



Annual Report 2021/22





Contents

Core Values	2
Impact Report 2021/22	3
Reference and Administrative Details	4
Report of the Trustees	5
Report of the Independent Auditor	25
Statement of Financial Activities	31
Balance Sheet	32
Cash Flow Statement	33
Notes to the Financial Statements	34



Everything we do is driven and guided by our core values:



Welcoming

Our doors are open to anyone who wishes to contribute to or use the service. Whatever your issue or situation, we welcome you and want you to feel at home.



Leading by Example

We aim to change the lives of young people and adults by inspiring and empowering them to succeed with confidence, through good leadership.



Working Together

We believe that real results come from people working collaboratively and creating solutions together... and by having some fun while we do it.



Professional & Responsible

We aspire to be the very best we can be. We provide a consistent experience, operating quality systems and standards.



Proud & Passionate

We are hugely passionate about our Foundation, and want to do great work that we all feel immensely proud of.



Proactive & Dynamic

We are solution-focused and use creativity and proactivity to constantly find better ways of working.



IMPACT REPORT

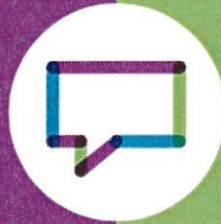
2021/22

We worked with

7,143

people across our **28** projects

“Before, I was getting in trouble with the police and living recklessly. Now, I’m getting back in society as a good person. I’m dealing with my issues. It’s helping me to be positive and happy again.”



“I feel like I can start to look after myself again. I can afford to buy decent food and keep my gas and electricity going. I couldn’t have done any of this without your help. I wouldn’t have known where to start.”



3,821

people supported to achieve education, employment and training outcomes



754

supported with financial literacy and debt



of our staff report they are proud or very proud of the difference their work makes

2022 staff survey



630

young people completed **115** social action projects

501

people supported to reduce their offending



233

young people completed a mentoring project



4,597

people improved their interpersonal skills and abilities



265

people increased their digital skills



3,712

people supported to improve their health and wellbeing



422

women supported in our women’s centre projects

Volunteers provided

15,622

hours of support to our people and projects





Reference and Administrative Details For the Year Ended 31 March 2022

Board of Trustees

Chair

E Potier

Trustees

J C Davies

K S Francis

D Graham

K McDermott

M Marfleet

M G Nkeshimana

P Openshaw

Dr K Potier de la Morandiere

K Prayle

C Ramsden

K Stansfield

C Tennent

Company Secretary

P East

Registered Company Number

02472369 (England and Wales)

Registered Charity Number

1002482

Registered Office

Foundation House

3 Jo Street

Salford

M5 4BD

Auditor

Mitchell Charlesworth (Audit) Limited

44 Peter Street

Manchester

M2 5GP

Bankers

Santander UK Plc

Bootle

Merseyside

L30 4GB

Senior Statutory Auditor

Alison Buckley



Report of the Trustees

For the Year Ended 31 March 2022

The trustees, who are also directors of the charity for the purposes of the Companies Act 2006, present their report with the financial statements of the charity for the year ended 31 March 2022. The trustees have adopted the provisions of Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019).

Objectives and activities

Objects

To act as a resource for young people aged 5-25 living in Salford, Greater Manchester, and the North West by providing advice and assistance and organising programmes of physical, educational, and other activities as a means of:

- advancing in life and helping young people by developing their skills, capacities, and capabilities to enable them to participate in society as independent, mature, and responsible individuals
- advancing education
- relieving unemployment
- providing recreational and leisure time activity in the interests of social welfare for people living in the area of benefit who have need by reason of their youth, age, infirmity or disability, poverty or social and economic circumstances with a view to improving the conditions of life of such persons.

To promote social inclusion for the public benefit by preventing people from becoming socially excluded, relieving the needs of those people who are socially excluded and assisting them to integrate into society in Salford, Greater Manchester, and the North West.

- For the purpose of this clause 'socially excluded' means being excluded from society, or parts of society, as a result of one or more of the following factors: unemployment; financial hardship; youth or old age; ill health (physical or mental); substance abuse or dependency including alcohol and drugs; discrimination on the grounds of sex, race, disability, ethnic origin, religion, belief, creed, sexual orientation or gender re-assignment; poor educational or skills attainment; relationship and family breakdown; poor housing (that is housing that does not meet basic habitable standards); crime (either as a victim of crime or as an offender rehabilitating into society).

Public benefit

The trustees confirm that we have paid due regard to the Charity Commission guidance on public benefit reporting in reviewing the charity's aims and objectives and in planning its future activities. This report reviews what we have achieved and the outcomes of our work in the reporting period. The review also outlines how future planned activities will contribute to the charity's aims and objectives.



Achievements and Performance

This report highlights the successes and challenges we have faced during the year April 2021 to March 2022. We have had a successful year, directly supporting 6,416 children, young people, and adults, and reaching 7,143 people overall. We have done this through running 28 distinct projects in Salford, Greater Manchester, Cheshire, and Lancashire.

We are grateful for the service of our trustees throughout the year and extend our thanks to Ms S Wilson-Gibbons who stepped down from her role in the course of the year. All our trustees have brought a range of skills, experience and passion which has helped to guide and shape the Foundation's strategy and its good governance.

Key successes in the last year, operationally and strategically include:

Continuing to deliver all services throughout the various lockdown restrictions; meeting the changing needs of beneficiaries; and emerging in a strong position in terms of the breadth and scope of our services

Launching new projects for young people, including 'Find My Future,' 'Risky Behaviours,' 'LEAP' and the Ordsall and Langworthy Youth Partnership

Successful ongoing implementation of our 2021-24 Strategy – Building Better Futures Together, with the Board and SMT

Diversifying and consolidating our women's services offer with a broader range and longevity of funding streams; and taking further steps towards a new women's centre building

Securing the new 'Safe in Salford' domestic abuse contract as the lead provider, in partnership with three other local charities, with an initial 5-year contract term from April 2022

Securing a significant multi-annual investment from April 2022 from the Youth Endowment Fund to grow and develop our work supporting people affected by serious youth violence across Greater Manchester

Completing implementation of our Equality, Diversity and Inclusion policy and action plan and achieving 'All Equals Charter' accreditation

Reconfiguring and renovating our facilities at Foundation House, including the relocation of our women's centre and providing a bespoke location for our men's project, 'The Shed'

Sustained, better use of our designated reserves, including our Programme Investment Fund and Coronavirus Response Fund, in order to fully utilise our assets to achieve our mission

Receiving excellent feedback from our staff team as part of our first formal staff survey, with 98% of our staff reporting that they are proud or very proud of the difference their work makes



Achievements and Performance continued

Challenges

Although our successes and achievements have been broad and deep, we remain acutely aware of and attuned to the risks we face. Additional challenges have emerged within the year and towards the year end. Not least amongst these is inflationary pressure. Although this has the potential to impact the Foundation as a charity, we are more acutely aware of the impact this is likely to have on the level and extent of need amongst our beneficiaries. Our capacity and ability to help everyone who needs our support is likely to be significantly challenged, especially as we move into the autumn and winter.

As vacancies have exceeded the number of people seeking employment across the whole economy, we also face challenges in filling all roles with sufficiently skilled and experienced personnel. Although our reserves position remains healthy, we are mindful of the degree to which we have utilised our reserves in order to achieve our charitable objectives in the past two years in particular. In due course, we anticipate the need to replenish our reserves to an acceptable level, to remain in line with our stated policy.



In spite of challenges and inevitable uncertainties, we conclude the year in a position of considerable strength, ready to face difficulties and to celebrate even greater success next year, as we continue to create opportunities that help people to build better futures for themselves, their families and communities.

The Work of the Charity

Our work this year has been delivered through four thematic areas:

- **Aspirations and Opportunities**
- **Targeted Youth Support**
- **Women's Services**
- **Targeted Adult Support**

Aspirations and Opportunities

Our Aspirations and Opportunities work has spanned a breadth of areas, including National Citizen Service (NCS), and a range of careers aspiration and work readiness programmes.

National Citizen Service

We successfully delivered the NCS programme to **630** young people from Salford and Trafford this year, through distinct programmes run in the summer and autumn periods and through the 'Skills Booster' programme in schools. Programmes were significantly different again this year as a blended model of face-to-face and digital work was again required and the residential element of the programme was unable to go ahead for the second year in succession.



The Work of the Charity continued

We are extremely proud that our young people delivered a total of **32** social projects, equating to **12,810** hours of time that they invested in improving our local communities. In so doing, we also worked in collaboration with a wide range of voluntary and community organisations, adding value to the great work that they are each doing already. Our partnerships with schools in Salford and Trafford and with both Salford and Trafford Colleges have been of paramount importance in enabling young people to access the programme and we are grateful to them for their assistance.

Young people and their parents have continued to provide exceptional feedback about their NCS experience, which gives a real sense of the impact that taking part has had on them. Full inclusion of all participants regardless of background, ability or need has remained a key priority for NCS.



Thomas's Story

One young man, 'Thomas,' was initially reticent to take part in the programme. He is deaf, uses hearing aids and had particularly low self-esteem due to bullying he had experienced in the past. Project staff engaged with Thomas and his parents to understand what adjustments could be made to ensure Thomas could take part fully and confidently. This included simple adjustments such as staff using face masks with clear panels to aid lip-reading. Thomas took full part in all aspects of the programme and his team's social action project included raising funds for 'Families Together' who work with the British Red Cross to help immigrant families who have been separated. Thomas said: **"I have grown massively in confidence and I forever owe you guys for that"**.

