

2022/23

The Federation Of Groundwork Trusts

(Operating as Groundwork UK)



# Annual Report and Financial Statements





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# About Groundwork UK

**Groundwork supports practical action to create a fair and green future in which people, places and nature thrive.**

We believe that working with local communities and businesses to help them build their capacity and resilience is vital if we are to tackle hardship, achieve a just transition to net-zero and help nature recover in a way that reduces inequality and leads to better work and healthier, happier lives.

What this means in practice is: helping people get jobs and supporting the growth of the green economy; reducing the waste of energy, food and water; creating and maintaining biodiverse, accessible green spaces; supporting businesses to be more successful and responsible; and empowering communities to take action to improve their health and wellbeing and the local and global environment.

**Groundwork UK** is the central body of Groundwork, responsible for the brand, systems and agreements that hold the federation together. We add value to Groundwork's local activities by building the organisation's profile, developing strategic relationships with partners and funders, managing programmes and contracts delivered by Groundwork Trusts and others and furthering Groundwork's mission by distributing grants to other charities and community groups on behalf of public bodies and private businesses. We act as Groundwork's national voice in the outside world and help all parts of Groundwork gain the benefits of being in a federation by providing opportunities to collaborate, share ideas and capacity and learn from good practice.

Groundwork UK is registered as a company and charity under the name The Federation of Groundwork Trusts, denoting its status as the membership body for Groundwork Trusts.

This report outlines the activity, priorities and financial position of Groundwork UK and how it contributes to Groundwork's collective achievements and impact, more details of which can be found at [www.groundwork.org.uk](http://www.groundwork.org.uk).

# Chair's Statement

**We're living through a time of enormous instability. Global conflict and the beginnings of climate breakdown are disrupting our lives and exacerbating other challenges - from migration to the cost of basic commodities. In the UK our politics have been volatile to say the least and economic turbulence has left many people not just 'feeling the pinch' but facing destitution.**

As is always the case, national and international crises impact first and worst on those in our society with least choice and least protection, and many communities are bearing the brunt of decisions and circumstances over which they feel they have no control.

For any charity supporting the most vulnerable and trying to find positive routes for people to take action this has been a challenging time. The need for Groundwork's projects and services has increased significantly, whether we're trying to help people manage rising utility bills, supporting people with long-term health conditions to find work or funding community groups to maintain green spaces and clean up rivers or make sure children are fed.

I'm really pleased that, over the last 12 months, Groundwork UK – and the wider Groundwork federation of which it is part – has been a point of stability, maintaining and growing its range of programmes to help those who need it most.

The grant programmes we run with our longstanding partners – Tesco, Comic Relief, HS2 and a number of government departments – have continued to provide funds to organisations delivering vital work in local communities. Thanks to Cadent and the Cadent Foundation we have been able to grow the level of support we offer to people in fuel poverty when it matters most. We have supplemented this with innovative programmes such as New to Nature, helping young people get jobs and helping the environmental sector ensure its vital work is more accessible to a wider range of audiences.

Our new five-year strategic plan sets out how we'll continue to innovate and to challenge ourselves to do as much as we can to ensure a transition to a fair and green future in which people, places and nature thrive. It's an exciting vision at a time of real possibility – to help those who need it find work in a green economy, to support communities through the cost of living crisis and to help prepare and adapt our homes, communities and local environments for the challenges we know climate change will bring.

I continue to be immensely proud of the work this organisation delivers and I'd like to thank my fellow trustees from across the federation for their enormous commitment and support over the last year. Groundwork is thriving and has the resilience and resources to help communities thrive whatever the future has in store.



**Graham Hartley, Chair** - 19 September 2023

# Governance

## How we are organised and governed

Groundwork UK is the operating name of The Federation of Groundwork Trusts, a charity and a company limited by guarantee. The governing documents are its Memorandum and Articles of Association, which were last amended by written resolution on 6 December 2018.

Membership of Groundwork UK comprises Groundwork Trusts. Groundwork Trusts are registered charities and companies limited by guarantee with similar objects to Groundwork UK but delivering in local areas across the UK. A membership agreement sets out our internal roles, relationships and behaviours and the whole of Groundwork operates to a collectively agreed federation strategy, which is overseen by our Board of Trustees.

The Board of Trustees comprises the trustees of Groundwork UK in accordance with the Charities Act 2011, who are also the directors of the company in accordance with the Companies Act 2006. The majority of our trustees are appointed from the boards of our member Groundwork Trusts. A number of independent trustees, including our Chair, are co-opted by the Board on account of their skills, experience or networks.

Our trustees are responsible for ensuring Groundwork UK is managed effectively and efficiently with appropriate systems, processes and policies governing our fundraising and financial management, our assets and investments and our responsibilities to our staff, volunteers and beneficiaries. Trustees pay particular attention to our responsibilities in respect of health and safety, safeguarding and cybersecurity, and we also have trustee champions overseeing our work to reduce our carbon footprint and promote equity, diversity and inclusion across our organisation.

The work of the Board is supported by four sub-committees:

**Groundwork UK Committee** - overseeing the development and management of our programmes and services, ensuring risks are managed and supporting the operational and financial performance of our organisation.

**Groundwork UK Audit & Remuneration Committee** – overseeing our audit process, reviewing our Annual Report and Financial Statements and helping to make decisions on pay and reward.

**Federation Executive Team** – executives from each Groundwork Trust supporting the Board with the formulation of strategy and policy for the whole of Groundwork.

**Chairs' Committee** – comprising the Chairs of the three committees above and assisting with appointments to the Board, including selection of the Federation Chair.

As a charity supporting young people to play an active role in their communities, we want to ensure that our strategic decision-making and operational plans are informed by the views of young people. Our **Youth Advisory Board** acts as a sounding board for our internal teams and provides a platform for building and supporting a wider network of young people to improve their own lives and neighbourhoods. We also seek regular feedback from community groups we support through our grant programmes, and from other partners and stakeholders to ensure our plans respond to the needs of those they're designed to benefit.

Groundwork UK's Management Team is led by the Chief Executive and includes senior staff members responsible for financial management and corporate services, partnerships and fundraising, policy and communications and delivery and learning. This team operates through delegated powers outlined in our financial regulations and provides regular reports on financial and operational performance and risk management.

## Relationships within Groundwork

Groundwork is a federation of independent charities, each working under a common brand and to a set of common standards. Groundwork Trusts make their own decisions about the project work they develop and deliver, but our collectively agreed federation strategy identifies areas of delivery or management that will be the focus for collaborative activity – ensuring the 'Groundwork whole' is greater than the sum of the parts.

Groundwork UK delivers services and activities to support Groundwork Trusts and the delivery of Groundwork's mission and strategy. Groundwork UK is held to account for its performance by the rest of the federation, with each Groundwork Trust a company member. A federation membership agreement sets out the commitments made by all parts of Groundwork in relation to quality, governance and ways of working and defines the functions Groundwork UK will deliver on behalf of the federation.

The appointed trustees of Groundwork UK are also trustees of Groundwork Trusts but are not considered to be related parties under the definition of the SORP and transactions between Groundwork UK and Groundwork Trusts do not require separate disclosure. Groundwork UK has considered the other disclosure requirements of the SORP and believes that there are no other related party transactions.

## Our commitments

The Board is committed to the principles of good governance set out in the Charity Commission Governance Code and all boards within Groundwork regularly review their performance against this standard.

Our federation strategy sets out the principles which underpin all of our work.

- > **We will invest in the places and people that need us most** – prioritising our resources to bring about lasting change by building skills and capacity within the local communities where we can make most difference.
- > **We will work with local leaders and listen to local voices** – ensuring our work is shaped by those it is designed to benefit and adds value to the assets that exist in local areas.
- > **We will grow a culture of equity and inclusion** – operating transparently and with integrity and seeking out a diversity of viewpoints, both in the work we do and the people we employ.
- > **We will be committed to collaboration** – forging strong partnerships, contributing to a thriving community sector and helping others lead where this will achieve greater impact.
- > **We will act as environmental exemplars** – championing practical action to combat the climate and nature emergency and measuring and reducing our own environmental impact.

The Groundwork UK staff team has agreed a set of values to inform the way we work and behave. We are **environmentally aware** and focused on **communities in need**. We are **collaborative**, show **integrity** and strive for **quality** in everything we do.

Our decisions, actions and operations are guided by our sustainable development policy, which sets out how we will contribute to creating a strong and just society living within environmental limits, and how we will work towards 'net zero' carbon emissions.

