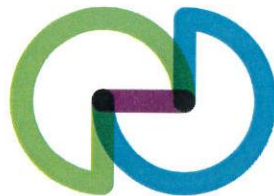


Registered Company Number: 02472369 (England and Wales)

Registered Charity Number: 1002482



**salford
foundation**

Annual Report

2022/23





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For the year ended 31 March 2023

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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

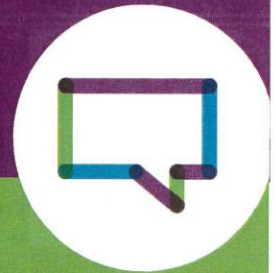
We are solution-focused and use creativity and proactivity to constantly find better ways of working.

We worked with

12,789

people across 29 projects

'We just can't believe we have received all this help and for free. My wife is over the moon with her new income from Carers Allowance, it makes her feel more independent. The improvements are already helping us to manage our energy usage better.'



"I feel empowered by sharing my experiences. I have embraced who I am, and I am a stronger person."



7,958

people with improved education, employment and training outcomes



9,832

people improved their interpersonal skills and abilities



421

people developed their digital skills

636

people supported to achieve better housing



708

people supported to reduce their offending



9,024

people supported to improve their personal health and wellbeing



2,356

people supported in our Women's and Survivors' Services



572

people improved finances & debt



144

social action projects completed

415 Volunteers provided

20,311

hours of support to our people and projects



849

partners worked with across the region





Reference and Administrative Details For the year ended 31 March 2023

Board of Trustees	N Bhatt D Eames K S Francis D Graham M Marfleet K McDermott M G Nkeshimana P Openshaw E Potier Dr K Potier de la Morandiere Dr K Stansfield
Company Secretary	P East
Registered Office	Foundation House 3 Jo Street Salford M5 4BD
Registered Company Number	02472369 (England and Wales)
Registered Charity Number	1002482
Senior Statutory Auditor	A Buckley
Auditor	Mitchell Charlesworth (Audit) Limited 3rd Floor 44 Peter Street Manchester M2 5GP
Bankers	Santander UK Plc Bootle Merseyside L30 4GB



Report of the Trustees For the year ended 31 March 2023

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 2023. 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 (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 2022 to March 2023. We have had a successful year, directly supporting 12,789 children, young people, and adults – an increase of 99% on the number of people we were able to support in the previous year. We have accomplished this through running 29 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 K Prayle, Ms C Ramsden and Mr C Tennent who stepped down from their roles in the course of the year. All our Trustees have brought a range of skills, experience and passion which have helped to guide and shape our strategy and its good governance.

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

- Continuing to deliver a broad and stable range of services: meeting the changing needs of beneficiaries; and innovating with new projects
- Significantly increased turnover (reaching £3m for the first time in our history) and a corresponding increase in our beneficiary numbers
- Successfully launching and leading the 'Safe in Salford' domestic abuse partnership, in collaboration with three other specialist charities
- Successfully increasing our reach through the STEER project, launching additional work in Trafford and Wigan, whilst making strong progress with our Youth Endowment Fund pilot study
- Launching the Blocks mentoring project for 10-12 year olds with 10 primary schools in north and east Manchester
- The lease and renovation of 6 Acton Square as an additional premises from which to deliver services, making this the home for The Shed and allied Targeted Adult Support projects
- Consolidating and diversifying our 'Aspirations and Opportunities' projects, enabling us to maintain capacity and output when the major NCS contract came to an end
- Significant growth in partnerships with other charities as a primary means of operational delivery and a strategic approach to achieve our objectives
- Increasing our GM footprint and profile with the expansion of service delivery into 6 of the 10 local authority areas, whilst maintaining our integral Salford identity and focus
- Continued and consolidated staff involvement through our Workplace Engagement Group, our Equality, Diversity and Inclusion Staff Group and the implementation of actions flowing from our first comprehensive Staff Survey
- Achieving the Real Living Wage Foundation, GM Good Employment Charter and All Equals Charter accreditations
- Preparing a new 'Competencies Framework' for staff, to be implemented from 1st April 2023
- Completing a comprehensive Pay and Grading Review, for implementation from 1st April 2023
- Reviewing and renewing our approach to staff learning and development
- Completion of our organisation restructure, with the appointment of a Deputy CEO and the agreement to invest £257k of reserves over 2 years from April 2023 to improve our core infrastructure
- Successful implementation of our 2021-2024 Strategy and transition to our 2023-25 Interim Strategy.



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 also emerged within the year, not least a clearer need and demand profile of those who are facing longer-term disadvantage because of the impacts of the 2020 pandemic on certain groups, that has been further exacerbated by the 'cost-of-living crisis.' This is leading to a general picture of demand growing and needs becoming more complex. Changes within the economy have made the task of recruiting, training and retaining suitably skilled and experienced staff more challenging. We are mindful that the year ahead will be more challenging financially, with an unprecedented commitment to fund services and core costs from our reserves; a forecast deficit at the end of the year; and significant inflationary pressures.

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 and Survivors' Services
- Targeted Adult Support

Aspirations and Opportunities

Our Aspirations and Opportunities work has diversified. It has included National Citizen Service (NCS), and a range of careers aspiration and work readiness programmes. However, we have also developed additional projects focused on children and young people's personal and social development.

National Citizen Service

We successfully delivered the NCS programme to 769 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. This was the first time since 2019 (i.e. since the pandemic) that we were able to deliver a fully face-to-face programme and also marked the return of the popular residential element of the programme.

We are extremely proud that our young people delivered a total of 49 social projects, equating to 17,160 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.



The Work of the Charity Continued

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. This has frequently then become a focus for the young peoples' chosen social action projects. This year, one team concluded that transition into employment often relies on 'who you know rather than what you know.' They therefore launched their own project convincing businesses to give up their time to support young peoples' career aspirations and linking them into priority schools in disadvantaged areas. Not only did they work on this through the course of their NCS experience in the summer, they have continued to meet and create opportunities, becoming a 'Youth Board' for our Raising Aspirations projects. One of the young people said "The entire NCS was amazing. We're determined to keep this project going in the long run." This exemplified one of the core aims of NCS – to inspire and enable long-term active citizenship. One of the group's parents said NCS is "... a great experience. It's a chance to make new friends and gain independence."

NCS in its current format came to an end this year as the NCS Trust reconfigures its delivery methods. We are proud to have supported 10,001 young people since its inception, in 2012, to complete their NCS journey.

We have continued our focus on raising the aspirations of children and young people through our 'Raising Aspirations' projects in schools and colleges; our financial education programmes; and our 'LEAP' programme addressing the challenges of the transition from primary to high school. These programmes collectively provided inspirational experiences to 7,898 children and young people across Greater Manchester.