We have continued our focus on raising the aspirations of children and young people in schools through our 'Raising Aspirations' projects in schools and colleges; our financial education programmes; and our new 'LEAP' programme addressing the challenges of the transition from primary to high school. These programmes collectively provided inspirational experiences to **4,191** children and young people across Greater Manchester.





The Work of the Charity continued

LEAP

The LEAP project is funded by the Co-op Foundation and aims to help Year 6 students with their transition to high school. Appreciating that students who have recently made that transition are 'experts by experience' the project trains mentors in Year 8, enabling them to provide direct support to the Year 6 students. This includes the Year 8 students completing a mentoring qualification, awarded by ASDAN. In the course of the year, **371** students have taken part from The Albion, The Lowry and Oasis Academies and their feeder primary schools. The project has enabled Year 8 students to give very contextualised advice that has really addressed some of the issues and concerns that are most pressing to the Year 6 students and which may be less apparent to supporting adults.

Teagan's & Kelsey's Feedback

'Teagan,' a Year 8 student, said: **"We talked with them about bullying and if they were confident about high school. We did interviews with them to understand what they were nervous about."** Another key area of advice has been around friendship groups. Kelsey said: **"When I was in Year 6 I was scared that no-one was going to like me. Now, I've got lots of friends! Stick with the friends that you trust."**

Work Readiness

Our Business Education Partnership (BEP) has provided work-related preparation and activities to **3,090** students this year. This work has been carried out in schools across Greater Manchester, funded primarily by BNY Mellon and The JD Foundation. This year it has been possible to return to the majority of this work being delivered face-to-face (following the move to digital delivery during the pandemic). We are very grateful for the wide range of business volunteers who have joined us to support students with their careers aspirations and work readiness skills.

Build Back Better

Funding from BNY Mellon for our 'Build Back Better' programme has allowed us to design a bespoke work readiness programme to use in our work with 16-18 year olds. Amongst a range of other businesses, JD Sports have worked with us to create a bespoke interview preparation programme. This involved an introduction to the range of specific roles available within a complex business such as JD Sports; the sharing of actual job descriptions and person specifications which young people expressed an interest in; exploration of the precise skills and attributes the business were seeking in candidates; culminating in mock interviews for a precise job role. JD Sports have delivered this series of activities at both Salford and Bury Colleges.

Our more traditional 'Business Education Partnership' activities (which we have been delivering for over 30 years) continue to go from strength to strength, proving popular with schools, students and businesses. This has included 'world of work days' and initial mock interviews for Year 10 and 11 students.



The Work of the Charity continued



The students gained an understanding of different career options. The event gave them an insight into different professionals' journeys into paid employment. I enjoyed inspiring young people!

Volunteer at World of Work Day,
Dixons Brooklands Academy, Wythenshawe



Money Matters

Throughout the year we have delivered the 'Money Matters' programme, upskilling older teenagers to navigate the financial opportunities and challenges that will face them in the years ahead. This year, this has included a particular stream of activity focused on young people leaving the care system. A further innovation has been an initial pilot of amending the resources so that they are appropriate for use with younger age groups. An initial pilot was undertaken at St Thomas of Canterbury Primary School in Broughton, assisted by business volunteers from Keepmoat Homes and Eurovia Ltd.

Risky Behaviours

In the latter half of the year we began working with Salford City Council to deliver a pilot 'Risky Behaviours' programme, delivering workshops in a school and community setting to primary and early secondary pupils. Working with **119** pupils in group settings, sessions used social action as a vehicle for young people to explore societal and community issues leading to young people collaborating in the creation of youth-led solutions. Projects focused on a range of issues from misogyny/everyday sexism to racism, homophobia, anti-social behaviour, substance misuse, LGBTQ+, smoking, obesity, mental health, teenage pregnancy and online harms. One Year 8 participant commented: **"I didn't realise that some things I say and do could be considered as homophobia and hurt someone."**



Kickstart Scheme

As part of the COVID 'build back period' we were able to offer five young people a Kickstart placement working with us on digital marketing, business administration and youth social action. Within Aspirations and Opportunities, our Kickstart team mobilised social action projects and worked with **122** young people to create a quick difference in their local communities.



The Work of the Charity continued

Targeted Youth Support

Providing targeted youth support has remained a high priority, as we help young people to navigate the additional challenges that a small but significant proportion of teenagers face, many of which have been heightened during lockdown. This year we supported **467** young people.

STEER

STEER, our project working with young people affected by gangs and serious violence continues to make a significant difference. This year we supported **99** young people in Salford and Bolton. Working with young people with some of the most entrenched and enduring challenges is never easy, but we have continued to see strong results and a significant impact on life opportunities.

'Simon' had entered the project with significant challenges, including violent episodes inside and outside the family home and a significant number of 'missing from home' episodes. This escalated to a period of planned respite care away from the family in another part of the country. Simon is now making good progress, he has returned home and his familial relationships are significantly improved. His mum said: **"My home is so much more peaceful now. Thank you"**.



Ordsall and Langworthy Youth Partnership

An addition to our Targeted Youth Support provision this year has been the Ordsall and Langworthy Youth Partnership. We have led a partnership of charities and community groups, including Foundation 92, Salford Community Leisure, Oasis Community Hub and Manchester United Foundation. Together, we are piloting a community-based solution to tackle youth violence, which includes open-access youth work sessions and targeted support for young people with further challenges. Within the partnership, we have provided STEER support to an additional cohort of young people specifically from Ordsall and Langworthy.

Liam's Story

'Liam' was supported by the project, having been identified by the Police as a young man who was at significant risk and causing numerous problems in the local community. His school attendance was also very poor. Through the support he has received he has made fantastic progress. All agencies are reporting significantly decreased levels of concern for Liam and his school attendance has improved massively.



I am proud of myself for getting this far. It feels good to achieve something!

Liam



Engage Trafford

Our 'Engage Trafford' targeted mentoring project has supported **167** young people throughout the year. Young people themselves and parents have been extremely grateful for the support provided and articulate about the change that has been made possible. An 8 year-old said: **"I now know when is a good time to say sorry and even how to stop the arguments from happening in the first place."** A 16 year-old who was at risk of becoming NEET (Not in Education, Employment or Training) when he joined the programme commented: **"Honestly, you are like the only person my mum has got in to help me who has actually made a real difference to my life. Thanks so much, you have been great. Engage Trafford has got me through my GCSEs and helped me get on my first course which will give me a better chance of getting on an apprenticeship."** A similar project in Salford supported 30 young people in the first half of the year.

RISE

Following analysis of the numbers of young people accessing our targeted services who had experienced or witnessed domestic abuse, we continued with our RISE project throughout the year, supporting **70** young people. RISE aims to increase young people's awareness and understanding of trauma and adverse childhood experiences, enabling more positive, safe and aspirational choices which shape their future and build resilience. Many young people who have experienced domestic abuse lack the ability to trust adults as stable and reliable role models. Trauma often leads to trigger experiences, which prevent them taking part in everyday activities, not least attending school.

Robin's Story

'Robin' had struggled to attend school consistently due to his trauma and this had spiralled into patterns of school avoidance and very poor attendance. Through working both on the underlying experiences, his emotional responses and the pragmatics of healthy routines, Robin was supported to build trust, improve his family relationships and dramatically increase his school attendance. He said: **"When I feel angry or stressed, the breathing techniques I've learnt have helped me. You've helped me a lot to see the positives over the negatives of going to school."**

The Leadership Academy

Amongst other projects in our Targeted Youth Support team, The 'Leadership Academy' project (working with young women who are at risk of coercion, exploitation, and limited aspirations) has supported **59** people over 6 months of the year, with new funding received from The Booth Charities. The project has taken a strengths-based approach to supporting the girls in the areas of positive relationships, raising aspirations and interpersonal skills. Work has been undertaken with girls and young people in high schools and college settings in Salford.



The Work of the Charity continued

Jasmine's Story

“Jasmine” was referred to the project as there were concerns about her relationships with young men and her lack of aspirations. She was at times very loud and boisterous in college and at other times quiet and withdrawn. The pastoral team had tried a number of interventions, but none had proved consistent or effective. The Leadership Academy helped Jasmine through the combination of a consistent female mentor and the opportunity to reflect and learn honestly with young women who had similar experiences. Her pastoral leader commented: **“Jasmine has shown significant improvement since being involved. Her confidence has sky-rocketed. This is reflected in her ability now to step out of her comfort zone and apply for higher education.”**

College Support

We have continued to provide support to young people at risk of dropping out of Salford College, due to a range of complex factors. This year we supported **26** students.

Youth Endowment Fund

In the latter half of the year a significant amount of preparatory work was undertaken with the Youth Endowment Fund for a potential new project to further develop our STEER work on serious youth violence. A co-designed project with external evaluators (Cordis Bright and Greenwich University) has been developed which will result in the further roll-out of STEER across Greater Manchester to a further **784** young people over the next three years, commencing 1st April 2022. Standards of evaluative evidence will also be a central facet of the project, with STEER having the opportunity to become a national exemplar project in terms of ‘what works’ for young people experiencing serious violence. This welcome expansion builds on the incremental development of our STEER programme since 2017.

Women's Services

This year we have continued to expand and differentiate our offer to vulnerable and disadvantaged women in Salford. Through 6 distinct projects, we have supported **422** women. Our progress and developments have been driven by our Women's Services Board with significant input from the staff team.

Together Women Project

We have continued to support women in the criminal justice system through our 'Together Women Project,' (TWP) working collaboratively with the Community Rehabilitation Company and the National Probation Service. This year, we supported **154** women in all parts of the criminal justice system, from leaving prison to exiting police cells without charge.

