

Registered Company Number: 02472369 (England and Wales)  
Registered Charity Number: 1002482



**salford  
foundation**

# **Annual Report**

# **2023/24**

**Report of the Trustees and Financial Statements**



Contents of the Financial Statements  
For the year ended 31 March 2024

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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.

# Our Impact

In 2023/24, we helped

# 10,708

young people & adults create better futures  
across our service areas



**Targeted  
Youth  
Support**



**Women's &  
Survivors'  
Services**



**Aspirations  
&  
Opportunities**



**Targeted  
Adult  
Support**



**“We are immensely proud and honoured to have helped 10,708 individuals to build better futures for themselves, their families and their communities over the past year. I’m delighted that many of the people we’ve supported have achieved outcomes and impact in several areas of their lives. We remain hugely ambitious and committed to our goals of tackling inequalities, promoting work and skills, and building safer communities through all our work.”**

**- Phil East, Chief Executive Officer**

# Tackling Inequalities

**Outcomes & Impact:**

# 7,354

**people achieved improved health & wellbeing**



## 726

people supported to  
achieve better housing



## 547

people with improved  
finances & debt



## 463

people developed  
their digital skills



**“I have begun to believe that I am more than my conviction. I now have hope for the future and am starting to believe that I can live a life of purpose.**

- Wellbeing Hub Service User

# Skills & Work

Outcomes & Impact:

# 6,733

people progressed their education,  
employment and training goals



## 4,328

people with raised  
aspirations



## 177

people moved into  
jobs or training



## 7,735

people developed life, social  
& communication skills

“I have learnt how  
to communicate  
better and have  
more understanding  
of what college is  
going to be like.”

-Young Person



# Safer Communities

## Outcomes & Impact

# 2,614

people supported and kept safe from harm



## 1,380

people supported to tackle domestic abuse



## 411

young boys & men supported to understand gender based violence



## 569

people supported to reduce their offending



## 728

young people involved with or at risk of violence received mentoring



“The Indigo domestic abuse project has given me so much insight into coercive and controlling behaviour and made me realise there is hope and better times to come.”  
- Domestic Abuse Survivor

# Intensive Support

## Outcomes & Impact

# 2,432

people received key worker support in  
2023/24 across the North West



## 562

people received family and/or  
relationship support



## 1,364

people received advocacy  
support



## 252

people signposted to  
community/specialist support



## 4,706

Additional family & household  
members helped indirectly  
across our projects



“Kyle is really enjoying the  
STEER intervention. We have  
seen huge improvements in  
his behaviour.”  
-School Teacher

# Partnerships

Special thanks to all our partners & volunteers who helped us make a difference



**333**

people volunteered with us



**3,174**

hours of support from volunteers



**143**

social action projects completed



**167**

private & public sector partners worked with us

“I find this kind of work is very rewarding and love the fact that this makes an impact. It helps younger people find their way to a better future and equips them with knowledge that they may otherwise not receive.”  
- Corporate Volunteer



