 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.

2 Legal status of the charity

The charity is an charitable incorporated organisation, registered 20th November 2018 as a charity in England & Wales.

The Cohesion and Integration Network

Notes to the accounts for the period ended 31 March 2023 (continued)

3 Income from charitable activities

Current reporting period	Unrestricted £	Restricted £	Total 2023 £
B&M Retail	300,000	-	300,000
DCMS	-	80,000	80,000
Nuffield Foundation (University of Kent)	-	10,000	10,000
Institute of Physics	-	18,266	18,266
Plan for Peace	-	5,000	5,000
Bradford City Council	12,600	2,880	15,480
Membership Income	36,382	-	36,382
Product Development Income	-	5,200	5,200
Conference Income	2,676	-	2,676
Other income	1,439	7,998	9,437
Total	353,097	129,344	482,441
Previous reporting period	Unrestricted £	Restricted £	Total 2022 £
Council of Europe	16,299	-	16,299
Sport England	-	13,333	13,333
Nuffield Foundation (University of Kent)	-	55,789	55,789
Institute of Physics	-	39,024	39,024
Kirklees Council	-	8,400	8,400
Bradford City Council	32,400	-	32,400
Other Membership Income	55,215	-	55,215
Product Development Income	7,578	-	7,578
Other income	64	-	64
Total	111,556	116,546	228,102

4 Cost of raising funds

	2023 £	2022 £
Fundraiser's fees	2,880	450
	2,880	450

All expenditure on cost of raising funds is unrestricted.

The Cohesion and Integration Network

Notes to the accounts for the period ended 31 March 2023 (continued)

5 Analysis of expenditure on charitable activities

Current reporting period	Total 2023 £	Total 2022 £
Staff costs	182,021	168,146
Office costs & IT	12,711	6,659
HR & Recruitment	3,298	502
Research & Content Development	4,865	19,700
Events & Training	150	-
Conference Costs	9,819	-
Consultancy Fees	5,190	1,650
Project costs	78,860	48,066
Website Development costs	1,205	1,435
Governance costs (see note 6)	6,973	1,560
Support costs (see note 6)	660	464
	305,752	248,182
	2023 £	2022 £
Restricted expenditure	98,981	132,542
Unrestricted expenditure	206,771	115,640
	305,752	248,182

The Cohesion and Integration Network

Notes to the accounts for the period ended 31 March 2023 (continued)

6 Analysis of governance and support costs

Current reporting period	Basis of apportionment	Support £	Governance £	<i>Total 2023</i> £
Payroll Fees		660	-	660
Trustee expenses	Governance	-	599	599
Accountancy services	Governance	-	1,814	1,814
Trustee Recruitment	Governance	-	4,560	4,560
		660	6,973	7,633
Previous reporting period	Basis of apportionment	<i>Support</i> £	<i>Governance</i> £	<i>Total 2022</i> £
Payroll Fees	Floor area	464	-	464
Accountancy services	Governance	-	1,560	1,560
		464	1,560	2,024

7 Net income / (expenditure) for the year

This is stated after charging/(crediting):	2023 £	2022 £
Examiner's remuneration - accountancy fees	1,188	1,000
Examiner's remuneration - payroll bureau fees	550	387
Independent examiner's fees	324	300

The Cohesion and Integration Network

Notes to the accounts for the period ended 31 March 2023 (continued)

8 Staff costs

Staff costs during the year were as follows:

	2023 £	2022 £
Wages and salaries	167,090	153,633
Social security costs	11,704	11,280
Pension costs	3,227	3,233
	182,021	168,146

One employee has employee benefits in excess of £60,000 (2022: one).

The average number of staff employed during the period was 6 (2022: 5).

The average full time equivalent number of staff employed during the period was 4.08 (2022: 4.04).

The key management personnel of the charity comprise the trustees and the Chief Executive Officer. The total employee benefits of the key management personnel of the charity were £72,704 (2022: £69,518).

The Cohesion and Integration Network

Notes to the accounts for the period ended 31 March 2023 (continued)

9 Trustee remuneration and expenses, and related party transactions

Neither the management committee nor any persons connected with them received any remuneration during the year (2022: Nil).

4 (2022: none) members of the management committee received travel and subsistence expenses during the year of £599 (2022: £nil).

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

In 2022/23, the charity received two unrestricted grants of £150,000 each from B&M Retail.

No trustee or other person related to the charity had any personal interest in any contract or transaction entered into by the charity, including guarantees, during the year (2022: nil).

10 Corporation tax

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

11 Debtors

	2023 £	2022 £
Grants receivable	22,615	-
	22,615	-

12 Cash at bank and in hand

	2023 £	2022 £
Cash at bank and on hand	297,727	127,177
	297,727	127,177

The Cohesion and Integration Network

Notes to the accounts for the period ended 31 March 2023 (continued)

13 Creditors: amounts falling due within one year

	2023 £	2022 £
Other creditors and accruals	32,585	1,560
Deferred income	-	12,600
Taxation and social security costs	4,304	3,373
	36,889	17,533

14 Deferred income

	2023 £	2022 £
Deferred grant brought forward	12,600	-
Income received	-	45,000
Released to income from charitable activities	(12,600)	(32,400)
Deferred income carried forward	-	12,600

Deferred income is in respect of a consultancy programme that is completed in 2022/23

The Cohesion and Integration Network

Notes to the accounts for the period ended 31 March 2023 (continued)

15 Analysis of movements in restricted funds

Current reporting period	Balance at 1 April 2022 £	Income £	Expenditure £	Transfers £	Balance at 31 March 2023 £
Nuffield Foundation	-	10,000	(10,000)	-	-
Power of Connection (DCMS)	-	80,000	(50,054)	-	29,946
Bradford Evaluation Project	-	5,200	(5,200)	-	-
Bradford Equalities Project	-	2,880	(2,880)	-	-
Institute of Physics	2,111	18,266	(26,026)	-	(5,649)
Kirklees Project	900	-	(900)	-	-
Plan for Peace	-	5,000	(2,046)	-	2,954
DLUHC SC Measurement Rapid Review	-	7,998	(1,875)	-	6,123
Total	3,011	129,344	(98,981)	-	33,374
Previous reporting period	Balance at 1 April 2021 £	Income £	Expenditure £	Transfers £	Balance at 31 March 2022 £
Activity 1					
Nuffield Foundation	8,117	55,789	(63,906)	-	-
Sport England	(272)	13,333	(13,061)	-	-
Spirit of 2012	11,132	-	(11,162)	30	-
Institute of Physics	-	39,024	(36,913)	-	2,111
Kirklees Project	-	8,400	(7,500)	-	900
Total	18,977	116,546	(132,542)	30	3,011

The Cohesion and Integration Network

Notes to the accounts for the period ended 31 March 2023 (continued)

Nuffield Foundation - grants towards the Beyond Us and Them project

Power of Connection (DCMS) - grant towards the Power of Connection toolkit

Plan for Peace - towards an evaluation of Plan for Peace's programme

DLUHC SC Measurement Rapid Review - towards a review of social cohesion measurement frameworks for the Independent Advisor to the Prime Minister on Social Cohesion and Community Resilience

Institute of Physics - toward development and delivery of a community conversations programme

Kirklees Project - towards development and delivery of strategy design workshops

Bradford Evaluation Project - towards the completion of an evaluation of Bradford Councils's Integration Area Programme

Bradford Equalities Project - for development work with Bradford Council

16 Analysis of movement in unrestricted funds

Current reporting period	Balance at 1 April 2022 £	Income £	Expenditure £	Transfers £	As at 31 March 2023 £
General fund	106,633	353,097	(209,651)	-	250,079
	<u>106,633</u>	<u>353,097</u>	<u>(209,651)</u>	<u>-</u>	<u>250,079</u>

Previous reporting period	Balance at 1 April 2021 £	Income £	Expenditure £	Transfers £	As at 31 March 2022 £
General fund	111,197	111,556	(116,090)	(30)	106,633
	<u>111,197</u>	<u>111,556</u>	<u>(116,090)</u>	<u>(30)</u>	<u>106,633</u>

Name of	Description, nature and purposes of the fund
General fund	The free reserves after allowing for all designated funds

The Cohesion and Integration Network

Notes to the accounts for the period ended 31 March 2023 (continued)

17 Analysis of net assets between funds

Current Reporting Period	General fund £	Designated funds £	Restricted funds £	Total £
Other net current assets/(liabilities)	250,079	-	33,374	283,453
Total	250,079	-	33,374	283,453
Previous Reporting Period	General fund £	Designated funds £	Restricted funds £	Total £
Other net current assets/(liabilities)	106,633	-	3,011	109,644
Total	106,633	-	-	109,644

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

	2023 £	2022 £
Net income / (expenditure) for the year	173,809	(20,530)
Adjustments for:		
Decrease/(increase) in debtors	(22,615)	387
Increase/(decrease) in creditors	19,356	15,973
Net cash provided by / (used in) operating	170,550	(4,170)

THE COHESION AND INTEGRATION NETWORK

England & Wales - Charity number 1180761

Accounts

Belong - The Cohesion and Integration Network

Report and financial statements

For the period ended 31st March 2022

Belong - The Cohesion and Integration Network
Trustees' annual report
for the year ended 31st March 2022

Charity number 1180761

Registered office and operational address	The Cohesion and Integration Network Holyoake House Hanover Street Manchester M60 0AS
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The Charity is also known as "Belong – The Cohesion and Integration Network"

Trustees Trustees who served during the period and up to the date of this report were as follows:

Professor Edward Francis Cantle Chair

Shalni Arora

Robin John Tuddenham

Michelle Lawrence

Nizam Uddin

Key management

Personnel:	Jo Broadwood	Chief Executive
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Bankers Co-operative Bank

The Co-operative Bank, PO Box 250, Skelmersdale. WN8 6WT

Independent Catherine Hall FCCA DChA

examiner Slade & Cooper Limited, Beehive Mill, Jersey Street, Manchester M4 6JG

Belong - The Cohesion and Integration Network

Trustees' annual report

for the year ended 31st March 2022

The trustees present their report and the unaudited financial statements for the period ending 31st March 2022.