Work Readiness

Our Business Education Partnership (BEP) has provided work-related preparation and activities to 6,037 students this year. This work has been carried out in schools across Greater Manchester, funded in part by The JD Sports Foundation. We have seen a trend of a 'pandemic deficit,' with students less knowledgeable and skilled to make the transition into employment due to the interruptions they have experienced in their education. We are therefore very grateful for the wide range of business volunteers who have joined us to support students with their career aspirations and work readiness skills. 320 volunteers gave their time and skills to support our work-readiness projects this year. This has included 'world of work days,' mentoring and mock interviews for Year 10 and 11 students. After taking part in a mentoring programme at Ladybridge High School in Bolton, one student commented: "We all felt involved and engaged in all the sessions. There wasn't a single session I didn't enjoy. I was sad to see our mentors go at the end of the last session. I've learnt about resilience, communication and the importance of trying hard at school."

Build Back Better

Funding from BNY Mellon for our 'Build Back Better' programme has allowed us to deliver a bespoke work readiness programme to use in our work with 16-18 year olds. This has included introductions to new career pathways, such as the local growth in tech opportunities. Also, we have focused on self-employment and entrepreneurialism as another career pathway for young people to explore. Activities and experiences have included specialist insight into international TV and video trends from K7 Media, a MediaCityUK-based company for students studying media at Pendleton College, and a deep-dive into the range of careers within cyber-security for students at Salford's Future Skills campus delivered by Greater Manchester Police's cyber-crime team.



The Work of the Charity Continued

LEAP

The 'LEAP' project is funded by the #iwill fund and 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, 636 students have taken part from high schools in Salford including The Albion and The Lowry 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. One participant said "I wouldn't be able to stand up in front of a room full of people and talk; I wouldn't be able to support other children... if I hadn't taken part in the LEAP project. This project has helped me with my confidence." Another said "My favourite part was seeing the relief on the Year 6s faces when we talked about high school, as they now knew it was going to be ok."

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. In the light of the 'cost-of-living crisis' that the country has been experiencing during the last year, young people have been keener than ever to learn financial literacy skills. This year, this has included a particular stream of activity focused on young people leaving the care system. On completing a Money Matters workshop, one young person said "I feel like I'll be better informed to make positive financial decisions in my future. It's made me feel more confident about managing my money well."

Positive Masculinity

This year we have built on our significant NCS experience and looked to develop projects that enable young people to continue delivering social action projects and focusing on key personal and social development themes that they identify as being most pertinent to their lives. High-profile stories in the media such as the murder of Sarah Everard and the increasing impact of social media influencer Andrew Tate led us to develop our positive masculinity 'Boys to Men' project in Salford and Bolton. We have been working with groups of 10 to 14 year-olds to recast masculinity in a positive light and to enable young people themselves to proactively undermine misogynistic attitudes and behaviours with their peers. This project has been funded because it is recognised that 'prevention and early intervention' is a vital part of our collective gender-based violence strategy. To date, we have worked with 162 pupils in schools. There have been early, encouraging signs of young people's capacity to move away from stereotypes and recast a more positive view of the masculinity they wish to embody. When asked to define masculinity at the end of their sessions, one primary school student said: "Masculinity means being a responsible man and being nice to other people and being kind to them and being responsible for looking after your family." Another said: "It means to accept your choices and own up to your mistakes and to be a good friend and to respect others."



The Work of the Charity Continued

Positive Action (including Risky Behaviours)

We have also delivered a range of projects enabling young people to explore and take action on a range of 'risky behaviours,' including racism, homophobia, substance misuse, vaping, gambling and gaming. Towards the end of the year we received funding from Ofcom to launch an 'Online Harms' project. This is enabling us to explore a range of themes such as cyber-bullying, radicalisation, fake news, social media influencers and artificial intelligence. The overarching aim is to enable young people to become critical consumers, able to navigate the raft of online content they are bombarded with on an hourly basis. 123 young people took part in these projects during the year and we look forward to developing our Online Harms project in particular in the year ahead.

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 the lockdowns. This year we supported 529 young people.

Youth Endowment Fund

This has been the first year of our Youth Endowment Fund 'Another Chance' project, further developing our STEER work on serious youth violence. We have successfully launched the project in Trafford and Wigan, supporting 104 young people. External evaluation and developing standards of evidence are a core element of the project and we have worked collaboratively with Cordis Bright and Greenwich University throughout the year. Additionally, we have established a pan-Greater Manchester Steering Group of key stakeholders to guide our work. The project has significant potential in the years ahead as we aim to move through the Youth Endowment Fund's progressive standards of evaluation. This year we have been involved in a 'pilot' trial and we have been tracking our progress against a series of success measures. At the end of the year, we are confident that we will have reached the threshold to progress to an 'efficacy' study. This will enable us to support many more young people in three additional local authority areas in Greater Manchester, across the next two years. Accordingly, the Youth Endowment Fund will become one of our most significant 'anchor' projects.

The project is already making a significant difference to young people with complex needs. For instance, 'Kai' was referred as he was at risk of permanent exclusion from school due to fighting and threats to harm. He had already been excluded from one school due to attending with a knife and there were major concerns about his involvement in criminality in the community. Kai has completed intensive work on issues including emotional regulation, safety planning, and choices and consequences. He is now making good progress at school; consciously making positive decisions about his actions and associates; and has aspirations for his future as an HGV driver. We plan to help many young people like Kai to build better futures for themselves in the years ahead.



The Work of the Charity Continued

STEER

The Youth Endowment Fund project is based on our original STEER programme for young people affected by gangs and serious violence. This work has continued through separate funding sources in Salford and Bolton, supporting a further 82 young people. 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 chances.

'Casey' was referred to STEER as he was alleged to have carried a firearm to threaten another young person and he was reported to the police. He was receiving regular fixed-term exclusions from school and was at risk of permanent exclusion. He was known to be hanging around with negative and older peers. Casey was supported by his mentor to understand child criminal exploitation and how to protect himself against it. He did significant work around safety mapping and developed his understanding of safe places and safe people within his community. Casey has managed to dissociate from his previous negative 'friends'. He has settled down at school, attending regularly on a full timetable and preparing for his upcoming exams. He has just completed his application to join the army.