As a charity dedicated to supporting people who may be vulnerable we are committed to ensuring our operations are delivered safely and that our staff, volunteers and service users are able to speak freely about any concerns they have. We have a Groundwork-wide commitment to effective safeguarding and comprehensive complaints and whistleblowing procedures.

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

Groundwork UK pays particular regard to its duties as a programme and grant manager, ensuring safeguarding, EDI and sustainability considerations are embedded in due diligence, monitoring and feedback processes.

Groundwork UK is registered with the Fundraising Regulator and complies with all relevant codes of practice. All of our fundraising is managed internally and we do not employ commercial participators or professional third-party fundraisers.

More information about our approach and commitments can be found here - [\*\*Our approach and commitments - Groundwork\*\*](#)

# Objectives and Public Benefit

Groundwork UK is a public benefit entity, whose primary objective is to provide goods or services for the general public or social benefit and where any risk capital has been provided with a view to supporting that primary objective rather than with a view to a financial return to its members

Groundwork UK's charitable objectives are set down in its Memorandum of Association and date from the interpretation of charitable activities when they were drafted in 1985, as amended at annual general meetings and by written resolution. They commit Groundwork UK to delivering and promoting **regeneration** and **sustainable development** as follows.

- > To conserve, protect and **improve the physical and natural environment** anywhere in the United Kingdom and Republic of Ireland.
- > To **improve quality of life** by providing welfare, recreation or leisure facilities.
- > To advance public **education in environmental matters**.
- > To promote **urban or rural regeneration** in areas of social and economic deprivation through:
  1. The relief of poverty and unemployment
  2. Providing education, training or work experience for people who are unemployed
  3. Delivering financial assistance, technical assistance, business advice or consultancy in order to help people get back to work
  4. Creating training and employment opportunities by providing work space, buildings and land
  5. Maintaining or improving public amenities such as footpaths and cycle ways
  6. The preservation of buildings or sites of historic or architectural importance
  7. Reclaiming derelict land for use as open space
  8. Providing public health facilities and schemes to promote healthier living
  9. Alleviating anti-social behaviour and supporting crime prevention.
- > To promote **sustainable development** for the benefit of the public by:
  1. Preserving, conserving and protecting the environment
  2. Promoting the prudent use of natural resources
  3. Improving quality of life in socially and economically disadvantaged communities
  4. Promoting sustainable means of achieving economic and social growth and regeneration
  5. Educating the public in how to protect and improve the environment.
- > To promote the **efficiency and effectiveness of charities** in helping them deliver their objectives by providing information, advice and assistance.

Groundwork UK's trustees have referred to the Charity Commission's general guidance on public benefit when reviewing the organisation's objectives and planning future activities. In particular, the trustees consider how planned activities will contribute to the charitable objectives set out above. Further details about the impact of Groundwork UK's activities during 2022/23 can be found on the following pages



# Strategic Report for the Year Ended 31st March 2023

The Board of Trustees presents its report for the year ended 31 March 2023. This includes:

- > **Page 3**      **An introduction to our organisation**
- > **Page 5-8**    **Our governance and objectives**
- > **Page 9-22**   **Our financial and operational review for the year**
- > **Page 14**     **Our plans for the future**
- > **Page 52-54** **Details of our trustees, senior staff and advisers**

## 1. Performance overview

Despite the political and economic turbulence of the last year, Groundwork UK – in common with the wider Groundwork federation – has had a successful year, both operationally and financially, with growth in both our programme base and staffing levels, enabling us to extend our impact and support more people and communities in need.

Our work has helped the federation generate more than £100m in 2022/23 to deliver a wide range of projects, programmes and services that help people improve their prospects, create better places and protect the planet.

This has included supporting nearly 8,000 community organisations, 2,000 schools and 1,000 local businesses, in the process improving 1,100 public spaces, helping 19,000 households improve their energy and water efficiency, supporting 7,800 people into education, training or work, planting 31,000 trees and avoiding 2,450 tonnes of CO2.

Groundwork UK has supported this work by building Groundwork's visibility and credibility, facilitating collaboration and learning within the federation and managing programmes that help deliver our collective mission

- > Our portfolio of grant management programmes has continued to expand and diversify with existing relationships with Tesco, HS2, Comic Relief and the Department of Levelling Up, Housing and Communities supplemented by new programmes with the Home Office and Department for Culture, Media and Sport. We have also grown our activity to support enterprise development in the environmental sector through partnerships with Access, the Social Investment Business and Hatch. During the last year we distributed grants totalling some £19m to more than 7,500 charities and community groups. We also marked the milestone of distributing £100m to communities through our six-year partnership with Tesco.
- > We have continued to enjoy success in developing local delivery programmes linked to core priorities within the federation – green jobs, supporting young people and tackling fuel poverty. With funding from the Cadent Foundation and the Energy Redress Fund, we have helped Groundwork expand and develop its work to help people struggling to pay their energy bills and keep warm. We brought to a successful conclusion our Progress programme, which helped more than 1,700 young people in the West Midlands overcome a range of barriers to finding work, and launched our New to Nature programme, funded by the National Lottery Heritage Fund, which is helping 95 young people from diverse backgrounds get their first experience of work in the environmental sector.
- > Our roster of business partnerships continues to grow with major companies including Grosvenor, Balfour Beatty, Veolia, Segro, Firethorn and One Stop supporting us with funds during the year, and many more helping us extend our support for communities through volunteering events.
- > Our communications work has achieved significant results in terms of online engagement and specialist press coverage linked to our programmes and policy reports. A highlight of the year was the programme of events and publications to mark our 40th anniversary as a network, offering a chance to thank our partners, re-connect with those who have been part of our journey and look to the future through the eyes of some of our younger employees and supporters.
- > We have continued to represent Groundwork in an expanding range of policy networks linked to green jobs, energy efficiency, education, access to nature and social prescribing and built new alliances with organisations focused on ensuring a 'just transition', joining up social and environmental outcomes, for example through our work with New Philanthropy Capital on their Everyone's Environment programme.

- > Financially we have generated an operating surplus which has allowed us to maintain our level of unrestricted reserves in line with our reserves policy, help our staff cope with the rising cost of living and invest in the systems and infrastructure we need to ensure efficient and effective operation.
- > Our people management metrics remain positive with high levels of commitment and satisfaction within the staff team and low levels of absence and staff turnover. During the year we have prioritised a number of actions designed to improve our organisation and ensure it continues to be a great place to work.
  1. We have maintained a flexible approach to employment, allowing team members to benefit from home working while promoting regular interaction within and between teams in our Birmingham office.
  2. We have agreed increased staffing levels in all areas of the team, ensuring we have sufficient capacity to maintain manageable workloads given our growing portfolio of programmes.
  3. We have invested in the establishment and development of an Operational Management Team able to work with the Senior Management Team to provide consistency and clarity on all aspects of Groundwork UK's business management.
  4. We have initiated a process to transfer our data into the Microsoft cloud, which will improve cybersecurity and enable us to make better use of the full capabilities of Office365.
  5. We have recruited additional members to the Groundwork UK Committee bringing greater levels of expertise and diversity to our governance.
  6. We have progressed key aspects of our EDI action plan, and undertaken a self-assessment to help inform future priorities.

We are committed to meeting the business management standards agreed by the federation and acting in a way which is consistent with the terms of the Groundwork Membership Agreement, which prioritises good governance, consistent quality, collaboration and inclusion.

Performance against our business plan KPIs to the end of March 2023 is given below.

	Measure	Target	Performance
KPI1	New programme contribution secured	£250k	£302k
KPI2	Unrestricted income secured	£150k	£173k
KPI3	Grant programme performance	90% of KPIs low risk	96%
KPI4	Delivery programme performance	75% of KPIs low risk	85%
KPI5	Stakeholder satisfaction	90%	96%

## 2. Sustainable Development Report

Protecting and improving the environment is central to our mission and a core value for our staff team. We recognise the need to make improvements to our own performance in order that we can be seen as an environmental exemplar.

Our staff-led 'Sustainable Living under Groundwork' team continues to deliver awareness-raising campaigns to promote behaviour change, focussing this year on energy saving, food waste and digital behaviours.

We have embedded Carbon Literacy across our staff team, investing in an in-house training team who are supporting colleagues to obtain a Carbon Literacy certificate and generate pledges that will inform our Climate Action Plan for the year ahead.

We have updated our investment strategy and appointed new investment managers who will help us divest from fossil fuels. We have also helped colleagues explore opportunities to amend their pension portfolio to include more sustainable options.