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

Objectives and activities

The Cohesion and Integration Network is a charitable incorporated organisation and registered charity (charity number 1180761). The governing document is the Cohesion and Integration Network Constitution registered on 20 November 2018. The trustees present their report and the independently financial statements for the period ended March 2021.

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

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

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

Objects

The objects of the Cohesion and Integration Network CIO are, for the public benefit:

- a) the promotion of equality and diversity by:
 - i. advancing education and raising awareness in equality and diversity;
 - ii. promoting activities to foster understanding between people from diverse backgrounds;
 - iii. promoting cohesion and integration, and fostering understanding within and between communities;
 - iv. conducting or commissioning research on equality and diversity issues and publishing the results to the public;
 - v. cultivating a sentiment in favour of equality and diversity;
 - vi. seeking the elimination of discrimination and the acceptance of lawful difference, whatever the background of individuals or communities;
 - vii. promoting best practice and the sharing of ideas in the areas of cohesion, integration and intercultural interventions;
 - viii. developing ideas, creating learning opportunities, and building capacity, competence and confidence for all those individuals and organisations involved in this field.
- (b) the promotion of the voluntary sector for cohesion and integration policy and practice by identifying and disseminating best practice in cohesion and integration activities, where: 'the voluntary sector' means charities and voluntary organisations; and

Belong - The Cohesion and Integration Network

Trustees' annual report

for the year ended 31st March 2022

- i. charities are organisations, which are established for exclusively charitable purposes in accordance with the law of England and Wales; and
- ii. voluntary organisations are independent organisations, which are established for purposes that add value to the community as a whole, or a significant section of the community, and which are not permitted by their constitution to make a profit for private distribution. Voluntary organisations do not include local government or other statutory authorities.

Vision and Mission

The Vision of the Cohesion and Integration Network is *a more integrated and less divided society*

Our Mission is to:

- Connect people, places and organisations across all sectors and localities in the UK through membership of Belong – The Cohesion and Integration Network to disseminate knowledge and best practice on integration.
- Support and develop all those who are delivering cohesion, integration and intercultural work; giving them the resources, skills, inspiration and confidence to lead and champion this vital work.
- With our members raise the profile of this vital work, developing a shared voice, improving practice and influencing policy so that together we can make an integrated society an everyday reality.

Values

- We value our members who are leading the way on cohesion and integration across the UK. Their experience, knowledge and insight informs and influences the strategic direction of the COIN.
- We value generous collaboration – no one organisation alone can solve the divisions in UK society. Only by working in partnership with others can we achieve our vision of a more integrated society.
- We value evidence-based practice and research and maintaining a focus on 'what works'. We are open minded and curious, actively encouraging new ideas, learning and innovation in order to transform practice and policy.
- We are an inclusive organisation. We celebrate the benefits of diversity for a better society. We welcome and respect difference and operate within an Equalities framework and best practice.
- We welcome courageous and bold conversations about difference underpinned by a commitment to strengthen social bonds, emphasise shared interests and build common ground
- We are professional and trustworthy, open and transparent about our policies and practices.

Belong - The Cohesion and Integration Network

Trustees' annual report

for the year ended 31st March 2022

Introduction and Strategic Goals The people of the UK have lived through an extraordinary time. Every area of our economy, our society and our everyday life has been affected. The early days of the COVID-19 pandemic saw many inspiring examples of mutual aid, kindness, and unity in the face of this existential threat. As the impact of the pandemic unfolded across the UK, it became evident that the virus exploited vulnerabilities posed by existing inequalities in social and economic conditions and that this contributed to the disproportionate and unequal death toll for some groups and communities.

As the initial period of community spirit and unity subsided some old divisions and tensions within UK society have re-emerged and fractures between different groups, communities and regions are again coming to the fore. In order to build a kinder, fairer, better connected and more inclusive society, we need to strengthen the ties that bind us and in particular those ties that bridge between different groups, communities, and regions. The work of Belong – The Cohesion and Integration Network directly addresses this need.

Belong's Strategic Goals for 2020 – 2023 are:

1. Grow a thriving coalition of grassroots organisations, businesses, local authorities, and public sector agencies who are actively promoting integration at a local and national level, raising the profile of this vital work.
2. Build and support a cohort of expert local, national and sectoral leaders who have the skills, capacity, influence and networks to tackle division and discrimination, and build common ground. This will be done via a programme of events, training, knowledge sharing forums, best practice guidance and resources.
3. Improve evidence and knowledge of 'what works' through a range of simple sector-specific toolkits that support commissioners and service providers to design and evaluate programmes around common cohesion and integration outcomes.
4. Address the underlying systemic barriers that create segregation and division in our communities by influencing key policy agendas and reporting on the state of social cohesion via our membership and through our research and evidence gathering.
5. Build a sustainable, relevant and efficient organisation with a robust plan for growth in place

Achievements and performance

The charity's main achievements in the year to end March 2022 are described below. All of its charitable activities focus on its charitable objectives as set out above and are undertaken to further Belong's charitable purposes for the public benefit.

Achievements April 2021 – March 2022 were as follows:

1. Building support and membership of the network

Despite the continuing uncertainty of the external environment Belong retained the majority of our members including Manchester City Council as a founding member. We were also successful in attracting new members including the Greater London Authority.

During the pandemic trustees decided not to actively market membership, recognizing that members and potential members quite rightly had other priorities supporting local efforts and vulnerable groups. Since March 2022 Belong has been more actively pursuing renewals and recruitment of new members. Membership engagement was pursued via the programmes, products and research described below which have allowed us to engage across widely across different sectors and geographies.

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2. Developing and Supporting Leadership on Social Cohesion

Beyond Us and Them research project

This major research project in partnership with the University of Kent and funded by the Nuffield Foundation was launched in May 2020 and finished in May 2022. The purpose of the project was to investigate the impact of COVID-19 on societal cohesion in order to learn lessons on how to build resilient, socially connected and integrated local areas.

The research study took a unique place-based approach and made a number of striking findings relating to trust, (both trust in institutions and trust in each other), social connections, volunteering, intergroup relations. In particular for the first time the research demonstrated the tangible benefits to local areas of an investment in social cohesion. An advisory panel of Belong members, civil society organisations and local authorities led by Professor Ted Cantle guided the project and supported the roll out across the UK. Data collection came to an end in June 2021, but analysis of data continued with further reports produced and launched including in November 2021 the final project report [Beyond Us and Them: Societal Cohesion in Britain Through 18 months of COVID-19](#).

One further short report on Discrimination, Prejudice and Intergroup relations was published in July 2022.

Support for Belong members on Cohesion

Belong team and associates have offered targeted support to its members through its consultancy and training offer. This has included:

Belong continues to support Manchester City Council in achieving its cohesion goals. Support in the period has included:

- Critical friend support to the Council's cohesion lead
- Critical friend support to the Our Shared Futures group – this is a Greater Manchester forum set up in the wake of the Manchester Arena attack to share information on cohesion issues and best practice across the 10 local authorities that make up Greater Manchester
- Delivery of a bespoke training course 'Our Shared Ground' for civil society organisations and staff working alongside communities to build their skills and capacity for cohesion work including local good relations.

Belong has supported Kirklees Metropolitan Borough Council with the development and refresh of its Cohesion Strategy, advising and supporting cohesion leads and designing and facilitation of discussions across local service and civil society leads.

3. Evidence and Knowledge of What Works

Development and Launch of the Power of Sport online toolkit

Following the launch of the 'Power of Sport – guidance for strengthening cohesion and integration through sport' in August 2020 and in receipt of funding from Sport England Belong continued to work with the Advisory Panel for this project to develop an online toolkit.

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for the year ended 31st March 2022

Launch of Together We Can Achieve Unity

Belong developed and published this [paper](#) that explores the shared learning and best practice examples from eight organisations that delivered projects focused on increasing social cohesion during the pandemic. They were funded under the Ministry of Housing, Communities and Local Government's (MHCLG) Race, Faith and Hate Crime Programme 2020-21. The organisations were highly successful in their collective numerical and geographical reach, and in their impact. The paper was launched in an online webinar in July 2021 and a launch event was held with the Department of Levelling Up, Housing and Communities with an introduction from the then Minister for Faith and Communities, Lord Stephen Greenhalgh, in September 2021.

Communities of Practice

In early 2022 Belong launched three communities of practice for members for peer support and learning; to share best practice and to develop shared voice and advocacy. This includes:

- A Local government COP: Recent topics have included sharing information about local social cohesion projects and responses to the Levelling Up White Paper.
- A Race and Faith Hate Crime COP. It is for members who are delivering programmes to tackle race and faith hate crime in local areas. Recent topics have included sharing good practice and peer support for dealing with difficult and contentious issues arising from the work.
- The Power of Sport COP. The focus has been on promoting and supporting sports organisations to utilise the power of sport toolkit and the development of a proposal for a capacity and training package for sports organisation to build confidence, expertise, and skills in social cohesion. The Sport for Development Coalition is a member of the COP and brings connection with over 200 sports organisations across the country.

Institute of Physics Community Conversations Programme

Belong worked in partnership with Belong member, the Institute of Physics, to develop a pilot Community Conversations project. The project aims to co-produce with communities and stakeholders a replicable approach and methodology that increases and encourages the active engagement of ordinary citizens in physics-based conversations, showing the impact of physics on their lives including healthcare, climate change and cybersecurity. The initial evaluation of the project has demonstrated significant shifts in understanding of the value of science based and critical thinking practices for the communities involved in Glasgow and Rochdale. A second phase of the programme is being planned.