Blocks Manchester

During autumn 2022 we were successful in bidding to run a new early-intervention mentoring project in north and east Manchester, we have called 'Blocks.' The project is funded by the GMCA Violence Reduction Unit and focuses on 9-12 year olds who may be showing early risks of involvement in crime and violence. Through our learning on STEER and Youth Endowment Fund, and our experience with other projects such as Engage Trafford, Blocks Salford and RISE (see below) we firmly believe that early identification and intervention approaches are critical. We have been working in partnership with 10 primary schools, with our mentors co-located in the school settings. Due to the project's profile within the Greater Manchester system and its potential to scale and spread, we have set up a Strategic Steering Group of stakeholders to help guide its development. Additionally, the project is being evaluated by Manchester Metropolitan University.

'Adi' was referred to Blocks as his primary school were concerned about his peer associations outside of school and his vulnerability to exploitation due to low self-esteem. His mother has experienced drug abuse and his father has previously been involved with gangs. Their relationship became domestically abusive and violent when Adi was younger – something which has clearly left him with trauma. Adi's mentor has worked intensively with him around forming relationships, identifying positive peers, and recognising and responding to risk factors he experiences outside of school. Adi is now much more settled and confident. His confidence and self-esteem have grown and he is looking forward to his transition to high school – whereas he was previously very anxious and worried about this move. Adi said: "When I go and talk to [my mentor] and say my problems out loud, it makes me realise I'm not the only person in the world who feels this way and it makes me feel better."



The Work of the Charity Continued

Ordsall and Langworthy Youth Partnership

We have continued to lead the 'Ordsall and Langworthy Youth Partnership' throughout the year, working with other local organisations including Salford Community Leisure, Oasis Community Hub and Manchester United Foundation. Together, we are implementing a community-based solution to tackling 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 45 young people specifically from Ordsall and Langworthy. During the course of the year our partnership has expanded to include a range of smaller youth organisations, including those with BAME specialisms such as Warm Hut and Europia. Our local area of benefit has also expanded to include the community of Charlestown.

Engage Trafford

Our 'Engage Trafford' targeted mentoring project has supported 95 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. Responding to the worsening mental health of children and young people since the pandemic has been a key theme for Engage this year. On completing the programme, one participant said: "My anxiety has improved, my attitude has improved, and my happiness has improved." Another young man had not attended school for 6 months due to his anxiety and associated issues. He now has excellent attendance and says he can "cope better with stress." His mum has spoken of the huge difference the improvements for her son have made to family life.

Other Targeted Youth Support Projects

We have also supported young people through a range of smaller projects, including a version of Blocks in Salford; RISE (supporting children affected by domestic abuse); the Leadership Academy (supporting young women at risk of exploitation and not succeeding in education); and our support programme for young people at risk of permanent exclusion from their further education college. Collectively, these projects supported 104 young people.

Women's and Survivors' Services

This year we have continued to expand and differentiate our offer to vulnerable and disadvantaged women in Salford. Through 7 distinct projects, we have supported 2,363 people – a very significant increase on the 422 women we were able to support last year. Our progress and developments have been driven by our Women's Services Board with significant input from the staff team.

Safe In Salford

We have delivered our first year of the 'Safe in Salford' domestic abuse services. We are the lead provider in the service model, working collaboratively with our sub-contracted partners Trafford Domestic Abuse Services (TDAS); Talk, Listen, Change (TLC); and the Pankhurst Trust Manchester Women's Aid (PTMWA). This has been a significant step-change for the provision of domestic abuse services in Salford. These were previously commissioned separately and were not always able to provide joined-up working for individuals and families affected in ways that could deliver improved outcomes and impacts. Collectively, we have delivered services to high-risk survivors; survivors identified through their contact with their GP surgery; children and young people who have witnessed domestic abuse; medium-risk survivors and perpetrators. We have also introduced new and enhanced partnership working, including co-location, with Greater Manchester Police, housing and mental health teams.



The Work of the Charity Continued

During the year we supported 1,590 people. This has been a fantastic, collective achievement. Many individuals have shared with us the impact that our support has had. A woman who was supported to flee her shared home with her abusive partner to new, safe accommodation, said: "I want to say a heartfelt thank you. [My son] and I are safe. And I feel free, even though I just left." Another said: "My practitioner helped me to understand what domestic abuse was. I can now have healthier relationships. The sessions were easy to understand and I didn't feel judged."

However, we have become increasingly aware through the course of the year that many more people are experiencing domestic abuse and need to access our services. We have worked with our commissioners and partners throughout the year to make improvements to the wider determinants affecting domestic abuse – something which will continue into our next 4 years of service provision as Safe in Salford becomes another 'anchor' project within our portfolio of services.

Indigo

We have also continued to deliver our National Lottery Community-funded (NLCF) 'Indigo' project throughout the year. We have experienced extremely high demand for the service and supported 252 women – a 107% increase on last year. In spite of this, waiting lists remain significant. Additionally, we estimate that there have been 362 indirect beneficiaries due to the positive impacts on families. This includes 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, involving women who are 'experts by experience.' 16 women have contributed 388 hours of voluntary support.

'Sheila' was one beneficiary. She is 67 years old and was in an abusive relationship for 21 years. Having left the relationship, Sheila was supported to navigate complex relationship boundaries with her former partner and their wider social circle. She was helped to understand how coercive and controlling behaviour had affected her and how to become more resilient to this in the future. She was also helped with the guilt she felt upon ending the relationship. She now has improved relationships with friends and family. She has joined a carers group and is volunteering for Age Concern. Sheila says: "My friends have noticed how much brighter and happier I am."

Together Women Project

We have continued to support women in the criminal justice system through our 'Together Women Project,' working collaboratively with the Probation service and as part of the Greater Manchester Women's Support Alliance (GMWSA). This year, we supported 160 women in all parts of the criminal justice system, from leaving prison to exiting police cells without charge.

The women we support 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 longer-term social impacts of the pandemic. Providing holistic support is therefore both challenging and of critical importance.



The Work of the Charity Continued

One woman who was supported this year was 'Lisa.' Lisa was referred by Probation after her conviction for assaulting an emergency services worker. Lisa was severely alcohol dependent and therefore referred to drug and alcohol services for detox and treatment. She had accrued significant debts due to her addiction and therefore was referred internally to our debt worker to negotiate payment plans against her priority debts. Lisa came to the centre one day and was extremely ill. She did not want to go to hospital but was convinced to do so by her keyworker. She was suffering organ failure and needed 8 weeks of care in hospital. Lisa is now back at home and abstinent. Lisa still has a long way to go, but she is making good progress in all areas of her life. She said: "TWP literally saved my life!"