Our women often live extremely challenging lives and are both the perpetrators and victims of crime. Many are affected by issues such as domestic abuse, adverse mental health, drug and alcohol problems and caring responsibilities. For many, their needs have been further exacerbated by the social impacts of the pandemic. Providing holistic support is therefore both challenging and of critical importance.



The Work of the Charity continued

Belinda's Story

One woman who was supported this year and whose experience is typical was 'Belinda.' Belinda was referred by Probation after being set significant requirements by the Crown Court, with 3-monthly reviews. Belinda had narrowly avoided a custodial sentence and had been substance-dependent for 28 years. She had recently separated from a long-term, controlling relationship through bereavement. TWP linked Belinda in effectively with drug and alcohol services and provided a range of wrap-around support. This included debt and benefits support, learning activities, health interventions and weekly keyworker support and coaching. 9 months on, Belinda is entirely substance free and is making fantastic progress in all aspects of her life. Her sentencing judge at the Crown Court has said he is "astounded" by her progress.

Indigo

This year saw a step-change in our domestic abuse work with the launch in April of our National Lottery Community Funded (NLCF) 'Indigo' project. Having funded our domestic abuse work through a number of short-term or more general funding streams for many years, this marked the first substantial and significant investment in our domestic abuse work, with the NLCF committing to a 3-year project. In the course of the year, we have supported **122** women. Additionally, there have been many indirect beneficiaries due to the positive impacts on families. This includes **23** children returned to their families following court proceedings or a complete discharge from social services oversight and intervention. The use of peer ambassadors and educators has also been a key approach, utilising women who are 'experts by experience.' **15** women have contributed **210** hours of voluntary support.

Michelle's Story

'Michelle' was one beneficiary. She was mandated to attend Indigo as part of her child protection working agreement, which she needed to comply with in order to maintain custody of her children. Indigo helped her to fully understand the nature and extent of the domestic abuse she had experienced and to take the final step to fully disengage from all contact with her abusive partner. Her children are now no longer subject to a child protection plan due to the excellent progress she has made. Michelle said: **"One thing's for sure: I'm never going back to that relationship. I've moved on now and I'm not that person anymore. Indigo has answered so many of the questions I had. It's amazing."**





The Work of the Charity continued

Safe in Salford

During the second half of the year we worked collaboratively with Trafford Domestic Abuse Services (TDAS); Talk, Listen, Change (TLC); and the Pankhurst Trust to design a new, collaborative approach to delivering domestic abuse services in Salford. We were successful in winning the tender to deliver domestic abuse services, in which we will fulfil the role of lead provider. This will create a further step change in our domestic abuse provision, with effect from 1st April 2022. Our initial contract term is for five years. Through this partnership, we have the opportunity to make an enduring change on the domestic abuse picture in Salford.

Pathways

Our Pathways projects have supported women with a wide variety of issues including health and wellbeing; loneliness; work readiness; mental health and, from the end of year we began to mobilise employment and housing support. This year we have grown our 'Pathways' provision to three distinct and separately funded projects, with funding for two of these projects continuing into 2022/23. Together, they supported **72** women.

Nicole's Story

One beneficiary, Nicole, said: **"Before coming to the women's centre I was getting in trouble with the police and living recklessly. I was angry with myself and other people due to feeling a failure in dealing with my issues. I've been supported into getting back in Society as a good person, and even giving others support."**

Learning City

Through funding from Salford City Council and the Workers' Educational Association we have also continued with our 'Learning City' projects, supporting **74** women. This has helped women who are furthest from the labour market and who have had negative experiences of formal education to re-engage with their learning and development. One participant said: **"I have learnt how to send an email, follow a recipe, and how to manage my money using an online chart. My keyworker also put me in touch with a scheme to get my bike fixed. That helps me get to college. I am so much happier when I am learning."**



Jill Rogerson Centre

Following a long period of delivering our women's services from the St Mary's Centre in Eccles, we relocated the centre to Foundation House in August (having undertaken refurbishment work). In February we renamed the centre as 'The Jill Rogerson Centre,' in memory of our dearly loved and deeply respected former Deputy Chief Executive. We were delighted that Jill's daughter and mother were able to join us for this special occasion. Work has continued to progress with ForViva and Salford City Council towards the establishment of a new, purpose-built women's centre in Eccles.



The Work of the Charity continued

Targeted Adult Support

Our other programmes for adults facing significant challenges have provided invaluable support to **465** people in Salford, Greater Manchester, Cheshire, Lancashire, and Cumbria.

Achieve

Our Achieve keyworkers have supported **170** adults who are current or former prisoners. During the year this has been a mix of community-based support, telephone mentoring and support provided in the prisons as they slowly reopened again to visitors following COVID restrictions. The work is concerned with helping people to take the first steps towards life outside prison and to productive journeys towards employment, instilling hope and a positive belief in the possibility of creating alternative futures. As one of our beneficiaries said, **“Talking to someone who listens, doesn’t judge, and gives support and advice... has helped me start to rebuild my future.”**

Money, Debt and Fuel Poverty

Our work focusing on financial inclusion, debt reduction and fuel poverty has continued to be highly valued by people who are living in significant poverty. **168** people have been supported by our work in Salford. Helping people in the most challenged of material circumstances, when they are making choices. For instance between being warm or eating, which most of us can barely imagine, is both humbling and vital.

Joanne's Story

‘Joanne’ had worked all of her life but health conditions had forced her to stop earlier in the year. She had become depressed and attempted suicide. She had rent arrears and a range of debts. Joanne was not on the correct benefit payments and was supported to apply for three additions to her basic Universal Credit payment. Negotiations were also carried out on her behalf with her landlord to clear her rent arrears over a manageable period of time. Joanne was also supported with food vouchers and energy top-ups from our Discretionary Fund (a designated reserve fund) to assist her over the Christmas period. Following her Work Capability Assessment, Joanne was awarded a further £336 per month in benefit payments. She also used part of her back-dated lump sum to pay a substantial amount of her rent arrears. Joanne said: **“I feel like I can start to look after myself again. I can buy decent food and keep my gas and electricity going. I couldn’t have done any of this without your help. I wouldn’t have known where to start.”**



The Work of the Charity continued

The Shed

Throughout the year we have continued to develop The Shed, supporting **68** men. We come into contact with many men who have complex and multiple needs. Common themes for these men are recent experience of the criminal justice system, worklessness and mental health problems.

Tom's Story

One man we have helped this year is 'Tom.' Tom is 62 years old and the full time carer for his terminally ill wife. Tom was referred to us by the Greater Manchester Mental Health Team. Tom wanted to volunteer in the community and gained his food hygiene and first aid qualifications with us. This has enabled him to begin volunteering at his local community café. Tom has also been receiving person-centred therapy sessions with one of our volunteer counsellors from Salford University and says that these sessions **“are helping me deal with difficult situations.”** Tom has also greatly enjoyed the social side of The Shed and his contact with other men: **“It breaks up my week. I enjoy the banter, a brew and a chat.”** This year The Shed has mainly been funded from our reserves, through our designated Programme Investment Fund, as we continue to work towards its sustainability.

Build Back Youth Salford and Find My Future

We have continued to support young people who are not in education, employment or training through the Build Back Youth Salford and Find My Future projects. This year, we have supported **59** young adults, focusing particularly on the construction and hospitality industries. One young man who we helped to find work was 'Cameron.' He said: **“I've had my job for just over 4 months now and I feel I have learnt a lot. But there is still loads to learn over the next 4 years of my apprenticeship. I feel fulfilled in this job and where I currently am now to where I was this time last year and my family can see how much I have changed. I will finally be starting my driving lessons this week and hope to obtain my driving licence this year.”**





Future Plans: Opportunities and Risks

Strategic Priorities

We have continued to implement our 2021-24 strategy, 'Building Better Futures Together' and will maintain this focus in the year ahead. This sets out our key opportunities and our approach to helping our communities recover from the social effects of Covid, which are long-lasting for many of the people we help. Amongst our priorities, we will focus particularly on:

- helping young people recover from the societal and structural impacts of Covid
- delivering domestic abuse services
- developing The Shed project

Resources

In so doing, we have committed to using our resources including finance, people and buildings as proactively and collaboratively as possible to help people create lasting change in their lives. We will continue to adapt the usage of our renovated and reconfigured space at Foundation House and for the first time will use this as a co-located space for staff from other charities with whom we are working in partnership to deliver domestic abuse services. We will also continue with our plans to build a new women's centre in Eccles, in partnership with Salford City Council and For Housing.

Areas of Work

This is in addition to our plans to continue developing our four main areas of work: Aspirations and Opportunities; Targeted Youth Support; Women's Services; and Targeted Adult Support. In particular, we will seek to diversify and develop our Aspirations and Opportunities and Targeted Adult Support services.

Use of Reserves

To enable our work to develop and grow we will continue to invest in our work from our own reserves. At the end of the year we have reconfigured our designated funds for these purposes, with a two-year spending plan for £390k. This includes a Strategy Fund to invest in our own operational projects; a Beneficiary Emergency Response Fund to help those facing particularly extenuating circumstances; and an Infrastructure fund – to ensure we can make investments in the core capacity of our charity, so that we are more effective and efficient in delivering services and helping people.