Everybody's Business

Belong worked in partnership with the Intercultural Cities Network and local government partners to host three roundtable discussions with local authorities and a range of different businesses with a presence in their areas. The project explored the role businesses do, or could, play in

- Developing fully inclusive, integrated workforces that fully reflect the communities in which they are based and help bring people from different backgrounds together
- Helping support community life and build social infrastructure
- Helping bring local communities closer together and bridge divides.

We launched the findings from this research, setting out some guiding principles for how business and local government can work together to support social cohesion, in a webinar in March 2022.

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Bradford for Everyone Evaluation

Belong worked in partnership with Belong member Bradford District Council to evaluate the 'Bradford for Everyone' programme. Bradford district was one of the five Integration Areas set up under the government's Integrated Communities Strategy and Action Plan and delivered a range of different programmes and initiatives across the three-year period of the programme. Belong provided evaluation support to different community and civil society projects that had run programmes under the scheme and also developed and collated the overall programme evaluation which was launched at an event in July 2022.

4. Influencing Policy and Practice

The Belong CEO and team presented at a range of local and national events including giving presentations and talks to government ministers, MPs, and to the Independent Advisor to the Prime Minister on Social Cohesion and Resilience, Dame Sara Khan. Belong also provided detailed input into the call for evidence for Dame Sara's evidence review.

Digital platform and Events and Training programme

The Belong digital platform was added to including new resources uploaded.

Belong ran an extensive events programme during the year that included regular webinars as a part of the Beyond Us and Them research programme and launches for the launch of *Together We Can Achieve Unity*; *Power of Sport* online toolkit, and *Everybody's Business*.

Membership Engagement, Influencing and Communication Activities included the following:

Beyond Us and Them research findings continued to be heavily referenced and influential with a range of influential briefings for senior civil servants, ministers, MPs, and advisors.

Income Generation Activities

Belong raised £228,102 in total in 2021/2022 (cf. £258,767 in 2020/2021) of which 24% was raised via membership; 35% was raised from grants and 41% was raised for sponsored products.

Financial review Performance

Belong – The Cohesion and Integration Network generated financial commitments of £228,102 in total towards core costs and delivery of products and projects during 2021-2022. The trustees gratefully acknowledge the following organisations for their commitment to supporting the work of Belong:

- Manchester City Council committed a further £25,000 towards ongoing membership of the network.
- The Nuffield Foundation generously committed two grants towards the Beyond Us and Them project (totalling £519,205 over a period from May 2020 – May 2022). Belong received £55,789 within the 2021/22 financial year with a further amount of £10,000 expected for the 2022/2023 financial year.
- Sport England for their generous commitment of £40,000 towards the development of the online version of the Power of Sport in 2020/2021, the remaining £13,333 of which was received in the 2021/2022 financial year.
- The Intercultural Cities Network, part of the Council of Europe committed £16,299 towards the Business and Cohesion project and the development of Everybody's Business.

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The total amount of restricted funds carried forward to 2022/2023 totalled £3,011. All restricted funds carried forward from 2020/2021 were fully utilized within the year.

Expenditure

Expenditure at end March 2022 totalled £248,632 (cf. £179,955 in 2021). Of this £168,146 (cf. £144,616 in 2020/2021) was spent on salaries for the core team which by the end of the period comprised 4.04 FTE staff members.

Fund balances at the year end

Belong – The Cohesion and Integration Network recorded a reserves balance of £109,644, of which £3,011 was restricted funds, with the remaining amount of £106,633 unrestricted.

Reserves policy

The trustees have continued to adopt a pragmatic approach towards the issue of reserves whilst taking a prudent approach to financial management and oversight. Trustees were provided with monthly management accounts and cashflow forecasts throughout this period and the charity ended the period in a healthy financial position.

Due to travel and movement restrictions, there was no reimbursement of Trustees for travel and accommodation costs during the period covered by this report.

Plans for the future

Strategic Objectives for 2022 under our Strategic goals for 2020 – 2023 were approved by trustees in December 2021. They are:

Grow a thriving coalition of grassroots organisations, businesses, local authorities, and public sector agencies who are actively promoting integration at a local and national level, raising the profile of this vital work.

In 2022 this means:

To continue to focus on product and project development as a means of strengthening engagement with existing members and establishing relationships with others this includes maintaining a pipeline of product and projects. In 2022 we intend to raise resources for at least two of the following:

- The Power of Connection – a project which provides guidance and best practice on the role of volunteering in strengthening social cohesion
- Business and Cohesion – building on the ICC project development of guidance, best practice and possible kitemark for businesses that are 'Community Connectors'.
- The Power of Sport – new package that builds on the launch of the toolkit with the aim of embedding into practice
- LOCI – we will continue to look for opportunities to develop the Local Cohesion and Integration Index

To launch and establish 3 Communities of Practice:

- Local Government Community of Practice
- Sport and Integration Community of Practice
- Race, Faith and Hate Crime Community of Practice

Belong - The Cohesion and Integration Network

Trustees' annual report

for the year ended 31st March 2022

Develop and implement an impact measurement strategy to support the marketing of membership and income generation efforts

Build and support a cohort of expert local, national, and sectoral leaders who have the skills, capacity, influence and networks to tackle division and discrimination, and build common ground. This will be done via a programme of events, training, knowledge sharing forums, best practice guidance and resources.

In 2022 this means:

- A programme of inspiring and engaging events including a flagship autumn conference and a public Shared Ground programme
- To develop an engaging and inspiring online learning space for members in order to facilitate peer learning, communities of practice etc. (dependant on resources and staffing)
- To maintain an up to date and current resource library of toolkits

Improve evidence and knowledge of 'what works' through a range of simple sector-specific toolkits (such as The Power of Sport toolkit) that support commissioners and service providers to design and evaluate programmes around common cohesion and integration outcomes.

In 2022 this means:

- Drawing on projects and products that are coming to completion currently (e.g., Business and cohesion policy paper; final papers produced from Beyond Us and Them research)
- Secure investment for further analysis of rich data set gathered as a part of Beyond Us and Them project
- Sharing evidence-based research on effective cohesion strategies and how to maintain cohesion in times of crisis / build community resilience

Address the underlying systemic barriers that create segregation and division in our communities by influencing key policy agendas and reporting on the state of social cohesion via our membership and through our research and evidence gathering.

- Develop and increase our communications activity to identify and better reach key stakeholders and decision makers with targeted, relevant external communications based on advocacy goals and brand identity.
- Work with members to create a shared voice to make the case for investment in social cohesion at a local level and develop clearly defined advocacy goals and recommendations to central government.

A sustainable, relevant, and efficient organisation with a robust plan for growth in place

- To continue to implement an income generation strategy that includes trust and foundation fundraising, product development and retainment and growth of membership.
- To raise investment for improved Belong website and online content to increase engagement, brand awareness and user experience with the overall aim of increasing membership and revenue
- To raise investment for infrastructure and staff to be put in place to support membership management and engagement and peer learning (CRM, online peer learning space, etc.)
- To provide a warm, welcoming, and high performing team culture to support retainment and recruitment of staff

Belong - The Cohesion and Integration Network

Trustees' annual report

for the year ended 31st March 2022

Belong looks forward to continuing to collaborate with members and wider stakeholders who are working for a kinder more cohesive and integrated British society.

Structure, governance and management

Governing document

The Cohesion and Integration Network is incorporated as a charitable incorporated organisation in November 2018 and registered with the Charity Commission on 20th November 2018. The governing document is the constitution dated 20th November 2018.

The Cohesion and Integration Network is a registered charity in England and Wales (registration number 1180761).

The Cohesion and Integration Network was rebranded as 'Belong – The Cohesion and Integration Charity' in October 2019. It's registered name remains the Cohesion and Integration Network.

The Board of Trustees

Trustees are appointed by an ordinary resolution. The trustees may appoint a person who is willing to act as a trustee, however, a trustee appointed by the resolution of other trustees must resign and stand for re-appointment by an ordinary resolution at the next annual general meeting. Trustees are appointed for a period of three years. The following trustees were reappointed for a period of a further three years on 21st October 2021:

Professor Ted Cattle
Shalni Arora
Robin Tuddenham

On December 1st, 2021, trustee Michelle Lawrence was reappointed for a period of a further three years.

Trustees met on a 6 – 10 week basis and met 6 times over the period.

All trustees give their time voluntarily and receive no benefits from the charity. Any expenses reclaimed from the charity are set out in note 10 to the accounts.

Risk management

The trustees are responsible for ensuring that the charity has an appropriate system of controls. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention of fraud and other irregularities. The Board of Trustees regularly reviews risk and satisfies itself that the major risks to which Belong – The Cohesion and Integration Network is exposed have been discussed and that systems have been established to mitigate those risks.

Belong - The Cohesion and Integration Network

Trustees' annual report

for the year ended 31st March 2022

Statement of responsibilities of the trustees

Law applicable to charities in England and Wales requires the trustees to prepare financial statements for each financial year which give a true and fair view of the charity's financial activities during the period and of its financial position at the end of the period. In preparing financial statements giving a true and fair view, the trustees should follow best practice and:

- Select suitable accounting policies and then apply them consistently
- Observe the methods and principles in the Charities SORP
- Make judgements and estimates that are reasonable and prudent
- State whether applicable UK Accounting Standards and statements of recommended practice have been followed, subject to any material departures disclosed and explained in the financial statements
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation

The trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Charities Act 2011. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The trustees' annual report has been approved by the trustees on 18/01/2023 and signed on their behalf by

Ted Cattle

Chair

Independent examiner's report
to the trustees of
Belong - The Cohesion and Integration Network

I report to the charity trustees on my examination of the accounts of the charity for the period ended 31st March 2022 which are set out on pages 13 to 27.

Responsibilities and basis of report

As the charity's trustees you are responsible for the preparation of the accounts in accordance with the requirements of the Charities Act 2011 ('the Act').

I report in respect of my examination of the charity's accounts carried out under section 145 of the Act and in carrying out my examination I have followed all the applicable Directions given by the Charity Commission under section 145(5)(b) of the Act.