Pathways and Learning City

This year we have run three distinct Pathways projects, focused on employability; housing and homelessness; and mental health and wellbeing. Along with our small Learning City project, they have collectively supported 360 women. Our Pathways projects have been a crucial part of our women's offer, providing a route into services for women with specific support needs and less complexity, whilst providing a route back to the community for women exiting our more complex services such as Indigo and TWP. The feedback from the women on the impact the projects have had on them has been consistent, as has their gratitude. "I feel so grateful for the support you gave me. Before [I came to the project] I was depressed and lonely. I feel happier and empowered. I will make better decisions in the future."

Targeted Adult Support

Our other programmes for adults facing significant challenges have provided invaluable support to 946 people in Salford, Greater Manchester, Cheshire, Lancashire, and Cumbria.

The Shed

Throughout the year we have continued to develop The Shed, supporting 171 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.

The project has experienced two very significant developments in the course of the year. First, we have acquired a new premises on a peppercorn rent from Salford City Council and have moved the project to its own 'home' at 6 Acton Square. We internally renovated the Georgian terraced property before moving in in the autumn. The new facilities are providing an excellent base for the project, with room to grow and diversify in the years ahead. Second, we were successful in our bid to run the Integrated Rehabilitation Service focused on 'welfare' for men being supported by the Probation Service in Salford. This has provided us with an 'anchor' funding source, from which we are confident that we can further develop and diversify the range of support we offer through The Shed.



The Work of the Charity Continued

There have been many examples of impactful support provided to men through the course of the year. 'Carl' was jointly referred to the project by Probation and mental health services. He had high levels of anxiety, significant debt and was unemployed. He received an integrated programme of support including counselling sessions, debt work, peer support, employability preparation and the completion of accredited qualifications. Carl's mental health is significantly improved and he has successfully applied for a job in construction. He said that without the support of The Shed he would have remained "lost," not knowing where or how to start turning his life around.

Achieve

Our Achieve keyworkers have supported 432 adults who are current or former prisoners – an increase of 154% on last year. During the year this has been a mix of community-based support, telephone mentoring and support provided in the prisons as they slowly reopened fully to support services 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, "You've been a great help. You've made me feel normal again and helped me move on into employment. Thank you for taking the time to listen."

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. 249 people have been supported by our work in Salford. Helping people in the most challenging 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.

'Gemma' was looking after her 8 year-old child and her 90 year-old mother in law. She could not work due to her caring responsibilities and her husband was in a low-paid job. Their windows and boiler were in poor repair, consequently leaving them cold and damp and with high fuel bills. Through our worker's support, the family received free double glazing replacement and a new boiler. Gemma was due significant additional benefits she had not been claiming, amounting to £9,912 per year. Her husband said: "We just can't believe we've received all this help and for free. My wife is over the moon with her new income from Carers Allowance. It makes her feel more independent. The home improvements are already helping us manage our energy usage better."

Employability Support

We have continued to provide employability support through the 'Find My Future' project for young people and latterly through the Salford Education, Skills and Employability Project. The latter is funded by the Albert Gubay Charitable Foundation and will enable us to support people towards employability for three years, with a particular focus on women, domestic abuse survivors and people in the criminal justice system. We are working in partnership with other local charities to deliver the project, including Loaves and Fishes, Mustard Tree, the Broughton Trust and Groundwork.



Future Plans: Opportunities and Risks

Strategic Priorities

We have continued to implement our 2021-24 strategy, 'Building Better Futures Together' and have adopted an interim strategy for 2023-25. This sets out our key opportunities and our approach to helping our communities. Amongst our priorities, we will focus particularly on:

- Improving our core infrastructure that supports our operations, enabling us to incrementally grow our scale and reach
- The further development of our 'Aspirations and Opportunities' and 'Targeted Adult Support' services
- Analysing and pivoting to address the changing political, economic and social climate, in readiness to develop a new Strategy after the next general election.

Resources

In so doing, we have committed to using our resources – 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 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 continue to adapt and develop our use of 6 Acton Square, which we leased during the year. We will also continue with our plans to build a new women's centre in Eccles, in partnership with Salford City Council and ForViva.

Use of Reserves

To enable our work to develop and grow we will continue to invest in our work from our own reserves. Designated reserves are held to support this and include: a Strategy Fund to invest in our own operational projects; a Beneficiary Emergency Response Fund to help those facing particularly extenuating circumstances; 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; and a Restructure Fund is to support the staffing restructure and pay and grading review.

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 Sub-Committee. 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

Results for the Year

2022/23 has been a year of change for the Foundation with the start of some new significant projects, including 'Safe in Salford', alongside the end of some, such as NCS. Alongside these project changes, we have successfully continued to renovate our head office at Foundation House as well as refurbish a new property at Acton Square. These changes are all reflected in the financial performance for the year.

Turnover has significantly increased in the year to 31 March 2023, increasing by 96% to a total of over £3m. An increase has been noted across all areas of operations, but most significantly in our Women's and Survivors' Services which more than tripled in turnover in the 12-month period, recording £1.2m compared to £274k in the previous year. This was mainly due to the launch of the 'Safe in Salford' domestic abuse partnership which operates in collaboration with 3 other specialist charities. Other significant changes to operations this year include the launch of a large STEER project with our Youth Endowment Fund pilot study and the Blocks mentoring project in Manchester. Both projects have helped to increase the Targeted Youth income by 50% from £384k to £574k.

In correlation with the increased income, the expenditure of the organisation has also increased in the year, from £1.6m to £2.8m. Although not directly proportional with the increased income recorded, there has been a significant rise in staff costs by 22% to £1.5m (2022: £1.2m). Service delivery costs have increased reflecting the higher number of projects operating during the year. In addition, support costs have risen by 12% up to £460k from £410k, again reflecting the growth in the organisation.

During the year property refurbishment has continued at Foundation House with the reconfiguration of the Jill Rogerson Women's Centre, and as noted above, alongside this, we have internally renovated 6 Acton Square. Both building projects have received funding to enable some of the works to be completed.

Despite the positive financial results for 2022/23 and the known continuation of many of the new, larger projects, the Trustees have agreed a deficit budget for the coming financial year. Various factors have been considered in the preparation not just including the inflationary pressures and cost-of-living crisis that is being felt across all businesses. From April 2023 a comprehensive Pay and Grading review was implemented which has resulted in increased staffing costs across the organisation that cannot always be covered by the individual funding already in place. Additionally, as the organisation prepares to sustain its current size along with controlled future growth, the core infrastructure is to be improved to support this. In addition, the organisation restructure, including the appointment of a Deputy CEO, was also implemented from April 2023.



Financial Review Continued

Reserves

Each financial year the Audit and Risk Committee and 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.