As part of the Groundwork federation carbon reduction commitment, we have continued to measure our carbon footprint year on year, with our most recent footprint in 2022 calculated at 9.9 tonnes of CO<sub>2</sub> equivalent, down from the baseline carbon footprint of 70.6 tonnes of CO<sub>2</sub> equivalent. This change has largely been driven by our move to smaller, more modern premises and greater home working, though work will continue to develop more sophisticated ways of understanding the true carbon impact of hybrid working arrangements.

We recognise that, as a small staff team, the greatest contribution we can make to sustainable development is through the programmes we develop and deliver. During the year we have supported an increasing number of Green Doctor visits, helping 4,500 households to save energy, including installing 29,000 energy saving measures. Our environmental improvement projects are helping to address the loss of biodiversity in urban areas, whilst enthusing local people about the importance of nature. For example, our Veolia Orchard programme has supported 100 schools across the country to plant 500 fruit trees and install 100 bird boxes. Each orchard will become a learning resource for pupils, building environmental awareness and action from an early age.

Our next priority is to create a carbon reduction 'pathway', identifying year on year opportunities to reduce our carbon outputs, which will be agreed by our Board and worked into annual business planning exercises, further demonstrating our commitment to improving our environmental performance and altering our business practices to mitigate our impact.



### 3. Equity, Diversity and Inclusion

As a federation, Groundwork has committed to ensuring it embeds good practice in relation to equity, diversity and inclusion in the way it manages its people and delivers its projects, programmes and services. Groundwork UK's EDI working group continues to deliver a programme of activities informed by team-wide surveys and a self-assessment process.

With support from the consultancy Mission Diverse we have progressed our team training programme with sessions on deaf awareness and micro-aggressions and started to develop a calendar of awareness-raising events for the team.

We participated in the pilot of the [RACE Report](#) in 2022/23, a programme to measure and improve the racial diversity of the environmental sector, and as a result of this have improved data capture within the organisation so that we are better placed to analyse diversity trends and issues.

We have also initiated work to explore what more could be done to embed our EDI commitments in the way we implement and manage our programmes, including working with Disability Rights UK to assess the accessibility of our grant programmes.

Looking to the future we will be seeking to embed in our management processes learning being generated by our New to Nature programme, which is helping to identify the employment barriers faced by people with disabilities or from low income or minority ethnic backgrounds.

Groundwork UK's gender pay gap stands at 28% (2022: 19%). With the highest earner removed the pay gap is 17%. We continue to address this by providing flexible working arrangements and prioritising internal development opportunities. 54% of all posts recruited over the last three years were filled by an internal candidate progressing into a higher paid role.

Analysis of all recruitment exercises undertaken in the last three years shows that:

- > 62% of applicants for posts offered by Groundwork UK were women and 84% of those recruited were women
- > 33% of applicants for posts identified as non-white British with 20% of those recruited identifying as non-white British.

## 4. Our plans for the future

As we look to the future we recognise that our plans will be influenced and informed by a number of trends impacting on the policy and funding landscape.

- > Reductions to public spending coupled with high levels of inflation and continued volatility in the energy market mean need amongst communities and individuals is continuing to rise with a cost of living 'crisis' becoming entrenched hardship.
- > Tighter budgets are likely to lead to more organisations – in particular public bodies – seeking out creative solutions to increased social, economic and environmental need.
- > The impacts of climate change are becoming increasingly apparent with communities having to contend with extreme weather events and many suffering the effects of environmental injustice in terms of air pollution, flood risk, access to green space and lack of affordable public transport and fresh food.
- > At the same time, however, there is a risk that environmental commitments come under pressure as political parties gear up for a general election expected in 2024.
- > Challenges in the labour market caused by high levels of economic inactivity are leading to a search for new approaches to helping young people who are not in employment, education or training, older people who have left the workforce and people experiencing health issues.
- > The roll-out of programmes previously agreed by government as part of its net zero commitments – including major programmes of tree planting and housing decarbonisation – will increase the need for a supply of green skills, creating new economic opportunities for those currently out of work.
- > The need to maximise the impact of public funds will mean greater emphasis on market-based mechanisms to drive nature recovery and natural solutions to climate change and could open up new possibilities for enterprise development.
- > Businesses will continue to prioritise investment in community programmes and sustainability initiatives in line with their ESG goals and the increasing use of social value clauses in public procurement exercises, though a prolonged recession would impact on the level of funds available in some sectors.
- > The agreement of how dormant asset funds might be used may present new opportunities for programmes supporting communities, young people and green enterprise.

Groundwork UK's priorities and plans are also shaped by the ongoing evolution of the Groundwork federation.

- > After several years of change and consolidation the structure and governance of the federation is strong and stable, though it is recognised that Groundwork's resilience will be tested by a prolonged period of austerity.
- > Levels of collaboration within the federation are high, leading to widespread sharing of delivery models and management approaches.
- > More Trusts within the federation are managing multi-regional or national programmes, meaning Groundwork UK needs to be clear about how it adds value and also needs a strategy to diversify its funding so that it is not wholly reliant on programme management fees.
- > There are growing requests from within the federation for Groundwork UK to coordinate networking around priority management issues and delivery themes, and recognition that more thought needs to be given to how 'federation functions' are resourced.

In order to ensure Groundwork UK's activities are fully aligned with the needs and expectations of the federation, our business plan is clearly and explicitly driven by Groundwork's collectively agreed strategy. The strategy commits the whole of Groundwork to working collaboratively to achieve the following aims:

- > **expert services operating at bigger scale to help more people in more places** – Groundwork UK supports this by generating resources for local delivery, marketing and promoting specialist services and building the scale and quality of our national grant management operation.
- > **delivery everywhere supported by stronger systems and more diverse income streams** – Groundwork UK coordinates the federation business management group, is facilitating access to cloud-based IT systems and investing in its fundraising capability to secure greater levels of unrestricted income.
- > **more consistent quality in our delivery so that we maximise our impact** – A key element of Groundwork UK's plan is to prioritise work to support learning across the federation and to drive the rollout of a new impact framework.

The Groundwork federation strategy is being reviewed and a refreshed vision and plan will be launched in the autumn of 2023. This will lead to new opportunities and expectations for Groundwork to facilitate internal collaboration and build the external relationships we need to deliver our collective goals.

## Groundwork UK's strategy and priorities

As the central body of the federation, Groundwork UK's purpose is to *build the resilience and environmental sustainability of communities facing hardship and injustice, supporting and working in partnership with Groundwork Trusts in a strong and connected federation.*

In order to achieve this purpose our own strategic objectives are to:

- > support local delivery and distribute grants to help communities take practical action on poverty and the environment
- > drive innovation, networking and learning to improve and expand Groundwork's delivery
- > deliver research and influence policy to support the development of a green economy, promote nature recovery and deliver a just transition to net zero.

Achieving this will require us to:

- > continue driving and supporting culture change across the federation so that we are more impact focused and better equipped to fund our work from a variety of sources
- > live our values by ensuring we are inclusive and participatory in our approach and are seen as an environmental exemplar
- > be an excellent employer, benefiting from diversity and helping our people grow and develop.

We will invest time and resources in a number of priority pieces of work, tracking progress on a quarterly basis.

- > We will invest in income diversification to generate more flexible funds that we can use to support Groundwork's local delivery, test new products and services and fund our collective federation priorities
- > We will prioritise public affairs and positioning and provide a more comprehensive communications service for the federation to enable Trusts to maximise their visibility and credibility with public sector stakeholders.
- > We will develop our reputation and offer as specialists in community grant management to extend Groundwork's mission and generate revenue, including consolidating programme management structures.
- > We will strengthen our support for sharing and learning across the federation in order to extend and improve local delivery – convening networks, supporting collaboration, managing our new impact framework and maximising the benefits of systems.
- > We will continue to build an effective and diverse organisation which reflects the communities we serve and helps people develop their careers.



## 5. Financial performance

Our long-term financial strategy has three clear and linked strands:

- > to keep our overhead costs low to ensure discretionary spending is focused on supporting local delivery and generating more income, while maintaining the capacity we need to operate effectively and safely
- > to achieve at least a break-even position at the end of the year so that we maintain sufficient reserves to sustain our charitable operations, manage the risks attached to outcome-based funding arrangements and invest sufficiently in quality management and income generation
- > to use our financial resources to support the whole of Groundwork to increase its resilience, diversify its income streams and maximise its impact in communities.

Achieving this will require us to:

Net incoming resources for 2022/23 totalled £22.5 million (2022: £21.7 million). Our organisational turnover is heavily dependent on the volume of grants we distribute, which fluctuates from year to year, and is not considered to be the determining factor in our assessment of financial health. Our underlying trading performance resulted in an unrestricted surplus of £127k (2022: £414k), compared to a budget of break even. This outturn is after allowing for a decrease in the value of our investments of £161k caused by turbulence on global financial markets.