Independent examiner's statement

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

1. accounting records were not kept in respect of the charity as required by section 130 of the Act; or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the applicable requirements concerning the form and content of accounts set out in the Charities (Accounts and Reports) Regulations 2008 other than any requirement that the accounts give a 'true and fair view' which is not a matter considered as part of an independent examination.

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

Catherine Hall FCCA DChA

Slade & Cooper Limited, Chartered Certified Accountants
Beehive Mill, Jersey Street, Ancoats,
Manchester, M4 6JG

Date 30/01/2023

The Cohesion and Integration Network
Statement of Financial Activities
for the period ended 31 March 2022

	Note	Unrestricted funds £	Restricted funds £	Total funds 2022 £	Total funds 2021 £
Income from:					
Donations and legacies	3	-	-	-	8,130
	4				
Charitable activities:		111,556	116,546	228,102	250,637
Total income		111,556	116,546	228,102	258,767
Expenditure on:					
Raising funds	5	450	-	450	-
	6				
Charitable activities:		115,640	132,542	248,182	179,955
Total expenditure		116,090	132,542	248,632	179,955
Net income/(expenditure) before net gains/(losses) on investments		(4,534)	(15,996)	(20,530)	78,812
Net income/(expenditure) for the year	8	(4,534)	(15,996)	(20,530)	78,812
Transfer between funds		(30)	30	-	-
Net movement in funds for the year		(4,564)	(15,966)	(20,530)	78,812
Reconciliation of funds					
Total funds brought forward		111,197	18,977	130,174	51,362
Total funds carried forward		106,633	3,011	109,644	130,174

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

The Cohesion and Integration Network

Balance Sheet

as at 31 March 2022

	Note	2022	2021
		£	£
Current assets			
Debtors	12	-	387
Cash at bank and in hand	13	127,177	131,347
Total current assets		127,177	131,734
Liabilities			
Creditors: amounts falling due in less than one year	14	(17,533)	(1,560)
Net current assets		109,644	130,174
Total assets less current liabilities		109,644	130,174
Net assets		109,644	130,174
Funds of the charity:			
Restricted income funds	16	3,011	18,977
Unrestricted income funds	17	106,633	111,197
Total charity funds		109,644	130,174

The notes on pages 16 to 27 form part of these accounts.

Approved by the trustees on 18/01/2023 and signed on their behalf by:

.....
Ted Cantle (Chair)

The Cohesion and Integration Network
Statement of Cash Flows
for the period ending 31 March 2022

	Note	2022 £	2021 £
Cash provided by/(used in) operating activities	19	(4,170)	81,001
Cash and cash equivalents at the beginning of the year		131,347	50,346
Cash and cash equivalents at the end of the year		127,177	131,347

The Cohesion and Integration Network

Notes to the accounts for the period ended 31 March 2022

1 Accounting policies

The principal accounting policies adopted, judgments and key sources of estimation uncertainty in the preparation of the financial statements are as follows:

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), second edition - October 2019 (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Charities Act 2011 and UK Generally Accepted Accounting Practice.

The accounts (financial statements) have been prepared to give a 'true and fair view' and have departed from the Charities (Accounts and Reports) Regulations 2008 only to the extent required to provide a 'true and fair view'. This departure has involved following 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), second edition - October 2019, rather than the Accounting and Reporting by Charities: Statement of Recommended Practice effective from 1 April 2005 which has since been withdrawn.

The Cohesion and Integration Network 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.

b Preparation of the accounts on a going concern basis

The trustees consider that there are no material uncertainties about the charity's ability to continue as a going concern.

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

c Income

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the item(s) of income have been met, it is probable that the income will be received and the amount can be measured reliably.

Income from government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

Income received in advance of a provision of a specified service is deferred until the criteria for income recognition are met.

The Cohesion and Integration Network

Notes to the accounts for the period ended 31 March 2022 (continued)

d Donated services and facilities

Donated professional services and donated facilities are recognised as income when the charity has control over the item, any conditions associated with the donated item have been met, the receipt of economic benefit from the use by the charity of the item is probable and that economic benefit can be measured reliably. In accordance with the Charities SORP (FRS 102), general volunteer time is not recognised; refer to the trustees' annual report for more information about their contribution.

On receipt, donated professional services and donated facilities are recognised on the basis of the value of the gift to the charity which is the amount the charity would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

e Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the Bank.

f Fund accounting

Unrestricted funds are available to spend on activities that further any of the purposes of charity.

Designated funds are unrestricted funds of the charity which the trustees have decided at their discretion to set aside to use for a specific purpose.

Restricted funds are donations which the donor has specified are to be solely used for particular areas of the charity's work or for specific projects being undertaken by the charity.

g Expenditure and irrecoverable VAT

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

- Costs of raising funds comprise the costs of fundraising and their associated support costs.
- Expenditure on charitable activities includes the costs of services undertaken to further the purposes of the charity and their associated support costs.
- Other expenditure represents those items not falling into any other heading.

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

The Cohesion and Integration Network

Notes to the accounts for the period ended 31 March 2022 (continued)

h Allocation of support costs

Support costs are those functions that assist the work of the charity but do not directly undertake charitable activities. Support costs include back office costs, finance, personnel, payroll and governance costs which support the charity's programmes and activities. These costs have been allocated between cost of raising funds and expenditure on charitable activities. The bases on which support costs have been allocated are set out in note 6.

i Tangible fixed assets

Individual fixed assets costing £500 or more are capitalised at cost and are depreciated over their estimated useful economic lives on a straight line basis. There were no tangible fixed assets bought in the period.

j 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.

k Cash at bank and in hand

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

l 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.

The Cohesion and Integration Network

Notes to the accounts for the period ended 31 March 2022 (continued)

2 Legal status of the charity

The charity is an charitable incorporated organisation, registered 20th November 2018 as a charity in England & Wales.

3 Income from donations and legacies

Current reporting period	Unrestricted £	Restricted £	Total 2022 £
Donations	-	-	-
Total	-	-	-
Previous reporting period	Unrestricted £	Restricted £	<i>17 months to</i> Total 2021 £
Donations	8,130	-	8,130
Total	8,130	-	8,130

The Cohesion and Integration Network

Notes to the accounts for the period ended 31 March 2022 (continued)

4 Income from charitable activities

Current reporting period	Unrestricted £	Restricted £	Total 2022 £
Council of Europe	16,299	-	16,299
Sport England	-	13,333	13,333
Nuffield Foundation (University of Kent)	-	55,789	55,789
Institute of Physics	-	39,024	39,024
Kirklees Council	-	8,400	8,400
Bradford City Council	32,400	-	32,400
Other Membership Income	55,215	-	55,215
Product Development Income	7,578	-	7,578
Other income	64	-	64
Total	111,556	116,546	228,102

Previous reporting period	Unrestricted £	Restricted £	Total 2021 £
Spirit of 2012	-	45,000	45,000
Manchester City Council	25,000	-	25,000
Savannah Wisdom	50,000	-	50,000
Nuffield Foundation (University of Kent)	-	77,931	77,931
Sport England	-	26,667	26,667
Luminate	2,500	-	2,500
Other Membership Income	21,985	-	21,985
Other income	1,554	-	1,554
Total	101,039	149,598	250,637

5 Cost of raising funds

	2022 £	2021 £
Fundraiser's fees	450	-
	450	-

All expenditure on cost of raising funds is unrestricted.

The Cohesion and Integration Network

Notes to the accounts for the period ended 31 March 2022 (continued)

6 Analysis of expenditure on charitable activities

Current reporting period	Total 2022 £	Total 2021 £
Staff costs	168,146	144,616
Office costs & IT	6,659	1,362
HR & Recruitment	502	6,140
Research & Content Development	19,700	13,052
Events & Training	-	4,900
Consultancy Fees	1,650	1,722
Project costs	48,066	-
Website Development costs	1,435	5,601
Miscellaneous	-	572
Governance costs (see note 7)	1,560	1,560
Support costs (see note 7)	464	430
	248,182	179,955
	2022 £	2021 £
Restricted expenditure	132,542	132,621
Unrestricted expenditure	115,640	47,334
	248,182	179,955

The Cohesion and Integration Network

Notes to the accounts for the period ended 31 March 2022 (continued)

7 Analysis of governance and support costs

Current reporting period	Basis of apportionment	Support £	Governance £	<i>Total 2022</i> £
Payroll Fees		464	-	464
Legal and professional	Governance	-	1,560	1,560
		464	1,560	2,024

Previous reporting period	Basis of apportionment	<i>Support</i> £	<i>Governance</i> £	<i>Total 2021</i> £
Payroll Fees	Floor area	430	-	430
Legal and professional	Governance	-	1,560	1,560
		430	1,560	1,990

8 Net income/(expenditure) for the year

This is stated after charging/(crediting):	2022 £	2021 £
Examiner's remuneration - accountancy fees	1,000	1,000
Examiner's remuneration - payroll bureau fees	387	283
Independent examiner's fees	300	300

The Cohesion and Integration Network

Notes to the accounts for the period ended 31 March 2022 (continued)

9 Staff costs

Staff costs during the year were as follows:

	2022 £	2021 £
Wages and salaries	153,633	133,166
Social security costs	11,280	8,299
Pension costs	3,233	3,151
	168,146	144,616

One (2021: No) employees has employee benefits in excess of £60,000 (2021: Nil).

The average number of staff employed during the period was 5 (2021: 4).

The average full time equivalent number of staff employed during the period was 4.04 (2021: 4.1).

The key management personnel of the charity comprise the trustees and the Chief Executive Officer. The total employee benefits of the key management personnel of the charity were £69,518 (2021: £59,133).

10 Trustee remuneration and expenses, and related party transactions

Neither the management committee nor any persons connected with them received any remuneration or reimbursed expenses during the year (2021: Nil).