Risk Management

We recognise that the years ahead are not without risks for our charity. We continue to monitor these carefully through our risk register, with oversight from our Audit and Risk Subcommittee. Achieving a balanced budget and covering all of our operational costs will remain challenging in the year ahead. Increasingly, recruitment of staff is a significant challenge as the number of vacancies outstrips the number of people seeking work. We are particularly mindful of the current inflationary pressures and cost of living crisis which carries with it the risk of excessive demand on our services as the volume of people requiring our help is anticipated to increase. As we face the future, we will remain mission-focused and endeavour to find the right balance between being courageous in meeting the needs of our beneficiaries and also being financially prudent. In so doing, we are well served by our healthy reserves position which provides a very firm foundation from which to balance our risks and opportunities and to plot our course in the next few years ahead.



Financial Review

Principal funding sources

We continue to derive our income from a number of sources. We generate income for the delivery of services for our diverse suite of projects from a range of partners, i.e. statutory bodies, corporates and trusts and foundations. Our funding model is predominantly a mixture of Payment by Results contracts and traditional grant funding.

Results for the year

The Coronavirus pandemic has continued to have an impact on the results for the year to 31 March 2022 as the organisation has adapted to changes in working practices and funding changes and opportunities during the year. This combined with the reconfiguration and renovation of Foundation House has resulted in a deficit on activities in the year of £68,211 (2021: surplus £154,315).

Total income has declined by 8% to £1,533,779 (2021: £1,675,927). Income across our Youth Services fell by 20% compared with the previous year, particularly in our Raising Aspirations work following the end of two Careers and Enterprise Company funded projects which came to an end in March 2021. This loss in income was partially offset by increased work in our Women's and Targeted Adult Support services and in our donated income.

Expenditure has increased by 5% to £1,601,990 (2021: £1,521,612). Our biggest element of expenditure is staff costs, which increased by 3% to £1,254,642 (2021: £1,220,041) driven largely by increased sessional staff costs on our NCS Summer and Autumn programmes, and an additional support post for fundraising activity. Direct costs of providing support remained static overall, with savings in our Raising Aspirations and Targeted Youth work offset with increases in our Universal Youth and Adult Inclusion services. Support costs (excluding staffing) have increased by 29% reflecting increased investment in our IT infrastructure and our Foundation House refurbishment project.

Despite securing new contracts, for 2022/23 the trustees have agreed a deficit budget for the year. Inflationary pressures and the cost of living crisis combined with the continued effect of the Coronavirus pandemic, will impact upon our own expenditure despite the increased demand for the services we offer. We continue to seek funding for the vital services we provide, but undertake to invest in specific areas of work via our designated and free reserves. During the year, we have reviewed the designated funds held. This has led to transfers between funds to establish amounts for a Beneficiary Emergency Response Fund, Strategy Fund, Infrastructure Projects Fund and Restructure Costs to allow us to continue to respond to these needs.

Reserves

Each financial year the Audit and Risk Committee and the trustees review our Reserves Policy to establish the level of free reserves needed to enable us to operate effectively and responsibly; representing the funds that might be needed: to support expenditure in the event of reduced income or changes in circumstances; and to support expenditure that might be needed to help develop the charitable offer.



Financial Review continued

A free reserve range of £650,000 to £850,000 was established to take account of anticipated future income and its volatility, the environment, the needs of current and future beneficiaries and the levels of known liabilities. The reserves are intended to provide for contingencies; to absorb setbacks, mitigate for risks and also to be able to take advantage of change and opportunities.

In considering the appropriate level of reserves, the trustees have taken account of the nature of funds and funding received by the charity and its operations, the assessment of risks to the charity's activities, income and expenditure and the anticipated future requirements of the organisation's plans and budgets.

The trustees monitor the level of reserves through financial reporting by the organisation's Senior Management Team to the Audit and Risk Committee and through the Board's normal cycle of business. In the event that the level of appropriate reserves cannot be met, the trustees will establish an intended course of action to bring the level of reserves up to the required level over a period of time. In the event that the level of reserves exceeds the level considered appropriate by the trustees, the funds will be deployed in the best interests of the charity, which may include investment in new services or designation of funds for a particular project.

At 31 March 2022, the charity's total funds were £2,480,018 (2021: £2,548,229) made up of: £95,640 restricted reserves (2021: £104,837), £712,368 fixed asset reserves (2021: £730,910) and £690,719 designated reserves (2021: £790,326). The remainder, £981,291 represented the available free reserves (2021: £922,156), above the Foundation's set target range.

As we forecast a deficit for the upcoming year, the usage of specific designated funds available and free reserves above the range required by our reserves policy, will allow us to continue to meet the needs of our beneficiary groups through 2022/23.





Financial Review continued

Going concern

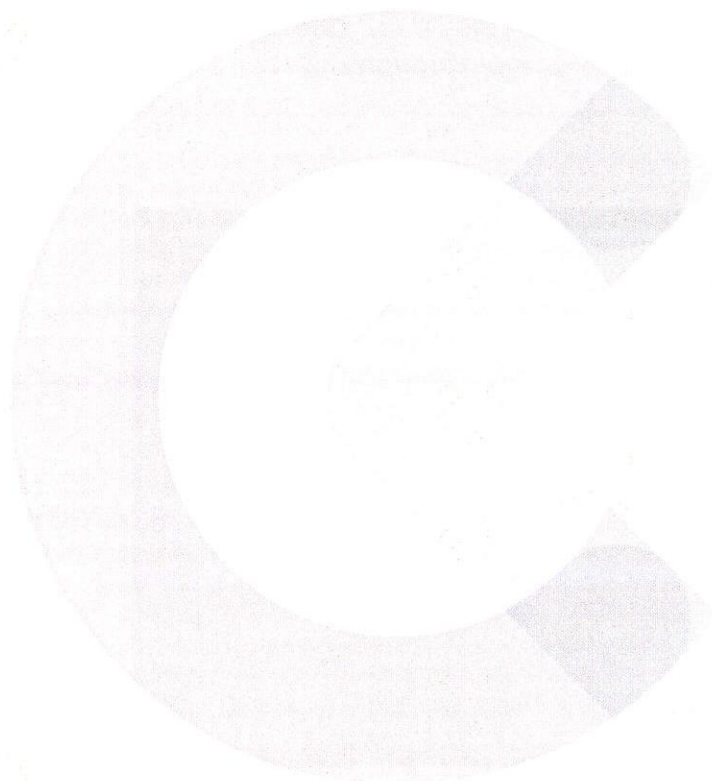
Our free reserves at the year-end amount to £981,291 (2021: £922,156). After consideration of the current business plan for 2022/23, levels of agreed funding, planned usage of reserves, and taking into account the continued effect of Coronavirus, the trustees consider there is a reasonable expectation that the Foundation has adequate resources to continue to support its charitable objectives for the foreseeable future. There are no material uncertainties that would impact on the charity's ability to continue. Accordingly, we continue to adopt the going concern basis in preparing this annual report and financial statements.

Fundraising

As part of our income diversification strategy, we anticipate small year on year growth, in donations from individuals as a result of our fundraising activity. We do not undertake direct fundraising, do not use professional fundraisers and do not use commercial participators to generate fundraised income.

We are committed to fundraising best practice and comply with the Fundraising Regulator's key principles and behaviours that are enshrined in the Code of Fundraising Practice. We undertake to comply with relevant laws and regulations, including the Proceeds of Crime Act, Data Protection, Tax and Gift Aid legislation and Charity Commission guidance.

There is a clear commitment to be legal, open, honest and respectful in all aspects of our fundraising activity. Our Fundraising Policies set out our ethical approach, guidance, complaints process and best practice on Fundraising for trustees, staff and volunteers. We have not received any complaint relating to any of our fundraising activities.





Structure, Governance and Management

Governing document

The charity is a company limited by guarantee and is governed by its Memorandum and Articles dated 9th February 2016 and is registered with the Charity Commission.

Governance

The board has a mix of representatives from business, education, and the community. On-going training of trustees takes place and on appointment, an induction is given by the Chief Executive. The Audit, Risk and Remuneration Committee meet as required, with delegated duties approved by the full board. In addition, ad hoc task and finish subgroups of the board are convened with members of the Senior Management Team to expedite the execution of duties. During the financial year one such group met in respect of the Foundation's property development strategies.



Trustee Recruitment

The recruitment of new trustees is via an advertising campaign using social media and Greater Manchester VCSE networks to ensure that vacancies are disseminated across our communities. Potential new members of the Trustee board are invited to discuss the role informally with the Chair and CEO before attending a Trustee Board meeting as an observer. Successful candidates are appointed as trustees following a unanimous vote by the board. The board meets, formally, five times during each financial year.



Trustee Training

An induction process is in place, whereby new trustees receive support from the CEO, the Chair and another fellow trustee. Trustees also receive a comprehensive briefing pack on appointment containing information about the organisation and guidance on the role of a trustee from the Charity Commission, including the Charity Governance Code.

The Board arranges an annual strategy and training day, attended by senior managers and trustees. The purpose of these sessions, in addition to discussing wider strategic themes, is to give trustees hands-on experience of the organisation's work and the services delivered. In addition, the opening agenda item at each board meeting is a showcase by staff and/or services users on a particular programme or initiative.



Structure, Governance and Management

Reference and administrative details

Reference and administrative details are shown in the schedule of members of the board and professional advisers on page 4 of the financial statements.