**Reference and Administrative Details**For the year ended 31 March 2024

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



## Report of the Trustees

For the year ended 31 March 2024

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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 2024. 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 2023 to March 2024. We have had a successful year, directly supporting 10,708 children, young people, and adults. We have accomplished this through running 26 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 D Graham who stepped down from her role in the course of the year. All our Trustees have brought a range of skills, experience and passion which 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
- Maintaining increased turnover (reaching £3.3m for the first time in our history) and continuing to support beneficiaries of over 10,000 people
- Securing a new NCS Skills Builder grant, to work with young people in Salford, Trafford, Bolton and Wigan
- Developing our 'Positive Masculinity' work and securing a GM-wide grant for further work in primary and secondary schools
- Embedding the 'Blocks' mentoring project with 10 primary schools in Manchester (also representing geographical growth)
- Strong progress with STEER through our 'efficacy' evaluation trial, expanding our work further into Manchester and Tameside
- Further developing the 'Safe in Salford' domestic abuse partnership in collaboration with 3 other specialist charities and securing c. £400k of additional funding for domestic abuse services
- Becoming a partner with The JABBS Foundation to form a small group of national, exemplar women's centres in the criminal justice field
- Partnering with The Big Life Group to secure medium-term funding for our IRS Wellbeing Hub for people on probation at Acton Square
- Diversifying our operational footprint and income streams for our work at Acton Square, with new projects focused on homeless prevention, health, and wellbeing, and employability
- Consolidation and 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 8 of the 10 local authority areas, whilst maintaining our integral Salford identity
- Consolidation and improvements to our 'people' strategy, driven by the appointment of our first People Manager and embedding of our HR & Remuneration Sub-Group, providing oversight at a governance level
- Continued improvements to staff engagement and terms and conditions, including the launch of Employee Assistance Programmes and our first 'Wellbeing at Work' week
- Refresh of our approach to working with volunteers and renewed impetus and commitment to increasing volunteering, with the appointment of our first Volunteering Development Manager
- Improvements to our communications output with the appointment of our first Digital Marketing Officer



## Achievements and Performance Continued

- Progressing our St Mary's capital project for a new women's centre and continued investment in and improvements to our Acton Square premises
- Successful implementation of our 23-25 Interim Strategy and the beginning of work to build out our strategy for 2025 and beyond.

## 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 - higher demand for services and a significant increase in the complexity of the lives of many whom we are supporting. The compound effects of 13 years of austerity and cuts to budgets and services to support people; the longer-term detriment experienced by some following the impacts of the 2020 pandemic; and the ongoing challenges of the cost of living crisis have really piled the pressure on those facing complex and multiple disadvantages. As we look ahead, we are in the earliest phase of a new political era and landscape. We have a new government nationally; and regional and local political leaders recently re-elected with renewed mandates. We will need to closely monitor emerging priorities as they are fleshed out in the next year and beyond, influencing them when and how we can. We will need to ensure our projects and services are attuned and responsive to the emerging agenda and narrative. As the majority of our income is drawn from an array of public sector sources, this will be a significant priority for medium and longer-term planning. 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 continued 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

This year our work has continued to be 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 continued to support young people's personal, social and vocational development through a range of projects.

#### Work Readiness

Our Business Education Partnership (BEP) has provided work-related preparation and activities to 4,531 students this year. This work has been carried out in schools across Greater Manchester, funded in part by The JD Foundation. We have seen a continued 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. This has been over-laid with the additional challenges that the cost of living crisis has posed to many children, young people and families. 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. 196 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.

Year 11 students at the Co-op Academy benefited from mock interviews, carried out by staff from a range of businesses, including Eurovia, BCEGI, PLP Construction and McDonalds. After taking part, one student commented: "I have learnt how to communicate better and have a much clearer understanding of what employers are looking for and expect." Another, having had a better experience than they expected, said: "I now know that I shouldn't be scared and I should have more confidence in myself."

#### Working Futures

Funding from BNY Mellon for our 'Working Futures' programme has allowed us to deliver a bespoke work readiness programme to 898 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 included a specialist science, technology, engineering and maths (STEM) day facilitated by CGI at Future Skills College. The day of activities included code-breaking, programming, the use of VR headsets and smart-home design. Throughout the year we have also 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, 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. A teacher at Aquinas College commented: "Our students experienced a remarkable transformation during their activities. Every single one demonstrated a reduction in self-limiting beliefs. They are much better informed and empowered to make positive career choices."



## The Work of the Charity Continued

### LEAP

The 'LEAP' project is funded by the Co-op Foundation's #iwill fund and the Bupa Foundation. It 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, 578 students have taken part from high schools in Salford including The Albion, The Lowry and Irlam and Cadishead 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 feel like I can now set small, realistic goals and achieve them; and then eventually complete more significant goals." A mentor in Year 8 said: "I have overcome challenges, improved my resilience and learnt how to mentor and help people."