No (2021: none) members of the management committee received travel and subsistence expenses during the year of £nil (2021: £nil).

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

In 2021, the charity received an unrestricted grant of £50,000 from Savannah Wisdom. Shalni Arora is also a trustee of Savannah Wisdom.

No trustee or other person related to the charity had any personal interest in any contract or transaction entered into by the charity, including guarantees, during the year (2021: nil).

The Cohesion and Integration Network

Notes to the accounts for the period ended 31 March 2022 (continued)

11 Corporation tax

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

12 Debtors

	2022 £	2021 £
Other debtors	-	387
	-	387

13 Cash at bank and in hand

	2022 £	2021 £
Cash at bank and on hand	127,177	131,347
	127,177	131,347

14 Creditors: amounts falling due within one year

	2022 £	2021 £
Other creditors and accruals	1,560	1,560
Deferred income	12,600	-
Taxation and social security costs	3,373	-
	17,533	1,560

15 Deferred income

	2022 £	2021 £
Deferred grant brought forward	-	-
Income received	45,000	-
Released to income from charitable activities	(32,400)	-
Deferred income carried forward	12,600	-

Deferred income is in respect of a consultancy programme that is completed in 2022/23

The Cohesion and Integration Network

Notes to the accounts for the period ended 31 March 2022 (continued)

16 Analysis of movements in restricted funds

Current reporting period	Balance at 1 April 2021 £	Income £	Expenditure £	Transfers £	Balance at 31 March 2022 £
Nuffield Foundation	8,117	55,789	(63,906)	-	-
Sport England	(272)	13,333	(13,061)	-	-
Spirit of 2012	11,132	-	(11,162)	30	-
Institute of Physics	-	39,024	(36,913)	-	2,111
Kirklees Project	-	8,400	(7,500)	-	900
Total	18,977	116,546	(132,542)	30	3,011
Previous reporting period	Balance at 1 November £	Income £	Expenditure £	Transfers £	Balance at 31 March 2021 £
Activity 1					
Nuffield Foundation	-	77,931	(69,814)	-	8,117
Sport England	-	26,667	(26,939)	-	(272)
Spirit of 2012	2,000	45,000	(35,868)	-	11,132
Total	2,000	149,598	(132,621)	-	18,977

Nuffield Foundation - grants towards the Beyond Us and Them project

Sport England - towards the development of the online version of the Power of Sport©

Spirit of 2012-For the development of the Power of Sport and the Radical Kindness project

Institute of Physics - toward development and delivery of a community conversations programme

Kirklees Project - towards development and delivery of strategy design workshops

Bradford For Everyone Evaluation - towards the evaluation of Bradford for Everyone's Integration Area Programme.

The Cohesion and Integration Network

Notes to the accounts for the period ended 31 March 2022 (continued)

17 Analysis of movement in unrestricted funds

Current reporting period	Balance at 1 April 2021 £	Income £	Expenditure £	Transfers £	As at 31 March 2022 £
General fund	111,197	111,556	(116,090)	(30)	106,633
	<u>111,197</u>	<u>111,556</u>	<u>(116,090)</u>	<u>(30)</u>	<u>106,633</u>
Previous reporting period	Balance at 1 November £	Income £	Expenditure £	Transfers £	As at 31 March 2021 £
General fund	49,362	109,169	(47,334)	-	111,197
	<u>49,362</u>	<u>109,169</u>	<u>(47,334)</u>	<u>-</u>	<u>111,197</u>

Name of	Description, nature and purposes of the fund
General fund	The free reserves after allowing for all designated funds

18 Analysis of net assets between funds

Current Reporting Period	General fund £	Designated funds £	Restricted funds £	Total £
Other net current assets/(liabilities)	106,633	-	3,011	109,644
Total	<u>106,633</u>	<u>-</u>	<u>3,011</u>	<u>109,644</u>
Previous Reporting Period	General fund £	Designated funds £	Restricted funds £	Total £
Other net current assets/(liabilities)	111,197	-	18,977	130,174
Total	<u>111,197</u>	<u>-</u>	<u>-</u>	<u>130,174</u>

The Cohesion and Integration Network

Notes to the accounts for the period ended 31 March 2022 (continued)

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

	2022 £	2021 £
Net income/(expenditure) for the year	(20,530)	78,812
Adjustments for:		
Decrease/(increase) in debtors	387	2,613
Increase/(decrease) in creditors	15,973	(424)
Net cash provided by/(used in) operating	(4,170)	81,001

THE COHESION AND INTEGRATION NETWORK

England & Wales - Charity number 1180761

Accounts

Charity Number: 1180761

Belong - The Cohesion and Integration Network

Report and financial statements

For the period ended 31st March 2021

Belong - The Cohesion and Integration Network

Reference and administrative information

for the period ended 31st March 2021

Charity number 1180761

Registered office and operational address

The Cohesion and Integration Network
Holyoake House
Hanover Street
Manchester
M60 0AS

The Charity is also known as “Belong – The Cohesion and Integration Network”

Trustees

Trustees who served during the period and up to the date of this report were as follows:

Professor Edward Francis Cantle	Chair	Appointed 20 November 2018
Shalni Arora		Appointed 20 November 2018
Robin John Tuddenham		Appointed 20 November 2018
Michelle Lawrence		Appointed 10 December 2018
Nizam Uddin		Appointed 29 April 2020

Key management

Personnel: Jo Broadwood Chief Executive

Bankers Co-operative Bank

The Co-operative Bank, PO Box 250, Skelmersdale. WN8 6WT

Independent Catherine Hall FCCA DChA

examiner Slade & Cooper Limited, Beehive Mill, Jersey Street, Manchester M4 6 JG

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Trustees' annual report
for the period ended 31st March 2021

The trustees present their report and the unaudited financial statements for the period ending 31st March 2021.

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

Objectives and activities

The Cohesion and Integration Network is a charitable incorporated organisation and registered charity (charity number 1180761). The governing document is the Cohesion and Integration Network Constitution registered on 20 November 2018. The trustees present their report and the independently financial statements for the period ended March 2021.

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

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

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

Objects

The objects of the Cohesion and Integration Network CIO are, for the public benefit:

- a) the promotion of equality and diversity by:
 - i. advancing education and raising awareness in equality and diversity;
 - ii. promoting activities to foster understanding between people from diverse backgrounds;
 - iii. promoting cohesion and integration, and fostering understanding within and between communities;
 - iv. conducting or commissioning research on equality and diversity issues and publishing the results to the public;
 - v. cultivating a sentiment in favour of equality and diversity;
 - vi. seeking the elimination of discrimination and the acceptance of lawful difference, whatever the background of individuals or communities;
 - vii. promoting best practice and the sharing of ideas in the areas of cohesion, integration and intercultural interventions;
 - viii. developing ideas, creating learning opportunities, and building capacity, competence and confidence for all those individuals and organisations involved in this field.

- (b) the promotion of the voluntary sector for cohesion and integration policy and practice by identifying and disseminating best practice in cohesion and integration activities, where: 'the voluntary sector' means charities and voluntary organisations; and
 - i. charities are organisations, which are established for exclusively charitable purposes in accordance with the law of England and Wales; and

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- ii. voluntary organisations are independent organisations, which are established for purposes that add value to the community as a whole, or a significant section of the community, and which are not permitted by their constitution to make a profit for private distribution. Voluntary organisations do not include local government or other statutory authorities.

Vision and Mission

The Vision of the Cohesion and Integration Network is *a more integrated and less divided society*

Our Mission is to:

- Connect people, places and organisations across all sectors and localities in the UK through membership of Belong – The Cohesion and Integration Network to disseminate knowledge and best practice on integration.
- Support and develop all those who are delivering cohesion, integration and intercultural work; giving them the resources, skills, inspiration and confidence to lead and champion this vital work.
- With our members raise the profile of this vital work, developing a shared voice, improving practice and influencing policy so that together we can make an integrated society an everyday reality.

Values

- We value our members who are leading the way on cohesion and integration across the UK. Their experience, knowledge and insight informs and influences the strategic direction of the COIN.
- We value generous collaboration – no one organisation alone can solve the divisions in UK society. Only by working in partnership with others can we achieve our vision of a more integrated society.
- We value evidence-based practice and research and maintaining a focus on 'what works'. We are open minded and curious, actively encouraging new ideas, learning and innovation in order to transform practice and policy.
- We are an inclusive organisation. We celebrate the benefits of diversity for a better society. We welcome and respect difference and operate within an Equalities framework and best practice.
- We welcome courageous and bold conversations about difference underpinned by a commitment to strengthen social bonds, emphasise shared interests and build common ground
- We are professional and trustworthy, open and transparent about our policies and practices.

The Cohesion and Integration Network

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for the period ended 31st March 2021

Why Belong - The Cohesion and Integration Network is needed

Pre-Covid report after report highlighted the growing sense of division in many areas across the UK, and the need to promote better relationships within and between communities. Official government statistics showed 94,098 hate crimes were recorded by police in England and Wales in the period to March 2018, including a 40% increase in religious hate crimes from the previous year. Islamophobia was on the increase and the threat of far-right extremism was growing.¹ In an increasingly polarised UK there was an urgent need for action that brings people together.

In the Integrated Communities Green Paper (2018) government identified the need for a network to support integration and cohesion work "Government will provide funding to the network to support its development and to enable government departments to access the leadership and best practice resources it will develop."

And in November 2018 the Cohesion and Integration Network was delighted to be supported by the UK government via the Ministry for Housing, Communities and Local Government. The network has been set up as an independent charity and membership organisation with the aim of improving the practice and policy of cohesion and integration.