Directors and Trustees

The directors of the charitable company (the charity) are its trustees for the purpose of charity law and throughout this report are collectively referred to as the trustees. The trustees who served the company during the period were as follows:

Key management personnel: Trustees and Directors

Chair: E Potier

Trustees: J C Davies
K S Francis
D Graham
K McDermott (appointed 14/07/22)
M Marfleet
M G Nkeshimana (appointed 15/07/21)
P Openshaw
K Prayle (appointed 15/07/21)
Dr K Potier de la Morandiere
C H Ramsden
Dr K Stansfield (appointed 01/06/21)
C Tennent
S E Wilson-Gibbons (resigned 24/09/21)

Key management personnel: Principal staff

Chief Executive Officer: P East

Risk management

The Trustees have examined the major strategic, business, and operational risks that the Charity faces and confirm that systems have been established to enable regular reviews to be carried out so that necessary steps can be taken to manage these risks. The Trustees are satisfied that reasonable steps are being taken to limit the likelihood and the impact of the risks identified.



Statement of Trustees' Responsibilities

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

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

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

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

Insofar as the trustees are aware:

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

This report has been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small companies.

Approved by order of the Board of Trustees on 22 September 2022 and signed on its behalf by:

E Potier
Chair

Report of the Independent Auditors to the Members of Salford Foundation Limited For the year ended 31 March 2022

Opinion

We have audited the financial statements of Salford Foundation Limited (the 'charitable company') for the year ended 31 March 2022 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement, and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2022 and of its incoming resources and application of resources, 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 Auditors 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 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 directors with respect to going concern are described in the relevant sections of this report.

Report of the Independent Auditors to the Members of Salford Foundation Limited For the year ended 31 March 2022

Other information

The other information comprises the information included in the Report of the Trustees other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinion on other matters prescribed by the Companies Act 2006

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

- the information given in the Report of the Trustees for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Report of the Trustees has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Report of the Trustees.

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

- adequate accounting records have not been kept or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to take advantage of the small companies exemption from the requirement to prepare a Strategic Report or in preparing the Report of the Trustees.

Report of the Independent Auditors to the Members of Salford Foundation Limited For the year ended 31 March 2022

Responsibilities of trustees

As explained more fully in the Statement of Trustees' Responsibilities, 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.

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

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

Report of the Independent Auditors to the Members of Salford Foundation Limited For the year ended 31 March 2022

Identifying and assessing potential risks related to irregularities

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud and non-compliance with the laws and regulations, we considered the following:

- the nature of the sector, control environment and company performance;
- the company's own assessment of the risks that irregularities may occur either as a result of fraud or error;
- the results of our enquiries of management and the trustees of their own identification and assessment of the risks of irregularities;
- any matters we identified having obtained and reviewed the company's documentation of their policies and procedures relating to:
- identifying, evaluating and complying with laws and regulations and whether they were aware of any instances of non-compliance;
- detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected or alleged fraud;
- the internal controls established to mitigate risks of fraud or non-compliance with laws and regulations; and
- the matters discussed among the audit engagement team regarding how and where fraud might occur in the financial statements and any potential indicators of fraud.

As a result of these procedures, we considered the opportunities and incentives that may exist within the organisation for fraud and identified the greatest potential for fraud in relation to the timing of the recognition of income in particular in relation to deferred income. In common with all audits under ISAs (UK), we are also required to perform specific procedures to respond to the risk of management override and we identified risk in relation to the posting of unusual journals and the manipulation of accounting estimates.

We also obtained an understanding of the legal and regulatory frameworks that the company operates in, focusing on provisions of those laws and regulations that had a direct effect on the determination of material amounts and disclosures in the financial statements. The key laws and regulations we considered in this context included Safeguarding, the Financial Reporting Standard applicable in the UK (FRS 102) (effective 1 January 2019) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK (FRS 102), and the Companies Act 2006.

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 may be fundamental to the company's ability to operate or to avoid a material penalty. These included Data Protection Regulations.

Report of the Independent Auditors to the Members of Salford Foundation Limited For the year ended 31 March 2022

Audit response to risks identified

As a result of performing the above, we identified the timing of the recognition of revenue as the key audit matter related to the potential risk of fraud.

In addition to the above, our procedures to respond to risks identified included the following:

- reviewing the financial statement disclosures and testing to supporting documentation to assess compliance with relevant laws and regulations described above as having a direct effect on the financial statements;
- enquiring of management and the trustees concerning actual and potential litigation and claims;
- performing analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud;
- reading minutes of meetings of those charged with governance and reviewing correspondence with relevant authorities where matters identified were significant; and
- in addressing the risk of fraud through management override of controls, testing the appropriateness of journal entries and other adjustments; assessing whether the judgements made in making accounting estimates are indicative of a potential bias; and evaluating the business rationale of any significant transactions that are unusual or outside the normal course of business.

We also communicated relevant identified laws and regulations and potential fraud risks to all engagement team members and remained alert to any indications of fraud or non-compliance with laws and regulations throughout the audit.

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. This description forms part of our Report of the Independent Auditors.

Report of the Independent Auditors to the Members of Salford Foundation Limited For the year ended 31 March 2022

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditors' 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.

Al Buckley

Alison Buckley (Senior Statutory Auditor)
For and on behalf of Mitchell Charlesworth (Audit) Limited
3rd Floor
44 Peter Street
Manchester
M2 5GP

22 September 2022



Statement of Financial Activities

(Incorporating an Income and Expenditure Account)

For the year ended 31 March 2022

	Notes	Unrestricted Funds £	Restricted Funds £	2022 Total Funds £	Unrestricted Funds £	Restricted Funds £	2021 Total Funds £
Income							
Donations	5	36,310	500	36,810	12,227	-	12,227
Charitable activities							
Charitable objects	6	1,158,670	301,854	1,460,524	1,288,643	362,476	1,651,119
Investment income	7	7,042	-	7,042	12,236	-	12,236
Other income	8	14,403	15,000	29,403	345	-	345
Total Income		1,216,425	317,354	1,533,779	1,313,451	362,476	1,675,927
Expenditure							
Cost of raising funds							
Fundraising costs	9	14,860	-	14,860	216	-	216
Charitable activities							
Charitable objects	10	1,255,320	331,810	1,587,130	1,232,998	288,398	1,521,396
Total expenditure		1,270,180	331,810	1,601,990	1,233,214	288,398	1,521,612
Net income		(53,755)	(14,456)	(68,211)	80,237	74,078	154,315
Transfers between funds	16	(5,259)	5,259	-	(398)	398	-
Net movement of funds for the year		(59,014)	(9,197)	(68,211)	79,839	74,476	154,315
Reconciliation of funds							
Total funds brought forward		2,443,392	104,837	2,548,229	2,363,553	30,361	2,393,914
Total funds carried forward		2,384,378	95,640	2,480,018	2,443,392	104,837	2,548,229

All income and expenditure has arisen from continuing activities.

The notes form part of these financial statements.



Balance Sheet

As at 31 March 2022

	Note	2022		2021	
		£	£	£	£
Fixed assets					
Tangible assets	17		832,756		744,252
Current assets					
Debtors	18	151,632		188,912	
Cash at bank and in hand		2,091,772		2,478,852	
		2,243,404		2,667,764	
Creditors: Amounts falling due within one year	19	(596,142)		(863,787)	
Net current assets			1,647,262		1,803,977
Net assets			2,480,018		2,548,229
Funds					
Restricted income funds	20		95,640		104,837
Unrestricted income funds					
General	20	981,291		922,156	
Designated	20	1,403,087		1,521,236	
Net current assets			2,384,378		2,443,392
Total funds			2,480,018		2,548,229

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

The financial statements were approved by the Board of Trustees on 22 September 2022 and were signed on its behalf by:

.....
E Potier
Chair

The notes form part of these financial statements.



Cash Flow Statement

For the year ended 31 March 2022

	Notes	2022 £	2021 £
Cash flows from operating activities:			
(Cash used in) / generated from operations	26	<u>(268,213)</u>	<u>197,644</u>
Net cash provided by operating activities		<u>(268,213)</u>	<u>197,644</u>
Cash flows from investing activities:			
Interest from investments		7,042	12,236
Purchase of property, plant, and equipment		<u>(125,909)</u>	<u>(13,122)</u>
Net cash used in investing activities		<u>(118,867)</u>	<u>(886)</u>
Change in cash and cash equivalents in the reporting period		<u>(387,080)</u>	<u>196,758</u>
Cash and cash equivalents at the beginning of the reporting period		<u>2,478,852</u>	<u>2,282,094</u>
Cash and cash equivalents at the end of the reporting period		<u><u>2,091,772</u></u>	<u><u>2,478,852</u></u>

The notes form part of these financial statements.



Notes to the Financial Statements

For the year ended 31 March 2022

1. General information

Salford Foundation Limited is a company limited by guarantee, incorporated in England and Wales under the Companies Act 2006. Details of the registered office address can be found on page 1 and a description of its principal activities in the Trustees' Report.

2. Accounting policies

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 (FRS 102) (effective 1 January 2019) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK (FRS 102) and the Companies Act 2006.

The financial statements are prepared in sterling, which is the functional currency of the charity. Monetary amounts in these financial statements are rounded to the nearest £.

Salford Foundation Limited meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note(s).

Going concern

At the time of approving the financial statements, the Trustees have a reasonable expectation that the company has adequate resources to continue in operational existence for the foreseeable future. Thus, the Trustees continue to adopt the going concern basis of accounting in preparing the financial statements.

Income

All income is recognised in the Statement of Financial Activities once the charity has entitlement to the funds, 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. Grants are deferred to future periods only when this is specified or agreed by the funder or other preconditions of the fund are not yet met.