### Boys to Men

This year we have built on our initial experience of delivering the 'Positive Masculinity' project in 2022-23 to develop our 'Boys to Men' project, funded by the NHS. The project has taken a preventative, public health approach to tackling gender-based violence with boys and young men 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. This year, we have worked with 482 pupils in schools. There have been 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 what makes a 'good man' at the end of their sessions, one primary school student said: "Being kind, honest and respectful." A high school student said: "It means not being homophobic or sexist or racist. It's about owning up to your mistakes and taking care of those around you." Towards the end of the year, we were successful in tendering to run a Gender-Based Violence Education Programme on behalf of Greater Manchester Combined Authority. Mobilisation work has been undertaken in the last few months of the year and direct delivery with children and young people will commence in April.

### NCS Skills Builder

Having run the National Citizen Service (NCS) programme for many years, this year marked a new beginning with a fresh configuration of the programme on a national level. Working in partnership with Catch-22, we were successful in bidding to run the NCS Skills Builder programme in Salford, Trafford, Bolton and Wigan. We enabled 333 young people to take part in the programme. This year, a wide range of employability, life skills and social action projects were delivered, predominantly in partnership with further education colleges. A group at Trafford College explored their digital footprint and what it said about them, through the lens of a potential employer. Whilst this highlighted some of the negative aspects of social media, they then proceeded to explore how social media could be deployed for positive social outcomes. This led them to develop and deliver a range of campaigns, ranging from lowering the legal age at which you can drive a car, to banning the use of VAR technology in football games. One student said: "This was really great and so enjoyable. I didn't realise I could learn about this range of stuff at college. It's really useful skills for life."



## The Work of the Charity Continued

### Positive Action

This year, the primary focus of our Positive Action Project has been an 'Online Harms' programme funded by Ofcom. This has enabled us to explore a range of themes such as cyber-bullying, radicalisation, fake news, social media influencers and artificial intelligence. This has helped young people to become critical consumers, able to navigate the raft of online content they are bombarded with on an hourly basis. 294 young people took part in these projects during the year. Following participation in the sessions, one young person said: "I now feel like I don't believe everything I read online like I used to. I'm more likely to fact check and research things before I tell everyone about it like it's true." Another young person said: "I never want to be part of the problem. I don't want to spread fake news on purpose."

### 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 773 young people and parents – a 33% increase on 2022-23.

### Youth Endowment Fund

This has been the second year of our Youth Endowment Fund 'Another Chance' project, further developing our STEER work on serious youth violence. After completing a successful pilot study, we progressed to the implementation of a 2-year efficacy study. We have successfully embedded the project in Trafford and Wigan and extended it into Salford, Manchester and Tameside, supporting 323 young people and 24 parents. 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. The membership of key stakeholders in our pan-Greater Manchester Steering Group has expanded and the Group has continued to guide our work, acting as a group of 'critical friends.'

The project has made a significant difference to young people with complex needs. For instance, 'Oliver' was referred as he had come to the attention of the police for involvement in a number of violent incidents with other young people. He had recently moved to a new area and levels of family conflict were increasing with his mum and younger siblings, whilst his stepfather was serving a prison sentence. Oliver has completed intensive work on issues including choices and consequences; power and control; and future aspirations. He had a full-time place in school, which was a strong protective factor. His mentor helped Oliver to identify an aspiration to complete an apprenticeship at college. Significant support was given to identify which course would best suit his aspirations and talents and to apply and prepare for the course. Oliver is now undertaking a painting and decorating apprenticeship, whilst working for a local company. Relationships are much calmer and more settled at home and he has had no further contact with the police.