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 take into account 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 Sub-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 2023, the Charity's total funds were £2,686k (2022: £2,480k) consisting of: £109k restricted reserves (2022: £96k). £693k fixed asset reserve (2022: £712k) and £754k in other designated reserves (2022: £691k). The remainder of £1,130k represents the available free reserves (2022: £981k) which is above the current set target range.

As noted above, the Trustees have agreed a deficit budget for the coming financial year. The use of the free reserves alongside specific designated funds will allow us to continue to meet the needs of our beneficiary groups through 2023/24 and beyond despite the financial prospects for the year. As well as supporting our beneficiary groups, the free reserves will also support the priorities made in our interim strategy for 2023-25 including improving the core infrastructure that supports our operations, further develop our 'Aspirations and Opportunities' and 'Targeted Adult Support' services, and analyse and pivot to address the changing political, economic and social climate.

Going concern

We continue to adopt the going concern basis in preparing this annual report and financial statements. The level of free reserves at the year end and cash held, alongside the current business plan for 2023/24, levels of funding already agreed and planned use of reserves, 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.



Financial Review Continued

Fundraising

As part of our income diversification strategy, we anticipate small year-on-year growth in donations from individuals and companies 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 complaints 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 and Risk Sub-Committee meets 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 preparatory work was undertaken for the establishment of a Remuneration and HR Group which will formally launch in 2023 and report to the Audit and Risk Sub-Committee.

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.

Trustee Recruitment

The recruitment of new Trustees is via advertising campaigns using social media and Greater Manchester VCSE and private sector 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 or Vice-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.



Structure, Governance and Management Continued

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 Charity'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.

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:	N Bhatti (appointed 20 July 2023) D Eames (appointed 20 July 2023) K Francis D Graham M Marfleet K McDermott (appointed 14 July 2022) M-G Nkeshimana P Openshaw K Potier de la Morandiere K Prayle (resigned 8 December 2022) C Ramsden (resigned 2 March 2023) K Stansfield C Tennent (resigned 2 March 2023)

Key management personnel: Principal staff

Chief Executive Officer:	P East
Senior Management Team:	M Langhorn - Operations Manager (Women's Services) (Deputy CEO from 1st April 2023) J Damen - Operations Manager (Youth) H Garry - Business Development Manager M Palmer - Business Manager S Sheehy - Operations Manager (Targeted Youth Support)

Reference and Administrative Details

Reference and administrative details are shown in the schedule of members of the board and professional advisers on page 1 of the Financial Statements.



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 29/09/23 and signed on its behalf by:

M Marfleet
Vice Chair



Report of the Independent Auditors to the Members of Salford Foundation Limited For the year ended 31 March 2023

Opinion

We have audited the financial statements of Salford Foundation Limited (the 'charitable company') for the year-ended 31 March 2023 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 2023 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the 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 2023

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 2023

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 2023

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 2023

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 2023**

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.

ABuckley

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

29.09.23



**Statement of Financial Activities
(Incorporating an Income and Expenditure Account)
For the year ended 31 March 2023**

	Notes	Unrestricted Funds £	Restricted Funds £	2023 Total Funds £	Unrestricted Funds £	Restricted Funds £	2022 Total Funds £
Income							
Donations	5	22,285	-	22,285	36,310	500	36,810
Charitable activities							
Charitable objects	6	2,346,878	607,831	2,954,709	1,158,670	301,854	1,460,524
Investment income	7	18,943	-	18,943	7,042	-	7,042
Other income	8	10,010	-	10,010	14,403	15,000	29,403
Total Income		2,398,116	607,831	3,005,947	1,216,425	317,354	1,533,779
Expenditure							
Cost of raising funds							
Fundraising costs	9	17,232	-	17,232	14,860	-	14,860
Charitable activities							
Charitable objects	10	2,188,231	594,881	2,783,112	1,255,320	331,810	1,587,130
Total expenditure		2,205,463	594,881	2,800,344	1,270,180	331,810	1,601,990
Net income		192,653	12,950	205,603	(53,755)	(14,456)	(68,211)
Transfers between funds	15	-	-	-	(5,259)	5,259	-
Net movement of funds for the year		192,653	12,950	205,603	(59,014)	(9,197)	(68,211)
Reconciliation of funds							
Total funds brought forward		2,384,378	95,640	2,480,018	2,443,392	104,837	2,548,229
Total funds carried forward		2,577,031	108,590	2,685,621	2,384,378	95,640	2,480,018

All income and expenditure has arisen from continuing activities.

The notes form part of these financial statements.



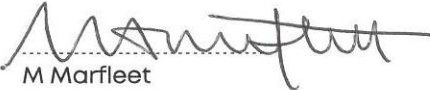
Balance Sheet

As at 31 March 2023

	Note	2023		2022	
		£	£	£	£
Fixed assets					
Tangible assets	16		809,823		832,756
Current assets					
Debtors	17	156,105		151,632	
Cash at bank and in hand		2,494,947		2,091,772	
		2,651,052		2,243,404	
Creditors: Amounts falling due within one year					
	18	(775,254)		(596,142)	
Net current assets			1,875,798		1,647,262
Net assets			2,685,621		2,480,018
Funds					
Restricted income funds	19		108,590		95,640
Unrestricted income funds					
General	19	1,129,575		981,291	
Designated	19	1,447,456		1,403,087	
Net current assets			2,577,031		2,384,378
Total funds			2,685,621		2,480,018

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 29/09/23 and were signed on its behalf by:


 M Marfleet
 Vice Chair

The notes form part of these financial statements.



Cash Flow Statement

For the year ended 31 March 2023

	Notes	2023 £	2022 £
Cash flows from operating activities:			
Cash generated/(used) from operations	24	419,423	(268,213)
Net cash provided by operating activities		419,423	(268,213)
Cash flows from investing activities:			
Interest from investments		18,943	7,042
Purchase of property, plant, and equipment		(35,191)	(125,909)
Net cash used in investing activities		(16,248)	(118,867)
Change in cash and cash equivalents in the reporting period		403,175	(387,080)
Cash and cash equivalents at the beginning of the reporting period		2,091,772	2,478,852
Cash and cash equivalents at the end of the reporting period		2,494,947	2,091,772

The notes form part of these financial statements.



Notes to the Financial Statements

For the year ended 31 March 2023

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.



Notes to the Financial Statements (Continued)

For the year ended 31 March 2023

2. Accounting policies [Continued]

Investment income is recognised on a receivable basis.

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

Leasehold property improvements - 2 years

Computers and office equipment - 2 to 8 years



Notes to the Financial Statements (Continued)

For the year ended 31 March 2023

2. Accounting policies [Continued]

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.

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.