Donations are recognised when the charity has been notified in writing of both the amount and settlement date. In the event that a donation is subject to conditions that require a level of performance before the charity is entitled to the funds, the income is deferred and not recognised until either those conditions are fully met, or the fulfilment of those conditions is wholly within the control of the charity, and it is probable that those conditions will be fulfilled in the reporting period.

Income generated from services within Aspirations and Opportunities is denoted in the Work in Schools and Universal Youth Services activities, Targeted Youth Support work is shown as Youth Intervention Services, and all Women's Services and Targeted Adult Support income is within Adult Inclusion Initiatives.

Investment income is recognised on a receivable basis.

**Notes to the Financial Statements (Continued)****For the year ended 31 March 2022****2. Accounting policies [Continued]****Expenditure**

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:

- Charitable activities include expenditure associated with the provision of charitable objectives and include both the direct costs and support costs relating to these activities.
- Support costs include central functions and have been allocated to activity cost categories either directly, where identifiable, or on a basis pro-rata with headcount or staff resources absorbed by that activity.
- Grants offered subject to conditions which have not been met at the year-end date are noted as a commitment but not accrued as expenditure.
- Termination benefits are amounts payable as a result of a decision by the Charity to terminate employment before the normal retirement date. The costs are charged on an accruals basis to the relevant service line in the Statement of Financial Activities when the Charity is demonstrably committed to the termination of the employment.

Funds structure

- Restricted funds are funds subject to specific restrictive conditions imposed by the donor or by the purpose of the contract / monies received. The purpose and use of restricted funds is set out in note 20 to the financial statements.
- General funds are unrestricted funds, which are available for use at the discretion of the Trustees in furtherance of the general objectives of the charity.
- Designated funds are funds which have been allocated or designated for specific purposes by the charity out of unrestricted funds. A description of the intended use of the designated funds is set out in note 20 to the financial statements.

Tangible fixed assets

Tangible fixed assets are measured at cost less accumulated depreciation and any accumulated impairment loss. Depreciation is provided evenly on the cost of tangible fixed assets to write them down to their estimated residual values over their expected useful lives. Assets are capitalised if their cost is £1,000 or over.

The principal terms used are:

Freehold property - 50 years
Freehold property improvements – 4 years
Computers and office equipment - 2 to 8 years

Gains or losses arising on the disposal of tangible fixed assets are determined as the difference between the disposal proceeds and the carrying amount of the assets and are recognised as part of the surplus or deficit for the year.

Leasing commitments

Rentals paid under operating leases are charged to the Statement of Financial Activities on a straight-line basis over the period of the lease.



Notes to the Financial Statements (Continued)

For the year ended 31 March 2022

2. Accounting policies [Continued]

Pension costs and other post-retirement benefits

The charitable company operates a defined contribution pension scheme. Contributions to the charitable pension scheme are charged to the Statement of Financial Activities in the period to which they relate.

Financial instruments

Financial assets and financial liabilities are recognised when the charity becomes a party to the contractual provisions of the instrument. All financial assets and liabilities are initially measured at transaction price (including transaction costs). The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

Trade and other debtors are recognised at the settlement amount due.

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

Creditors and accruals 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.

Taxation

The charity is exempt from corporation tax on its charitable activities.

3. Legal status of the charity

The charity is a private company limited by guarantee and consequently does not have share capital. Each of the members are liable to contribute an amount not exceeding £1 towards the assets of the charity in the event of liquidation.

4. Judgements and key sources of estimation uncertainty

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

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

5.	Donations	Unrestricted Funds £	Restricted Funds £	Total Funds 2022 £	Unrestricted Funds £	Restricted Funds £	Total Funds 2021 £
	Donations	36,310	500	36,810	12,227	-	12,227
		=====	=====	=====	=====	=====	=====



Notes to the Financial Statements (Continued)

For the year ended 31 March 2022

6.	Income from charitable activities	Unrestricted Funds £	Restricted Funds £	Total Funds 2022 £	Unrestricted Funds £	Restricted Funds £	Total Funds 2021 £
	Work in Schools	99,774	34,963	134,737	226,364	34,963	261,327
	Youth Intervention Services	353,497	30,363	383,860	348,262	82,993	431,255
	Universal Youth Services	446,176	-	446,176	513,880	-	513,880
	Adult Inclusion Initiatives	259,223	236,528	495,751	200,137	244,520	444,657
		<u>1,158,670</u>	<u>301,854</u>	<u>1,460,524</u>	<u>1,288,643</u>	<u>362,476</u>	<u>1,651,119</u>
7.	Investment income	Unrestricted Funds £	Restricted Funds £	Total Funds 2022 £	Unrestricted Funds £	Restricted Funds £	Total Funds 2021 £
	Interest received	7,042	-	7,042	12,236	-	12,236
		<u>7,042</u>	<u>-</u>	<u>7,042</u>	<u>12,236</u>	<u>-</u>	<u>12,236</u>
8.	Other income	Unrestricted Funds £	Restricted Funds £	Total Funds 2022 £	Unrestricted Funds £	Restricted Funds £	Total Funds 2021 £
	Sundry income	7,210	-	7,210	345	-	345
	Building refurbishment	7,193	15,000	22,193	-	-	-
		<u>14,403</u>	<u>15,000</u>	<u>29,403</u>	<u>345</u>	<u>-</u>	<u>345</u>
9.	Cost of raising funds				Unrestricted Funds 2022 £	Unrestricted Funds 2021 £	
	Wages and salaries				14,644	-	
	General management				216	216	
					<u>14,860</u>	<u>216</u>	



Notes to the Financial Statements (Continued)

For the year ended 31 March 2022

10. Analysis of charitable expenditure - current year

	Allocation Basis	Work in Schools £	Youth Intervention Services £	Universal Youth Services £	Adult Inclusion Initiatives £	Other Charitable Activities £	Total 2022 £
Staff costs	Direct	103,356	251,600	266,891	360,825	40,082	1,022,754
Service delivery costs	Direct	2,804	20,426	55,052	35,920	40,364	154,566
Support costs	Note 12	22,119	97,966	156,467	133,258	-	409,810
Total		128,279	369,992	478,410	530,003	80,446	1,587,130

Analysis of charitable expenditure - prior year

	Allocation Basis	Work in Schools £	Youth Intervention Services £	Universal Youth Services £	Adult Inclusion Initiatives £	Other Charitable Activities £	Total 2021 £
Staff costs	Direct	167,680	295,475	185,688	310,990	28,966	988,799
Service delivery costs	Direct	11,950	36,892	11,368	67,169	25,081	152,460
Support costs	Note 12	49,072	84,471	162,383	84,211	-	380,137
Total		228,702	416,838	359,439	462,370	54,047	1,521,396

Expenditure on charitable activities was £1,587,130 (2021 - £1,521,396) of which £1,255,320 was unrestricted (2021 - £1,232,998) and £331,810 restricted (2021 - £288,398).

11. Grants payable

	2022 £	2021 £
Charitable objects	-	13,904
The total grants paid to institutions during the year was as follows:		
The Salford Foundation Trust	-	13,904



Notes to the Financial Statements (Continued)
For the year ended 31 March 2022

12. Analysis of governance and support costs - current year

The charity allocates its support costs as shown in the table below and then further apportions those costs between the charitable activities undertaken (see note 10). Where practicable any support costs are directly attributed to the activity. Where this is not possible costs are allocated based on staffing resources in that activity, either by headcount or by time spent.

Support costs	General support £	Governance costs £	2022 Totals £
Wages and salaries	217,244	-	217,244
Depreciation	21,829	-	21,829
Facilities, property and insurance costs	68,130	528	68,658
General management	23,409	10,380	33,789
IT and communications	48,195	-	48,195
Office costs	6,683	-	6,683
Other staff support costs	13,412	-	13,412
	<u>398,902</u>	<u>10,908</u>	<u>409,810</u>

Analysis of governance and support costs - prior year

Support costs	General support £	Governance costs £	2021 Totals £
Wages and salaries	231,242	-	231,242
Bad debts	(22,456)	-	(22,456)
Depreciation	18,866	-	18,866
Facilities, property and insurance costs	55,393	481	55,874
General management	22,448	10,080	32,528
IT and communications	48,540	-	48,540
Office costs	7,876	-	7,876
Other staff support costs	7,667	-	7,667
	<u>369,576</u>	<u>10,561</u>	<u>380,137</u>

13. Net income/(expenditure)

	2022 £	2021 £
Net income/(expenditure) is stated after charging/(crediting):		
Auditors' remuneration	8,240	7,800
Depreciation - owned assets	37,405	18,866
Other operating leases	576	2,196
	<u>46,261</u>	<u>28,862</u>



Notes to the Financial Statements (Continued)
For the year ended 31 March 2022

14. Trustees' remuneration and benefits

There were no trustees' remuneration or other benefits for the year ended 31 March 2022 nor for the year ended 31 March 2021.

Trustees' expenses

There were no trustees' expenses paid for the year ended 31 March 2022 nor for the year ended 31 March 2021.

15. Staff costs	2022	2021
	£	£
Wages and salaries	1,114,562	1,076,963
Social security costs	83,811	83,067
Other pension costs	56,269	60,011
	<u>1,254,642</u>	<u>1,220,041</u>

	2022	2021
	No	No
The average monthly number of employees during the year was as follows:		
Charitable activities	46	47
Support staff	7	5
Temporary programme staff	47	21
	<u>100</u>	<u>73</u>

The average full-time equivalent number of core permanent and support staff was 45 (2021 - 45). In order to operate the reduced NCS programme in 2021/22, of the 47 temporary programme staff employed during the summer and autumn programmes (2021 - 21), the average number of FTE employees was 3 (2021 - 1).