At the time of writing the country is beginning to emerge from the pandemic. Restrictions on movement have to a large part been lifted although infection rates still remain high the vaccination programme appears to have weakened the link between infection and serious illness. The crisis inspired an outpouring of social connection and kindness as communities rallied to look after those who are vulnerable and in need. At the same time the crisis has impacted different communities and local areas differently and the impact of the virus on Black, Asian and Minority Ethnic communities, the elderly and those on lower incomes and in precarious employment has been disproportionate. Belong's own research from our Beyond Us and Them research project has shown that the British public still perceive deep divisions within society and a large proportion (64%) perceive divisions as increasing with only 16% perceiving divisions to be decreasing. In such a context there remains an urgent need for action that brings people together.

The Network has been in development since 2017. Our research has shown that there are many inspiring individuals and organisations working to strengthen good relations in local areas, helping people who are currently excluded through prejudice, discrimination and isolation to lead more fulfilling, engaged and connected lives. They offer a range of interventions via sports, arts, volunteering, social action and intergenerational work to build greater social cohesion and integration. This work, however, is often under the radar, and under-resourced, delivered in silos, losing valuable opportunities to share knowledge and resources, build good practice and influence decision-makers.

Based in Manchester and working across the UK and internationally Belong brings organisations and individuals from across different sectors and localities together - to share ideas, knowledge and experience in order to build the capacity, skills and resources for more cohesive, integrated and peaceful neighbourhoods. For the first time, the thousands of individuals and organisations involved in this vital work will have access to practical guidance and easily accessible resources driven by the needs of members – from the theory of integration to the practice of measuring cohesion and 'what works'.

Belong is a champion of change, demonstrating that community tensions can be reduced and that a positive programme that encourages integration and cohesion can succeed, even in the most difficult times. Many positive schemes already exist, but are generally small and little known, rarely scaled up to maximise impact and almost always fail to be replicated. The ethos of the Network is one of self-help, sharing of knowledge and expertise and helping to build the capacity of others. Most of all, Belong is developing a new era of professional practice to build the confidence and capacity to deliver the ambition of a more integrated and less divided society.

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Achievements and performance

The charity's main achievements in the year to end March 2021 are described below. All of its charitable activities focus on its charitable objectives as set out on page 2 and are undertaken to further Belong's charitable purposes for the public benefit.

Achievements March 2020 – March 2021 were as follows:

Building support and membership of the network

Despite the uncertainty of the external environment Belong retained the majority of our members including Manchester City Council as a founding member of the network.

Sharing good practice, resources and knowledge for strengthening social bonds and tackling divisiveness

Beyond Us and Them research project

This major research project in partnership with the University of Kent and funded by the Nuffield Foundation was launched in May 2020. The purpose of the project was to investigate the impact of COVID-19 on societal cohesion in order to learn lessons on how to build resilient, socially connected and integrated local areas. The research study took a unique place-based approach and made a number of striking findings relating to trust, (both trust in institutions and trust in each other), social connections, volunteering, intergroup relations. In particular for the first time the research demonstrated the tangible benefits to local areas of an investment in social cohesion. With those places experiencing higher levels of local trust, social connections, neighbourliness and volunteering than elsewhere in the UK. An advisory panel of Belong members, civil society organisations and local authorities led by Professor Ted Cantle guided the project and supported the roll out across the UK. Two major reports have been produced together with a number of shorter papers and are available on the Belong website.

'The research findings from Beyond Us and Them are really helping to make the case for why investment in this area is so vital for community wellbeing and resilience. It was also great to see the recognition of MHCLG's work in this space, especially through our pioneering Integration Area Programme, which is demonstrating how strong partnerships between central government and local places can really strengthen and enhance the bonds between communities. We look forward to seeing further results from the research so we can better understand how social cohesion, belonging and identity operates at local, regional and national levels. This will help to inform government's work as we support areas to emerge from the pandemic and build back stronger and even more united as a country.' (Ben Greener, Deputy Director Communities MHCLG, August 2021)

Radical Kindness programme

Building on the Beyond Us and Them programme Belong's Radical Kindness programme generously funded by Spirit of 2012 told stories of 'radical kindness' – kindness that bridges difference, that had arisen out of communities mobilising together during the pandemic. Belong ran a series of webinars from autumn to spring 2021 that highlighted stories from different local areas and different sectors, including business, education and communities. The programme culminated in a Radical Kindness week in the spring of 2021 which shared audiograms, case studies, and a set of core principles for encouraging radical kindness in communities.

The Power of Sport

With the development funded by Spirit of 2012 Belong launched the 'Power of Sport – guidance for strengthening cohesion and integration through sport' in August 2020. The toolkit provides knowledge and guidance for commissioners and providers of sports and physical activity programmes on how sport can strengthen local cohesion and integration. The guidance includes a developed theory of change rooted in the latest evidence and research and best practice examples drawn from a range of different sports programmes. The guidance was developed with the support of an advisory panel made up of Belong members, sports organisations, and representatives from MHCLG

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and DCMS. Further work on an online version of the toolkit has continued throughout 2020/21, funded by Sport England. The launch is planned for November 2021.

Together we can Achieve Unity

Belong was commissioned by organisations funded under the MHCLG's Race, Faith and Hate Crime programme to develop a shared learning and collective impact paper. Engagement with delivery organisations was begun in March 2021 and completed after the year end. This project led to a number of new members joining the network and culminated with a launch of the paper which was attended by the Minister for Faith and Communities Lord Stephen Greenhalgh.

Digital platform and Events and Training programme

- The Belong digital platform was further developed to house the research pages for Belong's own research programmes and to improve the accessibility and navigability of the site.
- Belong delivered the Shared Ground programme as a part of member benefits for Manchester City Council. The Shared Ground programme is a practical and theoretical course to support those working in communities where there are polarising or divisive local issues, to support the development of shared ground and futures. Despite the programme being scheduled during a period of intense uncertainty at the beginning of the first lockdown in spring 2020 the Belong delivery team quickly pivoted and adapted the programme for successful online delivery via Zoom.
- Belong ran an extensive events and training programme during the year that included regular webinars as a part of the Beyond Us and Them research programme and the Radical Kindness programme highlighted above.

Membership Engagement, Influencing and Communication Activities included the following:

- Beyond Us and Them research findings were heavily referenced and featured in a range of influential briefings and other reports including to Government Office Science, SAGE sub-groups on psychology and ethnicity, British Academy's 'The Covid Decade' commissioned by Sir Patrick Vallance, and the Bennett Institute's report 'Levelling Up'.
- Belong CEO spoke at a range of online conferences and events to promote Beyond Us and Them research findings including the Ministry for Housing, Communities and Local Government, All Party Parliamentary Group on Social Integration, Cumberland Lodge events.
- Local authorities, combined authorities and civil society members were actively engaged with over the year via the Beyond Us and Them research project and the Radical Kindness project this included with four metropolitan areas and their combined authorities: Greater Manchester, Greater London, West Midlands and West of England.
- Monthly newsletters and social media activity were used to highlight and promote membership including articles in relevant journals and publications.

Income Generation Activities

Belong raised £259K in total, of which 19% was raised via membership and 14% was raised for products. The majority of grant income was for the research project and the Radical Kindness project (which draws on the research project).

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Financial review

Performance

Belong – The Cohesion and Integration Network generated financial commitments of £259,000 in total towards core costs and delivery of products and projects during 2020-2021. The trustees gratefully acknowledge the following organisations for their commitment to supporting the organisation during the pandemic.

The Savannah Wisdom Foundation committed £50,000 towards core costs

Manchester City Council committed a further £25,000 towards ongoing membership of the network.

The Nuffield Foundation generously committed two grants towards the Beyond Us and Them project (totalling £519,205 over a period from May 2020 – August 2021) of which Belong received £77,931 within the 2020/21 financial year with a further amount of £21,147 expected for the 2021/2022 financial year

Spirit of 2012 for their generous commitment of £25,000 towards the development of the Power of Sport toolkit, the final £10,000 of which was received in the 2020/21 financial year.

Spirit of 2012 for a further commitment of £35,000 towards the Radical Kindness project documenting stories of kindness across difference during the COVID19 pandemic.

Sport England for their generous commitment of £40,000 towards the development of the online version of the Power of Sport, the first £26,667 of which was received in the 2020/2021 financial year.

Luminate supported Belong with a grant of £2500 towards core costs

Coop Foundation sponsored by Luminate had been providing Belong with free office space prior to restrictions on movement coming into force. During the period from March 2020 – July 2021 Coop refunded Belong with the costs of office rental as a contribution towards core costs.

Fund Analysis (Restricted and Unrestricted Income)

Four restricted grants were received during the period:

The Nuffield grant (£77,931) was received in quarterly instalments in advance via the University of Kent for delivery of the project including towards salaries, overheads and communications.

Belong received the second instalment of a grant from Spirit of 2012 (£10,000) for the Power of Sport guidance to cover research consultancy fees and overheads.

A further grant from Spirit of 2012 (£35,000) was received for the Radical Kindness project for salaries, content production and overheads.

A first instalment of £26,667 (of a £40,000 grant) was received from Sport England towards the cost of developing the online version of the Power of Sport toolkit. The grant was for salaries, research, digital toolkit design and development, and overheads.

Expenditure

Expenditure at end March 2021 totalled £179,955. Of this £145,427 was spent on salaries for the core team which by the end of the period comprised 4 FTE staff members.

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Once lockdown was announced in March 2020 trustees and CEO took note of the fact that they, like other businesses and charities were now operating in a VUCA environment (i.e. one that is Volatile, Uncertain, Complex and Ambiguous). In that context trustees took a fiscally cautious approach in order to preserve reserves whilst at the same time ensuring that Belong continued to provide good value to its members with regard to events, training and product development.

Surplus for the year

Belong – The Cohesion and Integration Network recorded a surplus of £130,174 for the period, of which £111,197 was unrestricted reserves. A small amount of restricted reserves were carried forward from the Spirit of 2012 grant for Radical Kindness (£11,132) and for Beyond Us and Them (£8,117) from the Nuffield Foundation grant.