### 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 59 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.



## The Work of the Charity Continued

'Amari' was referred to our STEER project in Bolton. He was in the care of the local authority and had regular 'missing' episodes. He was a victim of child criminal exploitation. He had also been arrested for theft and for taking a weapon into school (leading to exclusion) and was a heavy cannabis user. Amari completed sessions on anger management, goal setting, relationships and drug misuse with his mentor. Demonstrating a passion for music and rap, help was also given to secure a place at a 'talent academy' with Unity Radio. Amari then expressed interest in securing a part-time job and has been supported with CV and interview preparation. He is now engaging well with his alternative education provision, with a plan to return to mainstream education. There have been no 'missing' episodes since he started working with STEER and he has not been involved in any further incidents with the police.

### Blocks Manchester

We have continued to deliver our Blocks early-intervention mentoring project in north and east Manchester throughout the year. The project is funded by the GMCA Violence Reduction Unit and focuses on 9 to 12 year-olds who may be showing early risks of involvement in crime and violence. 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. This year we also launched a parenting support offer and employed a mentor dedicated to supporting young people as they transition to high school (working with young people in 8 high schools). The project has been supported by a Strategic Steering Group of stakeholders to help guide its development and has been evaluated by Manchester Metropolitan University. This year we supported **164** young people and **12** parents.

'Freddie' was referred to Blocks as he was involved in numerous fights both in and out of school. He spent significant amounts of time unsupervised in the local area, particularly in a local park that is a hot-spot for drug dealing, violent incidents and sex work. He was seen as being at high risk of exploitation as he struggled to establish healthy relationships and boundaries. He was involved in a 'prank' in which he was 'kidnapped' by an older young person and tied to a radiator – all of which was filmed for sharing on social media. Freddie gradually built a trusting relationship with his mentor and began to explore emotions; healthy relationships; setting boundaries; and anger management. In particular, Freddie learnt practical strategies and techniques he could use when situations began to escalate. Since participating in Blocks, Freddie's school report that he is calmer, more self-assured and that he has not been involved in any fights. Freddie said: "My sessions with [my mentor] have helped me understand more about my emotions. I think this is important because it means I can deal with them a lot better and not get into fights."

### Blocks Salford

We have also supported a small cohort of **18** young people in Salford with funding from The JD Foundation as well as a significant donation from NORFOX.



## The Work of the Charity Continued

### Engage Trafford

Our 'Engage Trafford' targeted mentoring project has supported **73** young people throughout the year. Young people themselves as well as 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. Amongst those we helped through Engage this year was 'Ryan'. When he joined the programme, he described himself as being "angry all the time." He was struggling to regulate his emotions and had regular episodes of challenging behaviour and 'meltdowns' at home and school. His mum was very concerned about the impact of his behaviour on the family. Significant work was done with Ryan to understand his emotions; empathy; problem-solving; and associated issues over a 12-week period. Ryan made huge progress and his mum and school expressed their pride in his progress. Ryan said: "Last year I got lots of bad behaviour points at school... this year I've got zero!"

### Ordsall, Langworthy and Charlestown Youth Partnership

We have continued as part of 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 **30** young people specifically from Ordsall, Langworthy and Charlestown.

### Women's and Survivors' Services

This year we have continued to develop and differentiate our offer to vulnerable and disadvantaged women in Salford. Through **5** distinct projects, we have supported **1,906** women and **303** of their children. 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 second year of the 'Safe in Salford' domestic abuse service. 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 (Incorporating 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. During our second year all the services have fully embedded together, providing significantly improved and joined-up support. We have enhanced our partnership working and co-location with key agencies, including Greater Manchester Police, housing and mental health teams. We have also introduced new and innovative practice through our 'Rapid Response' and 'High Risk, High Harm' pilot projects.



## The Work of the Charity Continued

During the year we supported **1,718** people (a 8% increase on 2022-23). This has been a fantastic, collective achievement. Many individuals have shared with us the impact that our support has had. One survivor said: “My support worker has been amazing. She has gone above and beyond for me. She has been very understanding, non-judgemental, and I’ve always felt able to talk to her. She has listened to me and provided a lot of support, no matter what it was for. I couldn’t have asked for anyone better to help me.” In order to tackle domestic abuse systematically, work with perpetrators is an important part of the Safe in Salford model. One perpetrator said: “In the past I was passive-aggressive. I felt if I was not hitting you, I wasn’t being abusive. I was wrong about that and didn’t believe it until now. I have attended courses for 4 years and this one has had the most impact, the most effective, eye-opening process. This is by far the best one to support me to change my behaviour.”