Included in wages and salaries is an amount of £nil (2021 - £1,410) relating to redundancy costs. The amount of accrued redundancy costs at the balance sheet date was £nil (2021 - £1,410).

The number of employees whose employee benefits (excluding employer pension costs) exceeded £60,000 was:	2022	2021
	No	No
£60,000 - £69,999	1	-
	<u>1</u>	<u>-</u>

The total amount of employee benefits received by the key management personnel was £61,565 (2021 - £59,174).

16. Transfers between Funds

Small transfers totalling £5,259 (2021 - £398) in the year were made from unrestricted funds to reflect minor overspends on certain restricted projects.



Notes to the Financial Statements (Continued)
For the year ended 31 March 2022

17. Tangible fixed assets	Freehold Property £	Freehold Property Improvements	Office and Computer Equipment £	Total £
Cost				
At 1 April 2021	927,098	13,122	203,126	1,143,346
Additions	-	106,673	19,236	125,909
Disposals	-	-	(174,176)	(174,176)
At 31 March 2022	927,098	119,795	48,186	1,095,079
Depreciation				
At 1 April 2021	196,185	-	202,909	399,094
Charge for year	18,542	15,217	3,646	37,405
Disposals	-	-	(174,176)	(174,176)
At 31 March 2022	214,727	15,217	32,379	262,323
Net book value				
At 31 March 2022	712,371	104,578	15,807	832,756
At 31 March 2021	730,913	13,122	217	744,252
18. Debtors: Amounts falling due within one year				
			2022 £	2021 £
Trade debtors			48,743	148,343
Accrued income			62,538	30,877
Prepayments			40,351	9,692
			151,632	188,912
19. Creditors: Amounts falling due within one year				
			2022 £	2021 £
Trade creditors			48,444	415,177
Accruals			350,658	62,840
Deferred income			197,040	385,770
			596,142	863,787
Deferred income includes £197,040 (2021 - £385,770) relating to funding received in advance on contracts.				
Balance brought forward			385,770	817,389
Utilised in period			(385,770)	(809,489)
Added in period			197,040	377,870
			197,040	385,770



Notes to the Financial Statements (Continued)

For the year ended 31 March 2022

20.	Movement in funds - Current year	At 1 April 2021 £	Net movement in funds £	Transfers between funds £	At 31 March 2022 £
	Unrestricted funds				
	General fund	922,156	62,279	(3,144)	981,291
	Designated funds				
	Freehold Property	730,910	(18,542)	-	712,368
	Planned Maintenance	193,790	6,929	-	200,719
	Puccini's Event	1,045	(1,045)	-	-
	Hardship Fund	14,356	(14,356)	-	-
	Programmes Investment Fund	281,135	(89,020)	(192,115)	-
	Coronavirus Response Fund	200,000	-	(200,000)	-
	St Mary's Redevelopment Fund	100,000	-	-	100,000
	Beneficiary Emergency Response Fund	-	-	30,000	30,000
	Strategy Fund	-	-	250,000	250,000
	Restructure Costs	-	-	80,000	80,000
	Infrastructure Projects Fund	-	-	30,000	30,000
	Total designated funds	1,521,236	(116,034)	(2,115)	1,403,087
	Total unrestricted funds	2,443,392	(53,755)	(5,259)	2,384,378
	Restricted funds				
	BUPA - Evolve	6	1,083	-	1,089
	BUPA - Positive Pathways	33,898	(27,870)	-	6,028
	Salford CVS – Positive Pathways	-	21	-	21
	Co-op Foundation - Leap	34,963	3,635	-	38,598
	Lottery 2	692	(692)	-	-
	Salford CVS - Rise	19,898	(17,851)	-	2,047
	Youth Endowment Fund - YEF	5,539	(5,539)	-	-
	BBC Children in Need - Leadership Academy	1,712	(1,655)	-	57
	Lottery - Indigo	-	-	-	-
	GMCA - Domestic Abuse Emergency Grant	206	(206)	-	-
	Workers' Educational Association – Training	1,490	(2,816)	1,326	-
	Princes Trust - Better Build Back Youth Salford	6,433	(10,366)	3,933	-
	Princes Trust - Find My Future	-	5,909	-	5,909
	RHS Community Gardening Project	-	3,000	-	3,000
	Nationwide - Pathways Home	-	37,093	-	37,093
	The Booth Charities - Leadership Academy	-	5,979	-	5,979
	Ministry of Justice – Covid	-	-	-	-
	Workers' Educational Association - Learning City	-	(4,181)	-	(4,181)
	Total restricted funds	104,837	(14,456)	5,259	95,640
	Total funds	2,548,229	(68,211)	-	2,480,018



Notes to the Financial Statements (Continued)
For the year ended 31 March 2022

20. Movement in funds [Continued] - Current year	Incoming Resources £	Resources Expended £	Movement in funds £
Net movement in funds, included in the above are as follows:			
Unrestricted funds			
General Fund	1,199,115	(1,136,836)	62,279
Freehold Property	-	(18,542)	(18,542)
Planned Maintenance	17,310	(10,381)	6,929
Puccini's Event	-	(1,045)	(1,045)
Hardship Fund	-	(14,356)	(14,356)
Programmes Investment Fund	-	(89,020)	(89,020)
Coronavirus Response Fund	-	-	-
St Mary's Redevelopment Fund	-	-	-
Beneficiary Emergency Response Fund	-	-	-
Strategy Fund	-	-	-
Restructure Costs	-	-	-
Infrastructure Projects Fund	-	-	-
Total Unrestricted Funds	1,216,425	(1,270,180)	(53,755)
Restricted funds			
BUPA - Evolve	1,500	(417)	1,083
BUPA - Positive Pathways	750	(28,620)	(27,870)
Salford CVS – Positive Pathways	10,000	(9,979)	21
Co-op Foundation - Leap	34,963	(31,328)	3,635
Lottery 2	-	(692)	(692)
Salford CVS - Rise	-	(17,851)	(17,851)
Youth Endowment Fund - YEF	7,266	(12,805)	(5,539)
BBC Children in Need - Leadership Academy	-	(1,655)	(1,655)
Lottery - Indigo	100,000	(100,000)	-
GMCA - Domestic Abuse Emergency Grant	-	(206)	(206)
Workers' Educational Association – Training	9,008	(11,824)	(2,816)
Princes Trust - Better Build Back Youth Salford	-	(10,366)	(10,366)
Princes Trust - Find My Future	56,240	(50,331)	5,909
RHS Community Gardening Project	3,000	-	3,000
Nationwide - Pathways Home	39,868	(2,775)	37,093
The Booth Charities - Leadership Academy	23,097	(17,118)	5,979
Ministry of Justice - Covid	11,672	(11,672)	-
Workers' Educational Association - Learning City	4,990	(9,171)	(4,181)
Clothworkers' Foundation	15,000	(15,000)	-
Total restricted funds	317,354	(331,810)	(14,456)
Total funds	1,533,779	(1,601,990)	(68,211)



Notes to the Financial Statements (Continued)

For the year ended 31 March 2022

20.	Movement in funds (Continued) - prior year	At 1 April 2020 £	Net movement in funds £	Transfers between funds £	At 31 March 2021 £
	Unrestricted funds				
	General fund	883,633	138,921	(100,398)	922,156
	Designated funds				
	Freehold Property	749,452	(18,542)	-	730,910
	Planned Maintenance	193,790	-	-	193,790
	Puccini's Event	3,655	(2,610)	-	1,045
	Hardship Fund	14,356	-	-	14,356
	Programmes Investment Fund	318,667	(37,532)	-	281,135
	Coronavirus Response Fund	200,000	-	-	200,000
	St Mary's Redevelopment Fund	-	-	100,000	100,000
	Total designated funds	1,479,920	(58,684)	100,000	1,521,236
	Total unrestricted funds	2,363,553	80,237	(398)	2,443,392
	Restricted funds				
	Emerge	8,091	(8,174)	83	-
	BUPA - Evolve	22,270	(22,264)	-	6
	BUPA - Positive Pathways	-	33,898	-	33,898
	Co-op Foundation - Leap	-	34,963	-	34,963
	Lottery 1 - Women's Services	-	(114)	114	-
	Lottery 1 - The Shed	-	(73)	73	-
	Lottery 2	-	692	-	692
	Salford CVS – Rise	-	19,898	-	19,898
	Youth Endowment Fund – YEF	-	5,539	-	5,539
	BBC Children in Need - Leadership Academy	-	1,712	-	1,712
	Ministry of Justice - Women's Services Grant	-	(127)	127	-
	GMCA - Domestic Abuse Emergency Grant	-	206	-	206
	Salford CVS - Emergency Beneficiary Support	-	(1)	1	-
	Workers' Educational Association – Training	-	1,490	-	1,490
	Princes Trust - Better Build Back Youth Salford	-	6,433	-	6,433
	Total restricted funds	30,361	74,078	398	104,837
	Total funds	2,393,914	154,315	-	2,548,229



Notes to the Financial Statements (Continued)

For the year ended 31 March 2022

20. Movement in funds [Continued] - prior year	Incoming Resources £	Resources Expended £	Movement in funds £
Net movement in funds, included in the above are as follows:			
Unrestricted funds			
General Fund	1,313,451	(1,174,530)	138,921
Freehold Property	-	(18,542)	(18,542)
Puccini's Event	-	(2,610)	(2,610)
Programmes Investment Fund	-	(37,532)	(37,532)
Total Unrestricted Funds	1,313,451	(1,233,214)	80,237
Restricted funds			
Emerge	36,264	(44,438)	(8,174)
Evolve	-	(22,264)	(22,264)
Positive Pathways	33,898	-	33,898
Leap	34,963	-	34,963
Lottery 1 - Women's Services	32,052	(32,166)	(114)
Lottery 1 - The Shed	12,934	(13,007)	(73)
Lottery 2	44,907	(44,215)	692
Rise	19,898	-	19,898
Youth Endowment Fund	26,502	(20,963)	5,539
Leadership Academy	17,600	(15,888)	1,712
Ministry of Justice	34,910	(35,037)	(127)
Domestic Abuse Emergency Grant	39,229	(39,023)	206
Emergency Beneficiary Support	1,000	(1,001)	(1)
Workers' Educational Association	5,000	(3,510)	1,490
Build Back Youth Salford	23,319	(16,886)	6,433
Total restricted funds	362,476	(288,398)	74,078
Total funds	1,675,927	1,521,612	154,315

Designated funds

Freehold Property: Amount invested by the charity in freehold property.