Reserves policy

Given the current external environment the trustees have adopted a pragmatic approach towards the issue of reserves whilst taking a prudent approach to financial management and oversight. Trustees were provided with monthly management accounts and cashflow forecasts throughout this period and ended the period in a healthy financial position. As the charity continues to develop, and in particular as it builds its staff team it will adopt a reserves policy more in keeping with standard practice of at least three months of operational and running costs.

Due to travel and movement restrictions, there was no reimbursement of Trustees for travel and accommodation costs during the period covered by this report.

Plans for the future

Strategic goals for 2020 – 2023 are as follows:

1. Grow a thriving coalition of at least 300 grassroots organisations, businesses, local authorities and public sector agencies (from 100 currently) who are actively promoting integration at a local and national level, raising the profile of this vital work. This will extend our reach to an estimated 6 million people.
2. Build and support a cohort of expert local, national and sectoral leaders who have the skills, capacity, influence and networks to tackle division and discrimination, and build common ground. This will be done via a programme of events, training, knowledge sharing forums, best practice guidance and resources.
3. Improve evidence and knowledge of 'what works' through a range of simple sector-specific toolkits (such as The Power of Sport toolkit) that support commissioners and service providers to design and evaluate programmes around common cohesion and integration outcomes.
4. Address the underlying systemic barriers that create segregation and division in our communities by influencing key policy agendas (e.g. housing and education) and reporting on the state of social cohesion via our membership and through our research and evidence gathering.
5. A sustainable, relevant and efficient organisation with a robust plan for growth in place

In August 2020 Belong was able to expand the staff team following its success with raising funds for 'Beyond Us and Them' - a major research study on the impact of Covid-19 on societal cohesion. With the final major report due in November 2021 this project will continue to influence policy and strategy over the next year to support the recovery and for improving cohesion in local areas.

Belong is developing a range of products and partnership approaches in order to capitalise on the benefits gained via the Beyond Us and Them research project and in order to meet the needs of the levelling up agenda and the rebalancing of the UK economy towards the north. With its home in Manchester and the credibility, expertise and

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influence developed over the last year Belong is now in an excellent position to renew its focus on the longer term strategic goals laid out above. In particular:

- Belong will provide an engaging and stimulating programme of webinars and communities of practice through online delivery for its members. In particular it will continue to widely disseminate its research findings and the implications for policy and practice drawn from the Beyond Us and Them research programme.
- Belong will work with other stakeholders to develop a local index for cohesion and integration so that local areas can benchmark progress on social cohesion and better understand underlying drivers.
- Product development this year has included the launch of The Power of Sport – guidance for designing and evaluating integration programmes using the power of sport. Belong will continue to develop this project with the launch of an online toolkit in December 2021 and plans to work with members and stakeholders to roll the toolkit out across the UK in 2022.
- Belong will also be launching guidance and best practice on how business can work with local places to promote cohesion and integration in the early spring of 2022.

As the UK emerges from the pandemic the work of Belong – The Cohesion and Integration Network is needed more than ever. Belong looks forward to continuing to collaborate with members and wider stakeholders who are working for a kinder more cohesive and integrated British society.

Structure, governance and management

Governing document

The Cohesion and Integration Network is incorporated as a charitable incorporated organisation in November 2018 and registered with the Charity Commission on 20th November 2018. The governing document is the constitution dated 20th November 2018.

The Cohesion and Integration Network is a registered charity in England and Wales (registration number 1180761).

The Cohesion and Integration Network was rebranded as 'Belong – The Cohesion and Integration Charity' in October 2019. Its registered name remains the Cohesion and Integration Network.

The Board of Trustees

Trustees are appointed by an ordinary resolution. The trustees may appoint a person who is willing to act as a trustee, however, a trustee appointed by the resolution of other trustees must resign and stand for re-appointment by an ordinary resolution at the next annual general meeting. Trustees are appointed for a period of three years.

Trustees met on a 6 – 10 week basis and met 7 times over the period.

All trustees give their time voluntarily and receive no benefits from the charity. Any expenses reclaimed from the charity are set out in note 10 to the accounts.

Risk management

The trustees are responsible for ensuring that the charity has an appropriate system of controls. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention of fraud and other irregularities. The Board of Trustees regularly reviews risk and satisfies itself that the major risks to which Belong – The Cohesion and Integration Network is exposed have been discussed and that systems have been established to mitigate those risks.

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Statement of responsibilities of the trustees

Law applicable to charities in England and Wales requires the trustees to prepare financial statements for each financial year which give a true and fair view of the charity's financial activities during the period and of its financial position at the end of the period. In preparing financial statements giving a true and fair view, the trustees should follow best practice and:

- Select suitable accounting policies and then apply them consistently
- Observe the methods and principles in the Charities SORP
- Make judgements and estimates that are reasonable and prudent
- State whether applicable UK Accounting Standards and statements of recommended practice have been followed, subject to any material departures disclosed and explained in the financial statements
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation

The trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Charities Act 2011. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The trustees' annual report has been approved by the trustees on _ 01/12/2021 _and signed on their behalf by

Ted Cantle

Chair

Independent examiner's report
to the trustees of
The Cohesion and Integration Network

I report to the charity trustees on my examination of the accounts of the charity for the period ended 31st March 2021 which are set out on pages 12 to 26.

Responsibilities and basis of report

As the charity's trustees you are responsible for the preparation of the accounts in accordance with the requirements of the Charities Act 2011 ('the Act').

I report in respect of my examination of the charity's accounts carried out under section 145 of the Act and in carrying out my examination I have followed all the applicable Directions given by the Charity Commission under section 145(5)(b) of the Act.

Independent examiner's statement

Since the charity's gross income exceeded £250,000 your examiner must be a member of a body listed in section 145 of the 2011 Act. I confirm that I am qualified to undertake the examination because I am a member of the Association of Chartered Certified Accountants, which is one of the listed bodies.

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

1. accounting records were not kept in respect of the charity as required by section 130 of the Act; or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the applicable requirements concerning the form and content of accounts set out in the Charities (Accounts and Reports) Regulations 2008 other than any requirement that the accounts give a 'true and fair view' which is not a matter considered as part of an independent examination.

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

Catherine Hall FCCA DChA

Slade & Cooper Limited, Chartered Certified Accountants
Beehive Mill, Jersey Street, Ancoats,
Manchester, M4 6JG

Date 7/12/2021

The Cohesion and Integration Network
Statement of Financial Activities
for the period ended 31 March 2021

	Note	Unrestricted funds £	Restricted funds £	Total funds 2021 £	17 months to 2020 £
Income from:					
Donations and legacies	3	8,130	-	8,130	8,027
	4				
Charitable activities:		101,039	149,598	250,637	275,771
Total income		109,169	149,598	258,767	283,798
Expenditure on:					
Raising funds	5	-	-	-	5,600
	6				
Charitable activities:		47,334	132,621	179,955	226,836
Total expenditure		47,334	132,621	179,955	232,436
Net income / (expenditure) before net gains / (losses) on investments		61,835	16,977	78,812	51,362
Net income / (expenditure) for the year	8	61,835	16,977	78,812	51,362
Transfer between funds		-	-	-	-
Net movement in funds for the year		61,835	16,977	78,812	51,362
Reconciliation of funds					
Total funds brought forward		49,362	2,000	51,362	-
Total funds carried forward		111,197	18,977	130,174	51,362

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

The Cohesion and Integration Network

Balance Sheet

as at 31 March 2021

	Note	2021	17 months to 2020
		£	£
Current assets			
Debtors	13	387	3,000
Cash at bank and in hand	14	131,347	50,346
Total current assets		131,734	53,346
Liabilities			
Creditors: amounts falling due in less than one year	15	(1,560)	(1,984)
Net current assets		130,174	51,362
Total assets less current liabilities		130,174	51,362
Net assets		130,174	51,362
Funds of the charity:			
Restricted income funds	16	18,977	2,000
Unrestricted income funds	17	111,197	49,362
Total charity funds		130,174	51,362

The notes on pages 15 to 26 form part of these accounts.

Approved by the trustees on 1/12/2021 and signed on their behalf by:

.....
Ted Cantle (Chair)

The Cohesion and Integration Network

Statement of Cash Flows

for the period ending 31 March 2021

	Note	2021 £	17 months to 2020 £
Cash provided by / (used in) operating activities	19	81,001	50,346
Cash and cash equivalents at the beginning of the year		50,346	-
Cash and cash equivalents at the end of the year		131,347	50,346

The Cohesion and Integration Network

Notes to the accounts for the period ended 31 March 2021

1 Accounting policies

The principal accounting policies adopted, judgments and key sources of estimation uncertainty in the preparation of the financial statements are as follows:

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), second edition - October 2019 (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Charities Act 2011 and UK Generally Accepted Accounting Practice.

The accounts (financial statements) have been prepared to give a 'true and fair view' and have departed from the Charities (Accounts and Reports) Regulations 2008 only to the extent required to provide a 'true and fair view'. This departure has involved following 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), second edition - October 2019, rather than the Accounting and Reporting by Charities: Statement of Recommended Practice effective from 1 April 2005 which has since been withdrawn.

The Cohesion and Integration Network 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.

b Preparation of the accounts on a going concern basis

The trustees consider that there are no material uncertainties about the charity's ability to continue as a going concern.

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

c Income

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the item(s) of income have been met, it is probable that the income will be received and the amount can be measured reliably.

Income from government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

Income received in advance of a provision of a specified service is deferred until the criteria for income recognition are met.

The Cohesion and Integration Network

Notes to the accounts for the period ended 31 March 2021 (continued)

d Donated services and facilities

Donated professional services and donated facilities are recognised as income when the charity has control over the item, any conditions associated with the donated item have been met, the receipt of economic benefit from the use by the charity of the item is probable and that economic benefit can be measured reliably. In accordance with the Charities SORP (FRS 102), general volunteer time is not recognised; refer to the trustees' annual report for more information about their contribution.