This positive outcome has further strengthened our balance sheet and we continue to meet our long-term target for holding reserves. We have designated £200k of our reserves to strengthen our fundraising capabilities in the next two years, giving us a stronger platform for diversifying our income base and delivering even greater impact.

In addition to this income, we received funds and distributed grants totalling £6.8 million, funds for which we are responsible but which are not included in our stated turnover.

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### 5.1 Reserves

In line with our financial strategy, our trustees have agreed that we should aim to hold 12 months operating costs (c£2.8 million) in liquid reserves. We believe this is appropriate for the following reasons:

- > to absorb short term setbacks such as loss or delays in funding
- > to provide the working capital required to finance retrospective programme funding
- > to cover the cost of investing in staff training and development
- > to support the development of new functions and services that improve our effectiveness, efficiency or income generation capability in the long term
- > to set aside funds for capital assets such as ICT equipment
- > to protect against any unforeseen downturn in income and the associated impact on our staff team.

Our reserves policy recognises the need to operate as a responsible charity, maintaining trust with our partners and the public by not generating surpluses for which there is no future requirement or that are used for purposes which are not directly connected to our charitable aims.

Our level of free liquid reserves at the end of 2022/23 is £2.7 million.

Our restricted funds - advance payments from funders pending completion of project work – stand at £2.4 million (2022: £2.9 million). These restricted funds can only be used in accordance with agreements reached with funders and do not form part of the general reserves that are under the control of the trustees. These funds will all be distributed during 2023/24. Movements in restricted funds reflect the long-term nature of Groundwork UK's programme activity and this in no way reflects on the organisation's financial efficiency or performance.

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## 5.2 Investments

The majority of the funds obtained by Groundwork UK are for the delivery of specified projects and are therefore restricted. These funds are mainly distributed to Groundwork Trusts and other delivery partners operating under contract or to third party organisations in the form of grants to support local community projects. Any funds that are built up in advance of expenditure are kept as liquid as possible, whilst making every effort to maximise returns.

Cash that is unrestricted in nature and is not required in the short term (regarded as six months) is considered for long-term investment. We invest these funds in a managed fund arrangement with the aim of guarding against the eroding effects of inflation. In the last year, our investments made a loss of £161k, but delivered dividend income of £64k. All of these funds can be converted into cash without notice or penalty, should there be an immediate need for liquid funds.

During the year we undertook a review of our investment arrangements and our trustees have subsequently agreed to transfer our funds to the Cazenove Responsible Multi-Asset Fund, which is better aligned to our environmental commitments.

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## 5.3 Grant making policy

Groundwork UK delivers its mission primarily by distributing funds to Groundwork Trusts, other delivery partners and to community groups. Grant awards are accounted for as soon as grant panel decisions are made. If an offer is conditional upon events outside the Charity's control and it is possible but not probable that an outflow of economic benefits will arise, such amounts are recognised as contingent liabilities until the grant conditions are fulfilled.

## 5.4 Principal funding sources

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

- > **Private sector** - £11.9 million (2022: £10.3 million)  
This includes funds provided by businesses and private foundations, most notably £7.9 million provided by Tesco to support local community organisations through the Community Grants programme.
- > **Public sector** - £5.4 million (2022: £5.4 million)  
This relates to funding secured from government departments and other public bodies to deliver programmes and services. In particular in 2022/23 this included £1.8m from the Education and Skills Funding Agency.
- > **Lottery and charitable foundations** - £4.9 million (2022: £5.6 million)  
These include grants secured from the National Lottery Heritage Fund and Community Fund to support local delivery and funds distributed to community groups on behalf of Comic Relief.

## 5.5 Expenditure on charitable objectives

Our expenditure in the year was directed towards the following charitable activities.

- > **Community grants** - £16.2 million (2022: £14.1 million)  
Providing funds to enable community groups and local charities to deliver projects that improve neighbourhoods and provide support to those who are vulnerable.
- > **Programme delivery** - £4.1 million (2022: £5.1 million)  
Providing resources to support local delivery by Groundwork Trusts and other partner organisations as part of commissioned services or funded programmes.
- > **Programme management** - £1.3 million (2022: £1.3 million)  
The costs of managing grant distribution and local delivery programmes, including reporting impact and generating learning from our delivery to improve practice and influence future policy.
- > **Fundraising and communications** - £398k (2022: £400k)  
The cost of generating resources to support local delivery through campaigns, communications and bidding activities.
- > **Supporting our federation** - £314k (2022: £300k)  
Providing systems and support services to enable Groundwork Trusts to communicate effectively, share knowledge and collaborate to achieve greater impact.
- > **Running our organisation** - £402k (2022: £262k)  
Ensuring Groundwork UK operates safely and efficiently with appropriate systems, quality standards and premises.

## 6. Risks and uncertainties

Our trustees understand their responsibilities for ensuring that the major risks to which the charity is exposed are identified and reviewed, and that there are systems in place to mitigate them.

Trustees regularly review our risk management process and receive quarterly updates on actions put in place to mitigate the most significant ongoing risks. Given our role as a distributor of small grants to community organisations we are particularly conscious of the risk of fraud and undertake regular reviews of our due diligence and monitoring processes.

Our ability to deliver our mission continues to be heavily influenced by the policies and priorities of public bodies and by the investment decisions of businesses, which in turn are driven by regulation and the wider public policy backdrop.

We see risks ahead in terms of continuing global instability, the impact of this on Government priorities and spending decisions and the likelihood of further spending delays and increasingly polarised political debate in the lead up to a general election. We also see technological risks given the increasing reliance on online systems to support all areas of our work which leaves us vulnerable to supplier failure, cost increases and cyber threats.

The most significant specific risks for which we have active mitigation strategies in place are as follows:

- > an ICT failure, cybersecurity incident or data breach that leads to loss of capability, financial penalties and/or reputational damage
- > a serious safeguarding, health and safety or fraud incident occurring on a programme managed by Groundwork UK and the impact this could have both on those involved and on our reputation
- > the unexpected withdrawal or clawback of funding from a major partner arising from a failure to meet targets or comply with funding requirements or simply due to changed priorities.

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## Financial instruments

Groundwork UK's financial risk management objective is broadly to seek to make neither profit nor loss from exposure to currency or interest rate risks. Our policy is to finance fixed assets and working capital through retained reserves.



## 7. Statement of trustees' responsibilities

Our trustees are responsible for preparing Groundwork UK's Annual Report and Financial Statements in accordance with applicable law and regulations.

Company law requires the trustees to prepare financial statements for each financial year in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law the trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charity and of the incoming resources and application of resources, including the income and expenditure of the charity for that period.

In preparing these financial statements, the trustees are required to:

- > select suitable accounting policies and then apply them consistently
- > make judgements and accounting estimates that are reasonable and prudent
- > state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements
- > prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

Our trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charity's transactions and 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 Companies Act 2006. They are also responsible for safeguarding the assets of the charity and taking reasonable steps to prevent and detect fraud and other irregularities.

These financial statements are published on our website in accordance with UK legislation governing the preparation and dissemination of financial statements. The maintenance and integrity of the website is the responsibility of the trustees. The trustees' responsibility also extends to the ongoing integrity of the financial statements published.

## Events after the year end

There have been no material events after the year end to report

### Disclosure of information by the trustees to the auditor

Each of the trustees has confirmed that, so far as they are aware, there is no relevant audit information of which Groundwork UK's auditor is unaware, and that they have taken all the steps that they ought to have taken as a trustee in order to make themselves aware of any relevant audit information and to establish that Groundwork UK's auditor is aware of that information.



Signed on behalf of the Board of Trustees

**Graham Hartley, Chair**

19 September 2023



# Independent Auditor's Report to the Members of The Federation of Groundwork Trusts (Operating as Groundwork UK)

## Opinion

We have audited the financial statements of The Federation of Groundwork Trusts for the year ended 31 March 2023, which comprise statement of financial activities, balance sheet, statement of cash flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

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

## Basis for opinion

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

## Conclusions relating to going concern

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

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

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

## Other information

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

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

We have nothing to report in this regard.

## Opinions on other matters prescribed by the Companies Act 2006

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

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



## Matters on which we are required to report by exception

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

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

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

## Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on [page 21](#), the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

## Auditor's responsibilities for the audit of the financial statements

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

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

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

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our auditor's report.

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

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We identified and assessed the risks of material misstatement of the financial statements from irregularities, whether due to fraud or error, and discussed these between our audit team members. We then designed and performed audit procedures responsive to those risks, including obtaining audit evidence sufficient and appropriate to provide a basis for our opinion.