We have continued to work with our commissioners and partners throughout the year to make improvements to the wider determinants affecting domestic abuse. Developments in the wider context that are of note in the past year have been the crisis in temporary housing provision; long waiting times for cases to make their way to prosecution through the criminal justice system; and significant increases in safeguarding incidents and mental health needs.

### 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 **241** people. Additionally, we estimate that there have been **476** 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.’ **4** women have contributed **154** hours of voluntary support.

‘Jane’ was one beneficiary. She is 60 years old and was in an abusive relationship for 27 years. Having left the relationship, Jane was supported to navigate complex relationship boundaries with her former partner, their adult children and their wider social circle. She was helped to understand how coercive and controlling behaviour had affected her and how to deal with her feelings of loss and guilt. She was also able to help other older survivors of domestic abuse and discuss with them the particular issues and considerations that are different to those of younger survivors. Jane has settled into her new home and life and is pleased that her adult children now recognise the coercive and controlling behaviour that she experienced from their father. Jane says: “This has been a difficult journey but I’m in a much better place now.”

### Together Women Project

We have continued to support women in the criminal justice system through our ‘Together Women Project’ (TWP), working collaboratively with the Probation service and as part of the Greater Manchester Women’s Support Alliance (GMWSA). This year, we supported **190** 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 'Jessica.' Jessica was referred by Probation after her conviction. She had severe learning difficulties and had to be chaperoned to appointments. Due to her learning difficulties, it wasn't possible to complete a formal assessment with Jessica as she simply didn't understand the questions. Moreover, very little was known about her background, including any trauma she may have experienced. Her chaperone explained that Jessica was prone to epileptic seizures if she became anxious or stressed. The calming and trauma-informed setting of our Jill Rogerson Women's Centre was used to best effect to keep Jessica calm, happy and engaged. Instead of a formal assessment, her key worker purchased pens, coloured paper, magazines and craft materials. They discussed what Jessica wanted to be different in her life and used the resources to create mood and vision boards. Jessica is considerably happier and more settled and has built a trusted relationship with her keyworker. She is making positive progress and has not reoffended.

### Pathways Wellbeing

This year our Pathways Wellbeing project has received funds from the Heinz, Anna & Carol Kroch Foundation and the Bupa Foundation, and supported **60** women. This has 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. "All the staff are lovely and have helped me improve. They've helped me to see the positives in things and in myself. I'm so grateful for everything."

### Targeted Adult Support

Our other programmes for adults facing significant challenges have provided invaluable support to **680** people in Salford, Greater Manchester, Cheshire, Lancashire, and Cumbria.

### Integrated Rehabilitation Service Wellbeing Hub

Throughout the year we have continued to develop the Integrated Rehabilitation Service Wellbeing Hub located as part of The Shed at Acton Square, supporting **204** men. The project focuses on 'welfare' for men being supported by the Probation Service in Salford. This has enabled us to support men with a wide range of issues affecting their rehabilitation, including mental health, housing support, debt and welfare, and developing their thinking skills, attitudes and resilience. During the course of the year, we made the transition from being a stand-alone service in Salford, to formally becoming partner with The Big Life Group and the nine other Wellbeing Hubs across Greater Manchester.

There have been many examples of impactful support provided to men through the course of the year. 'Ahmed' was referred by his probation worker following his release from an 8-week custodial sentence. He was homeless and he had no recourse to public funds due to unsettled immigration status. He was simply surviving day to day. He had no close family or friends and all of these circumstances were also affecting his mental health. Ahmed was provided with essential resources, such as food and travel assistance, over several weeks. He was also supported to apply for financial support and directed to external assistance with his immigration status appeal. Ahmed said: "I'm so grateful for the support. I know I can come here for support anytime and my financial burden has been lifted. I'm feeling more hopeful about the future."