On receipt, donated professional services and donated facilities are recognised on the basis of the value of the gift to the charity which is the amount the charity would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

e Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the Bank.

f Fund accounting

Unrestricted funds are available to spend on activities that further any of the purposes of charity.

Designated funds are unrestricted funds of the charity which the trustees have decided at their discretion to set aside to use for a specific purpose.

Restricted funds are donations which the donor has specified are to be solely used for particular areas of the charity's work or for specific projects being undertaken by the charity.

g Expenditure and irrecoverable VAT

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

- Costs of raising funds comprise the costs of fundraising and their associated support costs.
- Expenditure on charitable activities includes the costs of services undertaken to further the purposes of the charity and their associated support costs.
- Other expenditure represents those items not falling into any other heading.

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

The Cohesion and Integration Network

Notes to the accounts for the period ended 31 March 2021 (continued)

h Allocation of support costs

Support costs are those functions that assist the work of the charity but do not directly undertake charitable activities. Support costs include back office costs, finance, personnel, payroll and governance costs which support the charity's programmes and activities. These costs have been allocated between cost of raising funds and expenditure on charitable activities. The bases on which support costs have been allocated are set out in note 6.

i Tangible fixed assets

Individual fixed assets costing £500 or more are capitalised at cost and are depreciated over their estimated useful economic lives on a straight line basis. There were no tangible fixed assets bought in the period.

j 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.

k Cash at bank and in hand

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

l 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.

The Cohesion and Integration Network

Notes to the accounts for the period ended 31 March 2021 (continued)

2 Legal status of the charity

The charity is an charitable incorporated organisation, registered 20th November 2018 as a charity in England & Wales.

3 Income from donations and legacies

Current reporting period	Unrestricted £	Restricted £	Total 2021 £
Donations	8,130	-	8,130
Total	8,130	-	8,130
Previous reporting period	Unrestricted £	Restricted £	<i>17 months to</i> Total 2020 £
Donations	2,000	-	2,000
Donated services	6,027	-	6,027
Total	8,027	-	8,027

The Cohesion and Integration Network

Notes to the accounts for the period ended 31 March 2021 (continued)

4 Income from charitable activities

Current reporting period	Unrestricted £	Restricted £	Total 2021 £
Spirit of 2012	-	45,000	45,000
Manchester City Council	25,000	-	25,000
Savannah Wisdom	50,000	-	50,000
Nuffield Foundation (University of Kent)	-	77,931	77,931
Sport England	-	26,667	26,667
Luminate	2,500	-	2,500
Other Membership Income	21,985	-	21,985
Other income	1,554	-	1,554
Total	101,039	149,598	250,637

Previous reporting period	<i>Unrestricted</i> £	<i>Restricted</i> £	<i>17 months to</i> <i>Total 2020</i> £
Ministry of Housing, Communities & Local Government	-	100,000	100,000
Spirit of 2012	-	15,000	15,000
B&M Community Fund	50,000	-	50,000
Manchester City Council	25,000	-	25,000
Savannah Wisdom	50,000	-	50,000
Other Membership Income	34,002	-	34,002
Other income	1,769	-	1,769
Total	160,771	115,000	275,771

5 Cost of raising funds

	2021 £	<i>17 months to</i> <i>2020</i> £
Fundraiser's fees	-	5,600
	-	5,600

All expenditure on cost of raising funds is unrestricted.

The Cohesion and Integration Network

Notes to the accounts for the period ended 31 March 2021 (continued)

6 Analysis of expenditure on charitable activities

Current reporting period	Total 2021 £	17 months to Total 2020 £
Staff costs	144,616	121,285
Office costs & IT	1,362	4,481
HR & Recruitment	6,140	1,733
Research & Content Development	13,052	23,624
Events & Training	4,900	10,812
Consultancy Fees	1,722	18,739
Project costs	-	9,972
Website Development costs	5,601	29,291
Miscellaneous	572	515
Governance costs (see note 7)	1,560	6,101
Support costs (see note 7)	430	283
	179,955	226,836
	2021 £	17 months to 2020 £
Restricted expenditure	132,621	113,000
Unrestricted expenditure	47,334	113,836
	179,955	226,836

The Cohesion and Integration Network

Notes to the accounts for the period ended 31 March 2021 (continued)

7 Analysis of governance and support costs

Current reporting period	Basis of apportionment	Support £	Governance £	<i>Total 2021</i> £
Payroll Fees	Floor area	430	-	430
Trustee expenses	Governance	-	-	-
Accountancy services	Governance	-	-	-
Legal and professional	Governance	-	1,560	1,560
		430	1,560	1,990
Previous reporting period	Basis of apportionment	<i>Support</i> £	<i>Governance</i> £	<i>17 months to</i> <i>Total 2020</i> £
Payroll Fees	Floor area	283	-	283
Trustee expenses	Governance	-	1,901	1,901
Accountancy services	Governance	-	2,640	2,640
Legal and professional	Governance	-	1,560	1,560
		283	6,101	6,384

8 Net income / (expenditure) for the year

This is stated after charging/(crediting):	2021 £	<i>17 months to</i> <i>2020</i> £
Examiner's remuneration - accountancy fees	1,000	1,400
Examiner's remuneration - payroll bureau fees	283	283
Independent examiner's fees	300	400

The Cohesion and Integration Network

Notes to the accounts for the period ended 31 March 2021 (continued)

9 Staff costs

Staff costs during the year were as follows:

	2021 £	<i>17 months to</i> 2020 £
Wages and salaries	133,166	112,264
Social security costs	8,299	7,399
Pension costs	3,151	1,622
	144,616	121,285

No employees has employee benefits in excess of £60,000 (2020: Nil).

The average number of staff employed during the period was 4 (2020: 2.5).

The average full time equivalent number of staff employed during the period was 4.1 (2020:

The key management personnel of the charity comprise the trustees and the Chief Executive Officer. The total employee benefits of the key management personnel of the charity were £53,187 (17 months to 2020: £75,835).

10 Trustee remuneration and expenses, and related party transactions

Neither the management committee nor any persons connected with them received any remuneration or reimbursed expenses during the year (2020: Nil).

No (2020: three) members of the management committee received travel and subsistence expenses during the year of £nil (2020: £1,877).

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

The charity received an unrestricted grant of £50,000 from Savannah Wisdom. Shalni Arora is also a trustee of Savannah Wisdom (2020: £50,000).

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

The Cohesion and Integration Network

Notes to the accounts for the period ended 31 March 2021 (continued)

11 Government grants

The government grants recognised in the accounts were as follows:

	2021 £	17 months to 2020 £
MHCLG	-	100,000
	-	100,000

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

12 Corporation tax

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

13 Debtors

	2021 £	17 months to 2020 £
Grants receivable	-	3,000
Other debtors	387	-
	387	3,000

14 Cash at bank and in hand

	2021 £	17 months to 2020 £
Cash at bank and on hand	131,347	50,346
	131,347	50,346

15 Creditors: amounts falling due within one year

	2021 £	17 months to 2020 £
Other creditors and accruals	1,560	1,984
	1,560	1,984

The Cohesion and Integration Network

Notes to the accounts for the period ended 31 March 2021 (continued)

16 Analysis of movements in restricted funds

Current reporting period	Balance at 1 April 2020 £	Income £	Expenditure £	Transfers £	Balance at 31 March 2021 £
Nuffield Foundation	-	77,931	(69,814)	-	8,117
Sport England	-	26,667	(26,939)	-	(272)
Spirit of 2012	2,000	45,000	(35,868)	-	11,132
Total	2,000	149,598	(132,621)	-	18,977
Previous reporting period	Balance at 1 November £	Income £	Expenditure £	Transfers £	Balance at 31 March 2020 £
Activity 1					
Ministry of Housing, Communities & Local Government	-	100,000	(100,000)	-	-
Spirit of 2012	-	15,000	(13,000)	-	2,000
Total	-	115,000	(113,000)	-	2,000

Nuffield Foundation - grants towards the Beyond Us and Them project

Sport England - towards the development of the online version of the Power of Sport and the Radical Kindness project

Spirit of 2012-For the development of the Sport and Integration toolkit

Ministry of Housing, Communities & Local Government - To set up the Cohesion and Integration Network.

The Cohesion and Integration Network

Notes to the accounts for the period ended 31 March 2021 (continued)

17 Analysis of movement in unrestricted funds

Current reporting period	Balance at 1 April 2020 £	Income £	Expenditure £	Transfers £	As at 31 March 2021 £
General fund	49,362	109,169	(47,334)	-	111,197
	<u>49,362</u>	<u>109,169</u>	<u>(47,334)</u>	<u>-</u>	<u>111,197</u>
Previous reporting period	Balance at 1 November £	Income £	Expenditure £	Transfers £	As at 31 March 2020 £
General fund	-	168,798	(119,436)	-	49,362
	<u>-</u>	<u>168,798</u>	<u>(119,436)</u>	<u>-</u>	<u>49,362</u>

Name of **Description, nature and purposes of the fund**

General fund The free reserves after allowing for all designated funds

18 Analysis of net assets between funds

Current Reporting Period	General fund £	Designated funds £	Restricted funds £	Total £
Other net current assets/(liabilities)	111,197	-	18,977	130,174
Total	<u>111,197</u>	<u>-</u>	<u>18,977</u>	<u>130,174</u>
Previous Reporting Period	General fund £	Designated funds £	Restricted funds £	Total £
Other net current assets/(liabilities)	49,362	-	2,000	51,362
Total	<u>49,362</u>	<u>-</u>	<u>-</u>	<u>51,362</u>

The Cohesion and Integration Network

Notes to the accounts for the period ended 31 March 2021 (continued)

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

	2021 £	17 months to 2020 £
Net income / (expenditure) for the year	78,812	51,362
Adjustments for:		
Decrease/(increase) in debtors	2,613	(3,000)
Increase/(decrease) in creditors	(424)	1,984
Net cash provided by / (used in) operating	81,001	50,346