Planned Maintenance: Amount set aside to carry out maintenance and renewals at Foundation House and St Mary's Centre. A major refurbishment project for Foundation House occurred in 2021/22.

Puccini's Event: A balance remaining from a fundraising event in a previous period. This fund continued to provide welcome summer breaks and respite to family groups using our services. The final balance of the fund was utilised in this way.

Hardship Fund: This fund was established to assist participants on the NCS and other Youth Programmes. During 2021/22 Kickstarters were employed on these programmes and the cost to SF has been covered by this fund.



Notes to the Financial Statements (Continued)

For the year ended 31 March 2022

20. Movement in funds [Continued]

Designated funds [Continued]

Programme Investment Fund: This fund was established to invest in services when external funding cannot be secured and to seed-fund new and innovative ideas. This fund also supports infrastructure projects and in 2021/22 was used in part to support our Income Diversification and Digital Transformation projects. The fund was originally profiled in with a plan agreed to fully utilise the reserve strategically and effectively over a 5-year period. This period has now ended and the unutilised funds remaining were released and new funds decided upon.

Coronavirus Response Fund: A fund established in 2019/20 to mitigate risks associated with funding shortfalls as a result of Covid-19 pandemic, particularly for PBR related contracts. Due to other funding secured and other activities since the pandemic began, this fund was not required for the purposes envisaged and was released and repurposed during the financial year.

St Mary's Redevelopment Fund: A fund established in 2020/21 to fund a new permanent location for our Women's Centre. During 2021/22 the St Mary's location ceased to operate, and the plans for a new building are still being made and finalised.

Beneficiary Emergency Response Fund: a new three-year fund established in 2022 for the purpose of offering support to Salford Foundation service users by offering an immediate financial intervention to address an urgent issue and to offer summer breaks and respite to family groups.

Strategy Fund: a fund established for an estimated two-year period to provide specific bridge and match funding for services where limited external funding can be secured.

Restructure Costs: a two-year fund established to support a staffing restructure and pay and grading review.

Infrastructure Projects Fund: a fund established for an estimated two-year period to support anticipated infrastructure development projects (volunteer management, digital developments and marketing projects).

Restricted funds

Restricted funds are grants and contracts funds received for specific projects.

Evolve: A project part funded by the BUPA UK Foundation as part of their Mid-life Mental Health funding programme. The project provides mental well-being and recovery support to women who are experiencing problems due to changes in their personal and family life.

Positive Pathways: A project funded by the BUPA UK Foundation supporting women in Salford who are experiencing poverty, social and digital exclusion, and poor mental health.

Positive Pathways: A project funded by Salford CVS to employ, train and develop a part time Peer Mentor to deliver weekly group sessions to support the mental health of Salford women heavily affected by Covid-19.

Leap: A project providing peer-to-peer support to improve the wellbeing of students during the transition from primary school to high school, funded by the Co-op Foundation #iwill School Transitions grant.

National Lottery Community Fund: two emergency grants received to deliver services aimed to support our community (via Women's Services, Rise, and the Shed) during the Covid-19 crisis.

**Notes to the Financial Statements (Continued)****For the year ended 31 March 2022****20. Movement in funds [Continued]****Restricted funds [Continued]**

Rise: Funding received from the Salford CVS Covid-19 Recovery Fund to support the Rise project which works with young people who have witnessed, or been a victim of, historical and significant family conflict at home/ domestic abuse.

Youth Endowment Fund: A programme to support young people aged 10 - 13 at risk of youth violence and school exclusion.

Leadership Academy: A BBC Children in Need funded project working with targeted year 10 and 11 girls in Salford schools who are experiencing: negative relationships, violence, low aspirations, and a lack of positive role models.

Indigo (Freedom Academy): A project funded by the National Lottery Community Fund to provide support for women in Salford who have experienced domestic violence and/or abuse.

Domestic Abuse emergency grant: Funding received via GMCA Police and Crime Commissioner to provide domestic abuse services and support.

Workers' Educational Association: Employability and training programme for unemployed and socially excluded men.

Build Back Youth Salford: Funded by Princes Trust, BBYS is an employability programme, focussing on helping NEET young people in Salford back into education or work.

Find My Future: Funded by Princes Trust, FMF is an employability programme, focussing on helping NEET young people in Salford back into work, further education and training.

RHS Community Gardening Project: Funded by the Royal Horticultural Society for gardening projects at Foundation House for the women's outdoor space, The Shed outdoor space and the internal space.

Pathways Home: Funded by Nationwide, aimed at women aged 18 and over who are living in Salford (or returning), who are at risk of homelessness, in insecure temporary or emergency accommodation and/or who would benefit from independent living skills to make a house a home. Pathways Home aims to prevent and reduce the risk of homelessness and create a stable home environment.

Leadership Academy: Funded by The Booth Charities, this is for vulnerable and disadvantaged young women aged 14 - 16 across Salford, who are deemed at risk of domestic abuse.

Ministry of Justice: Women's Community Sector Funding of core costs.

Learning City: Funded by Workers' Educational Association to engage with adult women with complex needs in Salford, with the aim to empower women to have the confidence, curiosity and skills to explore new learning and work opportunities. Learners develop transferable skills using creative engagement activities, digital, enterprise and employability workshops, employer engagement and peer support.

Clothworkers Foundation: Funded by The Clothworkers' Foundation, to refurbish and repurpose Foundation House to better serve the needs of the charity.



Notes to the Financial Statements (Continued)
For the year ended 31 March 2022

21. Analysis of net assets between funds - current year	General Fund £	Designated Funds £	Restricted Funds £	Total 2022 £
Tangible fixed assets	120,388	712,368	-	832,756
Cash at bank and in hand	1,305,413	690,719	95,640	2,091,772
Other net current (liabilities) / assets	(444,510)	-	-	(444,510)
	<u>981,291</u>	<u>1,403,087</u>	<u>95,640</u>	<u>2,480,018</u>
	<u>981,291</u>	<u>1,403,087</u>	<u>95,640</u>	<u>2,480,018</u>
Analysis of net assets between funds - prior year	General Fund £	Designated Funds £	Restricted Funds £	Total 2021 £
Tangible fixed assets	217	744,035	-	744,252
Cash at bank and in hand	1,596,814	777,201	104,837	2,478,852
Other net current (liabilities) / assets	(674,875)	-	-	(674,875)
	<u>922,156</u>	<u>1,521,236</u>	<u>104,837</u>	<u>2,548,229</u>
	<u>922,156</u>	<u>1,521,236</u>	<u>104,837</u>	<u>2,548,229</u>

22. Commitments under operating leases

At 31 March 2022 the company had annual commitments under non-cancellable operating leases for other equipment as set out below:

	2022 £	2021 £
Within one year	-	576
	<u>-</u>	<u>576</u>

23. Related party disclosures

During the year, Thematic Technical FM Limited, a company C Tennent is a director of, provided pro-bono services for Salford Foundation Limited with a value of £1,618 as part of the refurbishment of Foundation House. This is included in donations.

Last year The Salford Foundation Trust was considered a related party. The relationship ended in 2021 and is therefore no longer a related party. Seconded staff costs of £nil (2021 - £10,428) and a donation of £nil (2021 - £3,476) were paid to the party.

24. Ultimate controlling party

The charitable company is under the control of the Trustees who are also the members of the company.

25. Pension scheme

The charity operates a defined contribution pension scheme. The pension cost charge for the period represents contributions payable by the charity to the scheme and amounted to £56,269 (2021 - £60,579).

There were no outstanding or prepaid contributions at either the beginning or end of the financial year.



Notes to the Financial Statements (Continued)
For the year ended 31 March 2022

26.	Reconciliation of net income to net cash flow from operating activities		2022	2021
			£	£
	Net income for the reporting period (as per the Statement of Financial Activities)		(68,211)	154,315
	Adjustments for:			
	Depreciation charges		37,405	18,866
	Interest from investments		(7,042)	(12,236)
	Decrease in debtors		37,280	331,384
	(Decrease) in creditors		(267,645)	(294,685)
	Net cash provided by operating activities		(268,213)	197,644
27.	Analysis of changes in net funds - current year	At		At
		1 April		31 March
		2021	Cash Flow	2022
		£	£	£
	Net cash			
	Cash at bank and in hand	2,478,852	(387,080)	2,091,772
	Analysis of changes in net funds - prior year	At		At
		1 April		31 March
		2020	Cash Flow	2021
		£	£	£
	Net cash			
	Cash at bank and in hand	2,282,094	196,758	2,478,852