We obtained an understanding of the legal and regulatory frameworks within which the charitable company and group operates, focusing on those laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements. The laws and regulations we considered in this context were the Companies Act 2006, the Charities Act 2011 together with the Charities SORP (FRS 102). We assessed the required compliance with these laws and regulations as part of our audit procedures on the related financial statement items.

In addition, we considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which might be fundamental to the charitable company's and the group's ability to operate or to avoid a material penalty. We also considered the opportunities and incentives that may exist within the charitable company and the group for fraud. The laws and regulations we considered in this context for the UK operations were General Data Protection Regulation (GDPR), Health and Safety and Employment legislation.

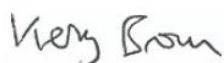
Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the Trustees and other management and inspection of regulatory and legal correspondence, if any.

We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be within the recognition of income and the override of controls by management. Our audit procedures to respond to these risks included enquiries of management and the Audit Committee about their own identification and assessment of the risks of irregularities, sample testing on the posting of journals, reviewing accounting estimates for biases, designing audit procedures over income, reviewing regulatory correspondence with the Charity Commission and reading minutes of meetings of those charged with governance.

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations (irregularities) is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it. In addition, as with any audit, there remained a higher risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

## Use of our report

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



Kerry Brown (Senior Statutory Auditor)

For and on behalf of

Crowe U.K. LLP

Statutory Auditor

Black Country House

Rounds Green Road

Oldbury

West Midlands

B69 2DG

Date: 20 December 2023

# Statement of Financial Activities

FOR THE YEAR ENDED 31 MARCH 2023

		2023 Unrestricted funds		2023 Restricted funds	2023 Total	2022 Total
	Note	General £	Designated £	£	£	£
<b>INCOME FROM</b>						
Donations and legacies	2	76,061	-	-	76,061	207,792
Charitable activities	3	3,611,582	-	18,812,390	22,423,972	21,284,679
Other trading activities	2	135,756	-	-	135,756	135,000
Investments	2	128,330	-	-	128,330	46,083
<b>Total</b>		<b>3,951,729</b>	<b>-</b>	<b>18,812,390</b>	<b>22,764,119</b>	<b>21,673,554</b>
<b>EXPENDITURE ON</b>						
Raising funds	4	34,770	-	181,116	215,886	185,583
Charitable activities	5	3,628,410	123,974	19,005,244	22,757,628	21,461,169
<b>Total</b>		<b>3,663,180</b>	<b>123,974</b>	<b>19,186,360</b>	<b>22,973,514</b>	<b>21,646,752</b>
<b>Net gains on investment</b>	<b>11</b>	<b>-161,520</b>	<b>-</b>	<b>-</b>	<b>-161,520</b>	<b>57,492</b>
<b>Net income</b>		<b>127,029</b>	<b>-123,974</b>	<b>-373,970</b>	<b>-370,915</b>	<b>84,294</b>
<b>Transfers between funds</b>		<b>-241,800</b>	<b>241,800</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net movement in funds</b>		<b>-114,771</b>	<b>117,826</b>	<b>-373,970</b>	<b>-370,970</b>	<b>84,294</b>
<b>RECONCILIATION OF FUNDS</b>						
Fund balances brought forward	16	2,413,978	293,479	2,901,014	5,608,471	5,524,177
<b>Fund balances carried forward</b>	<b>16</b>	<b>2,299,207</b>	<b>411,305</b>	<b>2,527,044</b>	<b>5,237,556</b>	<b>5,608,471</b>

Incoming resources and resources expended derive from continuing operations. The company has no other recognised gains or losses other than those passing through the statement of financial activities. The notes [pages 31 to 51](#) form part of these financial statements.

# Charity Balance Sheet

**AT 31 MARCH 2023**

Company registration number

01900511

	Note	2023		2022	
		£	£	£	£
<b>FIXED ASSETS</b>					
Tangible assets	9		20,116		37,629
Investments	11		1,951,534		2,113,044
Investments in subsidiaries	10		3		3
<b>CURRENT ASSETS</b>			1,971,643		2,150,676
Debtors	12	12,765,351		13,373,961	
Cash at bank		5,294,696		8,827,189	
		18,060,047		22,201,150	
<b>Creditors:</b> amounts falling due within one year	13	-14,784,134		-18,733,354	
<b>Net Current Assets</b>			3,275,913		3,467,796
<b>Total assets less current liabilities</b>			5,247,556		5,618,471
<b>Creditors:</b> amounts falling due after one year	18		-10,000		-10,000
<b>NET ASSETS</b>			5,237,556		5,608,471
<b>RESERVES</b>					
Unrestricted - General	16		2,299,207		2,413,978
Designated	16		411,305		293,479
Restricted	16		2,527,044		2,901,014
			5,237,556		5,608,471

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



**Graham Hartley, Chair**

19 September 2023

The notes on **pages 31 to 51** form part of these financial statements.



# Cash Flow Statement

FOR THE YEAR ENDED 31 MARCH 2023

	Note	2022/23 £	2021/22 £
<b>CASH FLOW FROM OPERATING ACTIVITIES</b>			
Net cash provided by operating activities	21	(3,660,823)	885,855
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>			
Dividends, interest and rents from investments		128,330	46,083
Purchase of investments		-	(510,000)
<b>NET CASH PROVIDED BY INVESTMENT ACTIVITIES</b>		<b>(3,532,493)</b>	421,938
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>			
Repayments of borrowing		-	-
Change in cash and cash equivalents in the reporting period		<b>(3,532,493)</b>	421,938
<b>Cash and cash equivalents at the beginning of the reporting period</b>		<b>8,827,189</b>	8,405,251
<b>Cash and cash equivalents at the end of the reporting period</b>		<b>5,294,696</b>	8,287,189

## Movement in Net Debt

At	1 April 2022 £	Cash flows £	31 March 2023 £
Cash at bank and in hand	8,827,189	(3,532,493)	5,294,696
Debt due within 1 year	-	-	-
Debt due over 1 year	-	-	-
	<b>8,827,189</b>	<b>(3,532,493)</b>	<b>5,294,696</b>

The notes on [pages 31 to 51](#) form part of these financial statements.

# Notes forming part of the financial statements

FOR THE YEAR ENDED 31 MARCH 2023

## 1. Accounting policies

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

### a) Basis of preparation

The financial statements have been prepared under the historical cost convention and comply with the Companies Act 2006. The financial statements have been prepared in accordance with applicable Accounting Standards and comply with the requirements of the Statement of Recommended Practice, "Charities SORP (FRS 102)".

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

The results of acquisitions are accounted for from the relevant date of acquisition under the acquisition method of accounting.

Accounting policies are supplemented by estimation techniques where judgement is required in measuring the value of income and expenditure and of assets and liabilities.

### b) Grants and other income

Revenue and capital-based grants are credited to the statement of financial activities in the year in which they are received or become receivable under the terms of a grant agreement.

Where grants are considered to be performance related, income is recognised to the extent that the services outlined in the funding agreement had been performed by the year end. Where income has been received but the related services had not been performed by the year-end, the balance is carried forward as deferred income.

Donations are accounted for on a cash received basis. Rental income is recognised in the period to which it relates.

Incoming resources have been allocated between the key strategic areas of activity on a basis consistent with the allocation of expenditure (note 1(d)).

**c) Grants payable**

Grants offered to Groundwork Trusts and other organisations are typically paid in stages, with stage payments dependent upon the submission of claims detailing the work that has been completed. Claims which fall due within the year, which relate to work completed before the year-end, have been accrued for if they had not been paid during the year.

**d) Expenditure**

All expenditure is accounted for on an accruals basis and has been listed under headings that aggregate all the costs related to that activity. Where costs cannot be directly allocated, they have been allocated to activities on a basis consistent with the use of resources.

Costs of raising funds relate to the cost of external promotion and publicity to raise the profile of the charity and its objectives and costs associated with bids for funding.

Direct costs of charitable activities are those costs, which have been expended on delivery programmes. Support costs have been allocated to the key strategic areas of activity on the basis of the percentage of staff time spent on each of these areas.

**e) Funds**

Unrestricted funds are those which are available for use at the discretion of the Board of Trustees in furtherance of the general objectives of the charity. The Board may, at its discretion, set aside unrestricted funds for specific future purposes and these are referred to as designated funds. Where such funds are no longer required for the intended purposes they are released back to general unrestricted reserves.

Restricted funds are those which can only be used for purposes specified by the donor, or which have been raised under the terms of a specific bid. Expenditure under the terms of the grant agreement is shown as restricted expenditure.