Notes to the Financial Statements (Continued)
For the year ended 31 March 2023

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 2023 £	Unrestricted Funds £	Restricted Funds £	Total Funds 2022 £
	Donations	22,285	-	22,285	36,310	500	36,810

6.	Income from charitable activities	Unrestricted Funds £	Restricted Funds £	Total Funds 2023 £	Unrestricted Funds £	Restricted Funds £	Total Funds 2022 £
	Aspirations & Opportunities Targeted Youth Support	705,482	29,978	735,460	545,950	34,963	580,913
	Women's Services Targeted Adult Support	322,600	251,544	574,144	353,497	30,363	383,860
		1,059,195	212,757	1,271,952	104,983	168,780	273,763
		259,601	113,552	373,153	154,240	67,748	221,988
		2,346,878	607,831	2,954,709	1,158,670	301,854	1,460,524

7.	Investment income	Unrestricted Funds £	Restricted Funds £	Total Funds 2023 £	Unrestricted Funds £	Restricted Funds £	Total Funds 2022 £
	Interest received	18,943	-	18,943	7,042	-	7,042



Notes to the Financial Statements (Continued)
For the year ended 31 March 2023

8. Other income	Unrestricted	Restricted	Total Funds	Unrestricted	Restricted	Total Funds
	Funds	Funds	2023	Funds	Funds	2022
	£	£	£	£	£	£
Sundry income	10,010	-	10,010	7,210	-	7,210
Building refurbishment	-	-	-	7,193	15,000	22,193
	<u>10,010</u>	<u>-</u>	<u>10,010</u>	<u>14,403</u>	<u>15,000</u>	<u>29,403</u>

9. Cost of raising funds	Unrestricted	Unrestricted
	Funds	Funds
	2023	2022
	£	£
Wages and salaries	15,191	14,644
General management	2,041	216
	<u>17,232</u>	<u>14,860</u>



Notes to the Financial Statements (Continued)
For the year ended 31 March 2023

10. Analysis of charitable expenditure - current year

	Allocation Basis	Aspirations & Opportunities £	Targeted Youth Support £	Women's Services £	Targeted Adult Support £	Other Charitable Activities £	Total 2023 £
Staff costs	Direct	341,496	355,702	333,030	220,172	5,192	1,255,592
Service delivery costs	Direct	61,374	65,494	832,907	47,361	60,088	1,067,224
Support costs	Note 11	141,236	141,288	81,594	96,178	-	460,296
Total		544,106	562,484	1,247,531	363,711	65,280	2,783,112

Analysis of charitable expenditure - prior year

	Allocation Basis	Aspirations & Opportunities £	Targeted Youth Support £	Women's Services £	Targeted Adult Support £	Other Charitable Activities £	Total 2022 £
Staff costs	Direct	370,247	251,600	182,153	178,672	40,082	1,022,754
Service delivery costs	Direct	57,856	20,426	13,598	22,322	40,364	154,566
Support costs	Note 11	178,585	97,966	79,264	53,995	-	409,810
Total		606,688	369,992	275,015	254,989	80,446	1,587,130

Expenditure on charitable activities was £2,783,112 (2022 - £1,587,130) of which £2,188,231 was unrestricted (2022 - £1,255,320) and £594,881 restricted (2022 - £331,810).



Notes to the Financial Statements (Continued)
For the year ended 31 March 2023

11. 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). Expenditure is allocated to the particular activity where the cost relates directly to that activity. Certain expenditure is directly attributable to, and therefore allocated to, charitable activities. Other costs, which are attributable to more than one activity, are apportioned across cost categories. The basis of allocation reflects the staffing resources in that activity either by headcount or by time spent.

Support costs	General support £	Governance costs £	2023 Totals £
Wages and salaries	261,130	-	261,130
Depreciation	4,091	-	4,091
Facilities, property and insurance costs	80,293	555	80,848
General management	24,904	10,686	35,590
IT and communications	51,102	-	51,102
Office costs	9,308	-	9,308
Other staff support costs	18,227	-	18,227
	<u>449,055</u>	<u>11,241</u>	<u>460,296</u>
Analysis of governance and support costs - prior year			
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>
12. Net income/(expenditure)		2023 £	2022 £
Net income/(expenditure) is stated after charging/(crediting):			
Auditors' remuneration		8,485	8,240
Depreciation - owned assets		58,124	37,405
Other operating leases		-	576
		<u>66,609</u>	<u>46,221</u>



Notes to the Financial Statements (Continued)

For the year ended 31 March 2023

13. Trustees' remuneration and benefits

There were no trustees' remuneration or other benefits for the year ended 31 March 2023 nor for the year ended 31 March 2022.

Trustees' expenses

There were no trustees' expenses paid for the year ended 31 March 2023 nor for the year ended 31 March 2022.

14. Staff costs	2023 £	2022 £
Wages and salaries	1,360,158	1,114,562
Social security costs	105,525	83,811
Other pension costs	66,230	56,269
	<u>1,531,913</u>	<u>1,254,642</u>

The average monthly number of employees during the year was as follows:

	2023 No	2022 No
Charitable activities	53	46
Support staff	8	7
Temporary programme staff	52	47
	<u>113</u>	<u>100</u>

The average full-time equivalent number of core permanent and support staff was 61 (2022 - 53). In order to operate the reduced NCS programme in 2022/23, of the 52 temporary programme staff employed during the summer and autumn programmes (2022 - 47), the average number of FTE employees was 5 (2022 - 3).

Included in wages and salaries is an amount of £3,756 (2022 - £nil) relating to redundancy costs. The amount of accrued redundancy costs at the balance sheet date was £nil (2022 - £nil).

The number of employees whose employee benefits (excluding employer pension costs) exceeded £60,000 was:

	2023 No	2022 No
£60,000 - £69,999	<u>1</u>	<u>1</u>

The total amount of employee benefits received by the key management personnel was £282,257 (2022 - £262,902).



Notes to the Financial Statements (Continued)
For the year ended 31 March 2023

15. Transfers between Funds

Transfers totalling £nil (2022 - £5,259) were made from unrestricted funds to restricted funds to reflect minor overspends on projects. Further transfers of £156,957 (2022 - £2,115) were made from general unrestricted funds to designated unrestricted funds following board approval of the designation of funds.