**f) Depreciation**

Tangible fixed assets are stated at cost less provision for depreciation. Depreciation is calculated so as to write off the cost less the estimated residual value of tangible fixed assets by equal annual instalments over their estimated useful economic lives as follows:

Leasehold buildings: 50 years  
Office equipment: 4 years  
Computer equipment: 3 years

**g) Pensions**

The company contributes to two defined contribution schemes. Contributions are charged to the statement of financial activities as they become payable.

**h) Operating leases**

Rentals paid under operating leases are charged to the statement of financial activities on a straight-line basis over the life of the asset.

**i) Provisions**

Provisions for future liabilities are recognised when the charity has a legal or constructive obligation that can be reliably estimated and for which there is an expectation that payment will be made.

**j) Fixed asset investments**

Investments held are valued at market value. Unrealised gains and losses on the revaluation of investments are recognised in the statement of financial activities.

**k) Key judgements**

Grant awards are recognised as soon as awards are made at grant panels.

**l) Public Benefit Entity**

The company is a public benefit entity, whose primary objective is to provide goods or services for the general public or social benefit and where any risk capital has been provided with a view to supporting that primary objective rather than with a view to a financial return to its members.

Charity registration no. **291558**

Company registration no. **01900511**

## 2. Incoming resources from generated funds

	2023 Unrestricted	2023 Designated	2023 Restricted	2023 Total
	£	£	£	£
<b>VOLUNTARY INCOME</b>				
Donations and gifts	76,061	-	-	76,061
	76,061	-	-	76,061
<b>OTHER TRADING ACTIVITIES</b>				
Membership Fee	135,000	-	-	135,000
Car Parking	756			756
	135,756	-	-	135,756
<b>INVESTMENT INCOME</b>				
Dividends	64,071	-	-	64,071
Bank interest	64,259	-	-	64,259
	128,330	-	-	128,330
	2022 Unrestricted	2022 Designated	2022 Restricted	2022 Total
	£	£	£	£
<b>VOLUNTARY INCOME</b>				
Donations and gifts	191,499	-	5,445	19,335
	191,499	-	5,445	19,335
<b>OTHER TRADING ACTIVITIES</b>				
Membership Fee	135,000	-	-	102,500
	135,000	-	-	106,742
<b>INVESTMENT INCOME</b>				
Dividends	45,679	-	-	45,679
Bank interest	404	-	-	404
	46,083	-	-	46,083

### 3. Incoming resources from charitable activities

	2023 Unrestricted	2023 Designated	2023 Restricted	2023 Total
	£	£	£	£
<b>Income for project delivery was secured from the following sources:</b>				
Central government	385,892	-	590,674	976,566
Local authorities	31,922	-	-	31,922
Public agencies	554,883	-	3,817,166	4,372,049
Private sector	2,135,177	-	9,779,146	11,914,323
National Lottery and charitable foundations	503,708	-	4,625,404	5,129,112
	<u>3,611,582</u>	<u>-</u>	<u>18,812,390</u>	<u>22,423,972</u>
 <b>Income was allocated to:</b>				
Grant distribution	2,572,627	-	13,400,572	15,973,199
Programme delivery	649,768	-	3,384,581	4,034,351
Programme management	211,744	-	1,102,955	1,314,700
Federation support	50,077	-	260,845	310,921
Fundraising and communications	63,345	-	329,958	393,303
Running Groundwork UK	64,021	-	333,478	397,499
	<u>3,611,582</u>	<u>-</u>	<u>18,812,390</u>	<u>22,423,972</u>



## Incoming resources from charitable activities (continued)

	2022 Unrestricted	2022 Designated	2022 Restricted	2022 Total
<b>Income for project delivery was secured from the following sources:</b>	£	£	£	£
Central government	296,175	–	–	296,175
Local authorities	5,503	–	202,271	207,774
Public agencies	724,752	–	4,141,719	4,866,471
Private sector	1,653,936	–	8,625,304	10,279,240
National Lottery and charitable foundations	309,791	–	5,325,228	5,635,019
	<u>2,990,157</u>	<u>–</u>	<u>18,294,522</u>	<u>21,284,679</u>
<b>Income was allocated to:</b>				
Grant distribution	1,964,381	–	12,018,570	13,982,951
Programme delivery	714,271	–	4,370,084	5,084,355
Programme management	180,140	–	1,102,145	1,282,285
Federation support	41,557	–	254,257	295,814
Fundraising and communications	53,288	–	326,027	379,315
Running Groundwork UK	36,520	–	223,439	259,959
	<u>2,990,157</u>	<u>–</u>	<u>18,294,522</u>	<u>21,284,679</u>

For definitions of the above categories, see section 5.5 of the strategic report

4. Cost of raising funds

	2023 Unrestricted	2023 Designated	2023 Restricted	2023 Total
	£	£	£	£
Staff costs	26,160	-	136,266	162,426
Other costs	8,610	-	44,850	53,460
	34,770	-	181,116	215,886

	2022 Unrestricted	2022 Designated	2022 Restricted	2022 Total
	£	£	£	£
Staff costs	21,739	-	133,007	154,746
Other costs	4,332	-	26,505	30,837
	26,071	-	159,512	185,583

## 5. Charitable activities

	2023 Unrestricted	2023 Designated	2023 Restricted	2023 Total
	£	£	£	£
<b>Expenditure on projects related to the following activities:</b>				
Grant Distribution	2,584,614	88,310	13,561,762	16,234,686
Programme delivery	652,796	22,305	3,404,384	4,079,485
Programme management	212,731	7,268	1,109,409	1,329,408
Federation support	50,310	1,719	262,371	314,400
Fundraising and communications	63,640	2,174	331,889	397,703
Running Groundwork UK	64,319	2,198	335,429	401,946
	<u>3,628,410</u>	<u>123,974</u>	<u>19,005,244</u>	<u>22,757,628</u>

	2023 Grants payable	2023 Other direct costs of activities	2023 Support costs	2023 Total
	£	£	£	£
<b>Expenditure on projects comprised:</b>				
Grant Distribution	13,626,050	1,930,597	678,039	16,234,686
Programme delivery	3,420,621	487,611	171,253	4,079,485
Programme management	1,114,700	158,901	55,807	1,329,408
Federation support	263,622	37,579	13,199	314,400
Fundraising and communications	333,472	47,536	16,695	397,703
Running Groundwork UK	337,029	48,044	16,873	401,946
	<u>19,095,494</u>	<u>2,710,268</u>	<u>951,866</u>	<u>22,757,628</u>

## Charitable activities (continued)

	2022 Unrestricted	2022 Designated	2022 Restricted	2022 Total
	£	£	£	£
<b>Expenditure on projects related to the following activities:</b>				
Grant Distribution	1,957,590	79,341	12,061,965	14,098,896
Programme delivery	711,801	28,849	4,385,864	5,126,514
Programme management	179,518	7,276	1,106,124	1,292,918
Federation support	41,414	1,678	255,175	298,267
Fundraising and communications	53,103	2,152	327,204	382,459
Running Groundwork UK	36,394	1,475	224,246	262,115
	<u>2,979,820</u>	<u>120,771</u>	<u>18,360,578</u>	<u>21,461,169</u>

	2022 Grants payable	2022 Other direct costs of activities	2022 Support costs	2022 Total
	£	£	£	£
<b>Expenditure on projects comprised:</b>				
Grant Distribution	11,663,112	1,858,280	577,504	14,098,896
Programme delivery	4,240,836	675,691	209,987	5,126,514
Programme management	1,069,548	170,411	52,959	1,292,918
Federation support	246,737	39,313	12,217	298,267
Fundraising and communications	316,384	50,409	15,666	382,459
Running Groundwork UK	216,831	34,548	10,736	262,115
	<u>17,753,448</u>	<u>2,828,652</u>	<u>879,069</u>	<u>21,461,169</u>

## Charitable activities (continued)

	Grants to institutions	Grants to individuals	Grant support costs	2023 Total
	£	£	£	£
<b>Analysis of grants</b>				
Creating better places	6,669,517	–	333,908	7,003,425
Improving peoples prospects	8,358,181	–	414,305	8,772,486
Promoting greener living and working	4,067,796	–	203,653	4,271,449
	<b>19,095,494</b>	<b>–</b>	<b>951,866</b>	<b>20,047,360</b>

	Grants to institutions	Grants to individuals	Grant support costs	2022 Total
	£	£	£	£
<b>Analysis of grants</b>				
Creating better places	5,167,908	–	255,891	5,423,799
Improving peoples prospects	8,063,231	–	399,254	8,462,485
Promoting greener living and working	4,522,309	–	223,924	4,746,233
	<b>17,753,448</b>	<b>–</b>	<b>879,069</b>	<b>18,632,517</b>

	2023	2022
	£	£
<b>Support costs are analysed as follows:</b>		
Staff costs	687,912	645,372
Temporary staff and recruitment	2,524	3,043
Legal and professional	33,380	27,399
Travel and subsistence	8,761	2,723
Training and meetings	17,594	16,709
IT support	94,283	109,549
Other costs	107,412	74,274
	<b>951,866</b>	<b>879,069</b>

## 6. Employees

	2023	2022
	£	£
<b>The average monthly number of employees during the year was as follows:</b>		
Programme management	37	37
Management and administration	4	6
Fundraising and communications	10	8
	<u>51</u>	<u>51</u>

	2023	2022
	£	£
<b>The aggregated cost of these persons was as follows:</b>		
Wages and salaries	1,600,363	1,527,145
Social security costs	164,562	143,675
Pension costs (see note 19)	248,940	229,847
	<u>2,013,865</u>	<u>1,900,667</u>

	2023	2022
	£	£
<b>The emoluments of employees (excluding pension contributions) over £60,000 per annum are disclosed in £10,000 bands as follows:</b>		
£60,000 - £70,000	2	2
£80,000 - £90,000	1	1
	<u>3</u>	<u>3</u>

The key senior management personnel of the charity are the Chief Executive Officer, Director of Finance and Corporate Services, Director of Partnerships and Programmes, Head of Contracts and Communications Manager with a total cost in 2023 of £375,691 (2022 - £363,756) Total contributions under defined contribution schemes on behalf of these higher paid employees in 2023 were £23,617 (2022 - £22,868)



## 7. Transactions with trustees

During the year ending 31st March 2023 5 trustees were reimbursed for travel costs amounting to £388 (2022 - 0 trustees £0 travel costs). No Trustees received any remuneration during the year.

## 8. Net incoming resources

	2023	2022
	£	£
<b>Net incoming resources for the year is stated after charging:</b>		
Auditor's remuneration:		
Audit – company	16,400	14,400
Depreciation	17,513	22,646

Premiums in 2023 £659 (2022: £670) were paid on a professional indemnity policy to protect the charity and trustees from loss arising from neglect or defaults of trustees.

## 9. Tangible assets

	Office equipment	Total
	£	£
<b>COST OR VALUATION</b>		
At 1 April 2022	71,215	71,215
At 31 March 2023	71,215	71,215
<b>DEPRECIATION</b>		
At 1 April 2022	33,586	33,586
Charged for the year	17,513	17,513
At 31 March 2023	51,099	51,099
<b>NET BOOK VALUE</b>		
At 31 March 2023	20,116	21,116
At 31 March 2022	37,629	37,629

## 10. Investments held as fixed assets

	Shares in subsidiary undertakings
<b>COST</b>	£
At 1 April 2022	3
Disposals	-
At 31 March 2023	3

<b>NAME</b>	<b>Nature of business registration</b>	<b>Country of registration</b>	<b>Class of shares held</b>	<b>Proportion</b>
Groundwork Trade Association Ltd	Dormant	England	Ordinary	100%
Groundwork Enterprises Ltd	Dormant	England	Ordinary	100%
Groundwork UK Ltd	Dormant	England	Ordinary	100%

	2023	2022
	£	£
<b>SUBSIDIARY UNDERTAKING</b>		
Groundwork Trade Association Ltd	4,000	4,000
Groundwork Enterprises Ltd	25,002	25,002
Groundwork UK Ltd	1	1

## 11. Fixed asset investments

	£
<b>COST</b>	
At 1 April 2022	2,113,044
Investments	-
Net loss on revaluation	-161,520
At 31 March 2023	1,951,524

Investments are held in a managed mixed fund, which is designed to deliver a return of between 3% and 4% above the Consumer Price Index, over a rolling three-year period.

## 12. Debtors

	2022	2021
	£	£
Grants receivable	5,930,069	6,098,612
Other debtors	-	40,000
Prepayments and accrued income	6,835,283	7,235,349
	<b>12,765,352</b>	<b>13,373,961</b>

## 13. Creditors

	2023	2022
	£	£
Grants due and payable	11,312,641	9,451,765
Agency creditor	1,663,104	5,932,240
Social security and other taxes	62,914	60,633
Other creditors	260,538	183,111
Accruals	662,839	2,680,016
Deferred income (note 14)	822,098	425,588
	<b>14,784,134</b>	<b>18,733,353</b>

	Balance at 1 April 2022	Amount paid in year	Amount accrued in the year	Balance at 31 March 2023
	£	£	£	£
Grants due and payable	9,451,765	3,631,112	5,491,988	11,312,641
Agency creditor	5,932,240	6,831,748	2,562,612	1,663,104

	Balance at 1 April 2021	Amount paid in year	Amount accrued in the year	Balance at 31 March 2022
	£	£	£	£
Grants due and payable	5,032,035	6,177,825	10,597,555	9,451,765
Agency creditor	4,786,779	11,785,065	12,930,526	5,932,240

## 14. Deferred income

	Balance at 1 April 2022	Amount released to incoming resources	Amount deferred in the year	Balance at 31 March 2023
<b>Movements in deferred income during the year were as follows:</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Community projects	425,587	425,587	822,098	822,098
	<u>425,587</u>	<u>425,587</u>	<u>822,098</u>	<u>822,098</u>
	<i>Balance at 1 April 2021</i>	<i>Amount released to incoming resources</i>	<i>Amount deferred in the year</i>	<i>Balance at 31 March 2022</i>
	<i>£</i>	<i>£</i>	<i>£</i>	<i>£</i>
Community projects	172,627	172,627	425,587	425,587
	<u>172,627</u>	<u>172,627</u>	<u>425,587</u>	<u>425,587</u>

Income is deferred where it is linked to milestones in future periods.

## 15. Analysis of net assets

	Unrestricted funds	Restricted funds	Total 2023
	£	£	£
Tangible fixed assets	20,116	-	20,116
Investments	1,951,527	-	1,951,527
Net current assets	748,869	2,527,044	3,275,913
Provision for liabilities	-10,000	-	-10,000
	<b>2,710,512</b>	<b>2,527,044</b>	<b>5,237,556</b>
	Unrestricted funds	Restricted funds	Total 2021
	£	£	£
<i>Tangible fixed assets</i>	37,629	-	37,629
<i>Investments</i>	2,113,047	-	2,113,047
<i>Net current assets</i>	566,781	2,901,014	3,467,795
<i>Provision for liabilities</i>	-10,000	-	-10,000
	<b>2,707,457</b>	<b>2,901,014</b>	<b>5,608,471</b>

## 16. Statement of funds

	Designated fund	General fund	Total
	£	£	£
<b>UNRESTRICTED FUNDS</b>			
At 1 April 2022	293,479	2,413,978	2,707,457
Incoming resources	-	3,951,729	3,951,729
Resources expended	-123,974	-3,663,180	-3,787,154
Transfers	241,800	-241,800	-
Loss on investment	-	-161,520	-161,520
<b>At 31 March 2023</b>	<b>411,305</b>	<b>2,299,207</b>	<b>2,710,512</b>

## Statement of Funds (continued)

	Designated fund	General fund	Total
	£	£	£
<b>UNRESTRICTED FUNDS</b>			
At 1 April 2021	354,789	2,059,098	2,413,887
Incoming resources	-	3,362,739	3,362,739
Resources expended	-120,771	-3,005,891	-3,126,662
Transfers	-	57,492	57,492
Surplus on investments	59,460	-59,460	-
At 31 March 2022	293,478	2,413,978	2,707,456

Designated funds include £200k to support a new fundraising strategy, £110k to support collaboration, across the Groundwork federation, £35k to support energy efficiency programmes and £18k to fund core staff training

Restricted funds comprise performance related grants as follows:	Balance at 1 April 2022	Incoming resources	Resources expended	Balance at 31 March 2023
	£	£	£	£
<b>RESTRICTED FUNDS</b>				
Tesco Community Grants	-	8,727,550	-8,727,550	-
HS2 Grants	-	2,335,165	-2,335,165	-
Comic Relief	864,000	1,552,000	-1,574,077	841,923
ESF Community Grants	29,645	1,457,773	-1,481,300	6,118
Cadent Foundation	815,578	537,608	-875,113	478,073
Home Office	-	377,313	-202,616	174,697
Firethorn Trust	-	362,500	-226,953	135,547
Onestop Carriers for Causes	138,034	293,000	-365,490	65,544
The National Lottery Community Fund	46,067	1,280,037	-1,308,689	17,415
The National Lottery Heritage Fund	8,082	-	-8,082	0
Other Programmes	999,608	1,889,444	-2,081,325	807,727
	2,901,014	18,812,390	-19,186,360	2,527,044

## Large programmes include:

Tesco Community Grants	Grants to fund local community projects, voted for by Tesco customers.
HS2 Grants	Grants to organisations to mitigate the disruption of HS2 construction.
Comic Relief	Grant funding to community led organisations to support capacity building and project delivery.
Cadent Foundation	Funding for energy efficiency advice and measures to vulnerable households, delivered by Groundwork 'Green Doctors'.
The National Lottery Community Fund	Coaching for young people who are furthest away from the labour market.