16. Tangible fixed assets	Freehold Property	Freehold Property Improvements	Leasehold Property Improvements	Office and Computer Equipment	Total
	£	£	£	£	£
Cost					
At 1 April 2022	927,098	119,795	-	48,186	1,095,079
Additions	-	13,417	7,818	13,956	35,191
At 31 March 2023	927,098	133,212	7,818	62,142	1,130,270
Depreciation					
At 1 April 2022	214,727	15,217	-	32,379	262,323
Charge for year	18,542	31,626	1,303	6,653	58,124
At 31 March 2023	233,269	46,843	1,303	39,032	320,447
Net book value					
At 31 March 2023	693,829	86,369	6,515	23,110	809,823
At 31 March 2022	712,371	104,578	-	15,807	832,756

17. Debtors: Amounts falling due within one year	2023	2022
	£	£
Trade debtors	82,101	48,743
Accrued income	37,458	62,538
Prepayments	36,546	40,351
	156,105	151,632



Notes to the Financial Statements (Continued)
For the year ended 31 March 2023

18.	Creditors: Amounts falling due within one year	2023 £	2022 £
	Trade creditors	232,665	48,444
	Other taxes & social security	25,381	-
	Accruals	49,561	350,658
	Deferred income	467,647	197,040
		<u>775,254</u>	<u>596,142</u>

Deferred income includes £467,647 (2022 - £197,040) relating to funding received in advance on contracts.

Balance brought forward	197,040	385,770
Utilised in period	(197,040)	(385,770)
Added in period	467,647	197,040
	<u>467,647</u>	<u>197,040</u>

19.	Movement in funds - Current year	At 1 April 2022 £	Net movement in funds £	Transfers between funds £	At 31 March 2023 £
	Unrestricted funds				
	General fund	981,291	305,241	(156,957)	1,129,575
	Designated funds				
	Freehold Property	712,368	(18,542)	-	693,826
	Planned Maintenance	200,719	(30,666)	-	170,053
	St Mary's Redevelopment Fund	100,000	-	-	100,000
	Beneficiary Emergency Response Fund	30,000	(881)	-	29,119
	Strategy Fund	250,000	(52,307)	-	197,693
	Restructure Costs	80,000	(5,192)	136,466	211,274
	Infrastructure Projects Fund	30,000	(5,000)	20,491	45,491
	Total designated funds	<u>1,403,087</u>	<u>(112,588)</u>	<u>156,957</u>	<u>1,447,456</u>
	Total unrestricted funds	<u>2,384,378</u>	<u>192,653</u>	<u>-</u>	<u>2,577,031</u>



Notes to the Financial Statements (Continued)
For the year ended 31 March 2023

19. Movement in funds [Continued] - Current year

	At 1 April 2022	Net movement in funds	Transfers between funds	At 31 March 2023
	£	£	£	£
BBC Children in Need - Leadership Academy	57	(57)	-	-
BUPA - Evolve	1,089	(527)	-	562
BUPA - Indigo	-	-	-	-
BUPA - Positive Pathways	6,028	3,472	-	9,500
Co-op Foundation - Leap	38,598	(5,220)	-	33,378
GMCA - Capital	-	23,852	-	23,852
GMWSA - Personnel Development	-	-	-	-
Jobcentre Plus - Pathways to Employment	-	-	-	-
Lottery - Indigo	-	-	-	-
Nationwide - Pathways Home	37,093	(37,093)	-	-
NHS Salford CCG/Salford CVS - The Shed	-	-	-	-
Princes Trust - Find My Future	5,909	(5,909)	-	-
RHS Community Gardening Project	3,000	(1,807)	-	1,193
Salford CVS - Positive Pathways	21	(21)	-	-
Salford CVS - Rise	2,047	(2,047)	-	-
Salford CVS and The Albert Gubay Charitable Foundation	-	16,025	-	16,025
The Booth Charities - Leadership Academy	5,979	(5,933)	-	46
Workers' Educational Association - Learning City	(4,181)	4,181	-	-
Youth Endowment Fund - Another Chance	-	24,034	-	24,034
Total restricted funds	95,640	12,950	-	108,590
Total funds	2,480,018	205,603	-	2,685,621



Notes to the Financial Statements (Continued)
For the year ended 31 March 2023

19. 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	2,393,116	(2,087,875)	305,241
Freehold Property	-	(18,542)	(18,542)
Planned Maintenance	-	(30,666)	(30,666)
St Mary's Redevelopment Fund	-	-	-
Beneficiary Emergency Response Fund	5,000	(5,881)	(881)
Strategy Fund	-	(52,307)	(52,307)
Restructure Costs	-	(5,192)	(5,192)
Infrastructure Projects Fund	-	(5,000)	(5,000)
Total Unrestricted Funds	2,398,116	(2,205,463)	192,653
Restricted funds			
BBC Children in Need - Leadership Academy	-	(57)	(57)
BUPA - Evolve	-	(527)	(527)
BUPA - Indigo	9,985	(9,985)	-
BUPA - Positive Pathways	9,500	(6,028)	3,472
Co-op Foundation - Leap	29,978	(35,198)	(5,220)
GMCA - Capital	42,987	(19,135)	23,852
GMWSA - Personnel Development	8,889	(8,889)	-
Jobcentre Plus - Pathways to Employment	30,240	(30,240)	-
Lottery - Indigo	100,000	(100,000)	-
Nationwide - Pathways Home	-	(37,093)	(37,093)
NHS Salford CCG/Salford CVS - The Shed	34,792	(34,792)	-
Princes Trust - Find My Future	53,761	(59,670)	(5,909)
RHS Community Gardening Project	-	(1,807)	(1,807)
Salford CVS - Positive Pathways	-	(21)	(21)
Salford CVS - Rise	-	(2,047)	(2,047)
Salford CVS and The Albert Gubay Charitable Foundation	25,000	(8,975)	16,025
The Booth Charities - Leadership Academy	28,750	(34,683)	(5,933)
Workers' Educational Association - Learning City	11,156	(6,975)	4,181
Youth Endowment Fund - Another Chance	222,793	(198,759)	24,034
Total restricted funds	607,831	(594,881)	12,950
Total funds	3,005,947	(2,800,344)	205,603



Notes to the Financial Statements (Continued)
For the year ended 31 March 2023

19.	Movement in funds (Continued) - prior 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



Notes to the Financial Statements (Continued)
For the year ended 31 March 2023

19. Movement in funds (Continued) - prior year	At 1 April 2021	Net movement in funds	Transfers between funds	At 31 March 2022
	£	£	£	£
BBC Children in Need - Leadership Academy	1,712	(1,655)	-	57
BUPA - Evolve	6	1,083	-	1,089
BUPA - Positive Pathways	33,898	(27,870)	-	6,028
Co-op Foundation - Leap	34,963	3,635	-	38,598
GMCA - Domestic Abuse Emergency Grant	206	(206)	-	-
Lottery - Indigo	-	-	-	-
Lottery 2	692	(692)	-	-
Ministry of Justice - Covid	-	-	-	-
Nationwide - Pathways Home	-	37,093	-	37,093
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
Salford CVS - Positive Pathways	-	21	-	21
Salford CVS - Rise	19,898	(17,851)	-	2,047
The Booth Charities - Leadership Academy	-	5,979	-	5,979
Workers' Educational Association - Learning City	-	(4,181)	-	(4,181)
Workers' Educational Association - Training	1,490	(2,816)	1,326	-
Youth Endowment Fund - YEF	5,539	(5,539)	-	-
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 2023