	Balance at 1 April 2021	Incoming resources	Resources expended	Balance at 31 March 2022
	£	£	£	£
<b>RESTRICTED FUNDS</b>				
Tesco Community Grants	-	7,910,852	-7,910,852	-
HS2 Grants	-	1,945,971	-1,945,971	-
Comic Relief	-	1,235,762	-1,537,667	-301,905
ESF Community Grants	6,455	1,166,894	-1,150,723	22,625
Cadent Foundation	491,304	997,386	-673,112	815,578
Home Office	24,524	975,412	-953,868	46,068
Firethorn Trust	-	864,000	-	864,000
Onestop Carriers for Causes	-	505,992	-505,992	-
The National Lottery Community Fund	2,062	455,450	-450,491	7,021
The National Lottery Heritage Fund	2,585,947	2,253,095	-3,391,413	1,447,628
Other Programmes				
	3,110,290	18,310,814	-18,520,090	2,901,014

Programme funds are only available for expenditure in accordance with the funders' directions.



## 17. Commitments under operating leases

As at 31 March, 2023, the charity had total commitments under a non-cancellable lease for premises as set out below.

	2023	2022
	£	£
Within 1 Year	<b>53,704</b>	57,204
1-2 Years	<b>53,704</b>	49,532
2-5 Years	<b>46,032</b>	-
	<b>153,440</b>	106,736

## 18. Provision for dilapidation

A provision of £10,000 has been included to cover the possible dilapidation costs associated with the lease of the Walker Building. This will be reviewed annually to ensure it is sufficient to cover future possible liabilities.

## 19. Pensions

During the year ended 31 March 2023 Groundwork UK paid contributions into a defined contribution scheme. The total charge to the defined contribution scheme amounted to £248,940 (2022: £229,847). There were no contributions either pre-paid or outstanding at the year-end or the previous year-end.

## 20. Related party transactions

At the year-end a balance of £4,000 (2022: £4,000) was owed to Groundwork Trade Association Limited, a wholly owned subsidiary of the company. There are no other related party transactions.

## 21. Reconciliation of net income to net cash flow from operating activities

	2023	2022
	£	£
Net income for the reporting period (as per the SOFA)	-370,915	84,294
<b>ADJUSTED FOR:</b>		
Losses /(gains) on investments	161,520	-57,492
Depreciation charge	17,513	22,646
Investment income	-128,330	-46,083
(Increase) /decrease in debtors	608,610	-1,723,879
Increase /decrease in creditors	-3,949,221	2,596,369
Increase /decrease in provisions	-	10,000
Net cash provided by (used in) operating activities	-3,660,823	885,855

## 22. Grants payable

All grants payable relate to institutional grants paid to Groundwork Trusts, delivery partners and community groups, mainly to small community based not -for- profit organisations addressing local needs. The detailed breakdown of all grant payments is available on request from the charity's principal address. No single grants were awarded that are considered to be material to these financial statements.

## 23. Financial Instruments

	2023	2022
	£	£
<b>Groundwork UK's financial instruments may be analysed as follows:</b>		
<b>FINANCIAL ASSETS</b>		
Financial assets measured at fair value through profit and loss:		
Investments	1,951,524	2,113,044

Financial assets measured at fair value through profit or loss comprise fixed asset investments in a trading portfolio of listed company shares.

Groundwork UK would like to thank all its funders and partners. Our work to support communities has benefited significantly from funds provided by the following organisations.

Access - The Foundation for Social Investment	<b>£135,162</b>
Avison Young	<b>£84,502</b>
Balfour Beatty	<b>£34,051</b>
Boost	<b>£20,000</b>
Cadent Foundation	<b>£746,305</b>
Cadent Gas Limited	<b>£169,302</b>
CAF	<b>£69,644</b>
Centrica	<b>£161,310</b>
City & Guilds	<b>£95,000</b>
Comic Relief Community Fund (England)	<b>£1,880,600</b>
Coop Foundation	<b>£34,995</b>
Central England Coop	<b>£24,994</b>
Department for Digital, Cultural, Media & Sport	<b>£112,915</b>
Department for Work & Pensions	<b>£226,417</b>
Education & Skills Funding Agency	<b>£1,794,444</b>
Energy Saving Trust	<b>£190,443</b>
Firethorn Trust	<b>£362,500</b>
Greater London Authority	<b>£32,171</b>
Grosvenor	<b>£99,650</b>
Hatch Enterprise	<b>£54,000</b>
Havas Worldwide London Ltd	<b>£55,000</b>
Home Office	<b>£432,286</b>
HS2 Limited	<b>£2,876,200</b>
Impax Asset Management	<b>£80,698</b>
Jones Lang Lasalle Limited	<b>£14,401</b>
KPMG LLP	<b>£62,423</b>
Locality	<b>£12,708</b>
Department for Levelling up, Housing & Communities	<b>£89,234</b>
UK Year CIC	<b>£252,553</b>
NHS Property Services	<b>£21,327</b>
Northern Gas Network	<b>£69,827</b>
One Stop Stores	<b>£354,198</b>
Royal Society of Wildlife Trusts	<b>£24,228</b>
Segro	<b>£148,568</b>
Schroders	<b>£49,723</b>
Tesco PLC	<b>£10,229,629</b>
The National Lottery Community Fund	<b>£1,280,037</b>
The National Lottery Heritage Fund	<b>£878,127</b>
Veolia	<b>£29,034</b>
Way of Life	<b>£11,440</b>



# Advisers

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## Auditors

### **Crowe U.K. LLP**

Black Country House  
Rounds Green Road  
Oldbury B69 2DG

## Investment Managers

### **Rathbone Investment Management**

8 Finsbury Circus  
London EC2M 7AZ

## Bankers

### **The Co-operative Bank plc**

PO Box 82  
118-120 Colmore Row  
Birmingham B3 3BA

### **HSBC**

114 High Street  
Stourbridge DY8 1DZ

### **Scottish Widows Bank plc**

PO Box 12757  
67 Morrison Street  
Edinburgh EH3 8YJ

## Solicitors

### **Anthony Collins Solicitors LLP**

134 Edmund Street  
Birmingham B3 2ES

# The Board of Trustees

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

Appointed trustees	First appointed	Last appointed	Retired/resigned
Tony Berry	October 2019	AGM 2020	Resigned Nov 2022
Stuart Bonham	December 2019	AGM 2020	
Katrina Cunliffe	March 2023		
Wendy Golland	September 2014	AGM 2020	Resigned Sept 2022
Jeff Greenidge	March 2019	AGM 2019	
Patrick Hughes	September 2021	AGM 2021	
Margot Madin	September 2022	AGM 2022	
Antony Nelson	March 2019	AGM 2019	
Nigel Reader	July 2021	AGM 2021	
Paul Roots	March 2019	AGM 2019	
Anne-Marie Simpson	December 2019	AGM 2020	
Alan Smith	June 2014	AGM 2020	
Andrew Thurston	January 2021	AGM 2021	
Co-opted trustees	First appointed	Last appointed	Retired/resigned
Faiza Amin	September 2019	AGM 2019	
Karen Balmer	September 2022	AGM 2022	
Kate Culverhouse	December 2013	AGM 2020	Resigned Sept 2022
Graham Hartley (Chair)	August 2015	AGM 2021	
Claire Marshall	December 2021	AGM 2022	
Mike Ormerod	June 2018	AGM 2018	Resigned June 2022
Jack White	September 2019	AGM 2019	

## Company Secretary

Paul Viles



Committees of the Board

Chairs' Committee	Chair	Graham Hartley
Federation Executive Team	Chair	Graham Parry
Groundwork UK Committee	Chair	Claire Marshall
Audit & Remuneration Committee	Chair	Stuart Bonham

Chief Executive

Graham Duxbury



## GROUNDWORK

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To find out more about Groundwork,  
**please get in touch:**

[www.groundwork.org.uk](http://www.groundwork.org.uk)

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Groundwork UK is the operating name of the Federation of Groundwork Trusts, a company limited by guarantee.  
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