19. 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	1,199,115	(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)
Total Unrestricted Funds	1,216,425	(1,270,180)	(53,755)
Restricted funds			
BBC Children in Need - Leadership Academy	-	(1,655)	(1,655)
BUPA - Evolve	1,500	(417)	1,083
BUPA - Positive Pathways	750	(28,620)	(27,870)
Clothworkers' Foundation	15,000	(15,000)	-
Co-op Foundation - Leap	34,963	(31,328)	3,635
GMCA - Domestic Abuse Emergency Grant	-	(206)	(206)
Lottery - Indigo	100,000	(100,000)	-
Lottery 2	-	(692)	(692)
Ministry of Justice - Covid	11,672	(11,672)	-
Nationwide - Pathways Home	39,868	(2,775)	37,093
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
Salford CVS - Positive Pathways	10,000	(9,979)	21
Salford CVS - Rise	-	(17,851)	(17,851)
The Booth Charities - Leadership Academy	23,097	(17,118)	5,979
Workers' Educational Association - Learning City	4,990	(9,171)	(4,181)
Workers' Educational Association - Training	9,008	(11,824)	(2,816)
Youth Endowment Fund - YEF	7,266	(12,805)	(5,539)
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 2023

19. Movement in funds [Continued]

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.

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 three-year fund established in 2022 for the purpose of offering support to Salford Foundation services 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 in 2022 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 in 2022 to support a staffing restructure and pay and grading review.

Infrastructure Projects Fund: a fund established in 2022 for an estimated two-year period to support anticipated infrastructure development projects (including volunteer management, digital developments and marketing projects).

Restricted funds:

Restricted funds are grants and contracts received for specific projects.

BBC Children in Need - 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.

BUPA - 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.

BUPA - Indigo: Funding from the BUPA UK Foundation for two peer mentors with lived experience of domestic abuse, who will receive training and development and lead on group health and wellbeing activities within the Indigo project, including reaching the broader community with engagement and awareness campaigns.

BUPA - 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.

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

Co-op Foundation - 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/Big Lottery Fund #iwill School Transitions fund grant.



Notes to the Financial Statements (Continued)

For the year ended 31 March 2023

19. Movement in funds [Continued]

Restricted funds (continued):

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

GMCA Capital: Funding from Greater Manchester Combined Authority (GMCA) as part of the HMPPS funding to support Reducing Women's Reoffending and Greater Manchester Integrated Rehabilitation Service. This funding is specifically to provide auxiliary equipment that will enhance the service delivery offer to a person on probation.

GMWSA Personnel Development: Funded by the Greater Manchester Women's Support Alliance (GMWSA) to give additional benefits to women.

Jobcentre Plus – Pathways to Employment: Funded by Jobcentre Plus, to help to improve employment outcomes or prospects of future employment outcomes for long-term unemployed individuals and groups facing the most complex and intractable barriers to work and to help individuals access and/or re-integrate into the labour market.

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

Lottery 2 - 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.

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

Nationwide - Pathways Home: Funded by Nationwide, aimed at women aged 18+ 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.

NHS Salford CCG/Salford CVS - The Shed: Funded by NHS Salford CCG with support from Salford CVS, aims to engage and support socially isolated and/or unemployed men in Salford who have complex needs.

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

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

RHS Community Gardening Project: Funded by the RHS for gardening projects for the women's outdoor space, The Shed outdoor space and the internal space.



Notes to the Financial Statements (Continued)

For the year ended 31 March 2023

19. Movement in funds [Continued]

Restricted funds (continued):

Salford CVS - 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.

Salford CVS - Rise: Funding received from the Salford CVS CV-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.

Salford CVS and The Albert Gubay Charitable Foundation - Pathways to Employment: Funded by Salford CVS and The Albert Gubay Charitable Foundation, supports those furthest from the job market towards gaining training, skills, volunteering, work experience and employment.

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

Workers' Educational Association - 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.

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

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

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



Notes to the Financial Statements (Continued)

For the year ended 31 March 2023

20.	Analysis of net assets between funds - current year	General Fund	Designated Funds	Restricted Funds	Total 2023
		£	£	£	£
	Tangible fixed assets	92,145	693,826	23,852	809,823
	Cash at bank and in hand	1,656,579	753,630	84,738	2,494,947
	Other net current (liabilities) / assets	(619,149)	-	-	(619,149)
		<u>1,129,575</u>	<u>1,447,456</u>	<u>108,590</u>	<u>2,685,621</u>
	Analysis of net assets between funds - prior 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>

21. Ultimate controlling party

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

22. 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 £66,230 (2022 - £56,269).

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

23. Related party transactions

Salford Foundation are a founding member of The Greater Women's Support Alliance (GMWSA), a charity established to relieve the needs of females in Greater Manchester through the provision of services and support to females with multiple and complex needs, with a view to the preservation and protection of the wellbeing of such females and the preservation of public order. Salford Foundation can appoint one trustee to the board of GMWSA and during the financial year to 31 March 2023, the Salford Foundation Board and GMWSA had one Trustee in common, K Potier de la Morandiere. Income of £93,527 was received in the year from the GMWSA. The Trustee had no involvement in the transaction, being excluded from negotiations with GMWSA.



Notes to the Financial Statements (Continued)
For the year ended 31 March 2023

24.	Reconciliation of net income to net cash flow from operating activities			
		2023		2022
		£		£
	Net income for the reporting period (as per the Statement of Financial Activities)	205,603		(68,211)
	Adjustments for:			
	Depreciation charges	58,124		37,405
	Interest from investments	(18,943)		(7,042)
	(Increase / Decrease in debtors	(4,473)		37,280
	Increase / (Decrease) in creditors	179,112		(267,645)
	Net cash provided by operating activities	419,423		(268,213)
25.	Analysis of changes in net funds - current year	At		At
		1 April		31 March
		2022	Cash Flow	2023
		£	£	£
	Net cash			
	Cash at bank and in hand	2,091,772	403,175	2,494,947
	Analysis of changes in net funds - prior 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