## The Work of the Charity Continued

### Learning, Skills and Work (Elevate Salford)

We have provided employability support to **151** people through the Salford Learning, Skills and Employability project (now branded as 'Elevate Salford'). The project focuses on those with the most complex challenges and obstacles to entering employment. Our particular specialism has been supporting domestic abuse survivors and people in the criminal justice system. 50 of these people have completed an accredited qualification and, to date, 9 have moved into employment. This project has been funded by the Albert Gubay Charitable Foundation and we are working in partnership with other local charities to deliver the project, including Loaves and Fishes, Mustard Tree, the Broughton Trust, Groundwork and Salford CVS.

'Jack' was referred to the project after he was released from prison. He was living in unsuitable accommodation, had strained family relationships, no motivation and was struggling with his mental health. He had a history of drug abuse and was also struggling with his ADHD and ASD. At first, Jack struggled with his chaotic lifestyle and regularly missed appointments. However, his support worker persisted. A breakthrough moment came when she suggested Jack take an opportunity to undertake a DJ course with Reform Radio due to his interest in music. Due to his complex needs, a detailed 'warm handover' was undertaken, with his key worker attending Reform Radio with him for the first few sessions. Alongside this, his key worker continued to provide our full service of employability preparation and support. The DJ course worked wonders for Jack's confidence and self-belief. He has now secured a part-time job with Pret a Manger and he is also picking up gigs as a DJ at the weekends.

Additional to the Learning, Skills and Work project, we supported **19** young adults at risk of exclusion or discontinuing their learning at Salford City College.

### 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. **169** 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.

'Chris and Janice' were referred to see if they were eligible for replacement radiators under the 'Warmer Homes' pilot. Both are in their late 50s. Chris had not worked for 4 years due to a heart condition and Janice had been off work for 9 months due to mobility issues caused by COPD and a collapsed lung. A possible eligibility for Personal Independence Payment was identified, though Janice was reluctant to access any benefits. She was convinced to try and claim what she may be entitled to and was supported throughout the assessment process, including at face-to-face appointments. Janice received a back-dated lump sum payment of £3,104. She was awarded the higher rates for mobility and daily living allowances, boosting their household income by £8,983 annually. New radiators have been fitted in their property. Janice said: "I would just like to thank you for all the help, support and care you have given me over the past few months. My husband and I have had a bad year. You have gone above and beyond for us and we will be eternally grateful."

### Other Projects

Our Achieve project came to an end in June, having successfully supported people over many years. During the financial year, our keyworkers supported **107** adults who are current or former prisoners. This was achieved through a mix of community-based support, telephone mentoring and support provided in the prisons.



## The Work of the Charity Continued

New projects have also begun late in the year. Our new 'Creative Health' project has received funds from the Heinz, Anna & Carol Kroch Foundation as well as the Bupa Foundation, enabling the support of **18** men, using arts, culture and heritage as vehicles to promote and enhance health and wellbeing. A grant from Landsec is enabling us to provide enhanced employability support, with **12** men benefiting to date. A grant was also received from Nationwide to begin a homeless prevention project.



## Future Plans: Opportunities and Risks

### Strategic Priorities

Building upon our 2021-24 strategy, 'Building Better Futures Together,' we will continue to implement our interim strategy for 2023-25. This sets out our key opportunities and our approach to helping our communities. Amongst our priorities, we are focusing 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.

### 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. We will continue to adapt and develop our use of 6 Acton Square, the lease on which is being extended for a further five years. 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 our ongoing staffing restructure.

### 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 and Risk Scorecard, with oversight from our Audit and Risk Sub-Committee. Achieving a balanced budget and covering our operational costs will remain challenging in the year ahead. Recruitment and retention of suitably experienced and qualified staff is also a significant challenge. We remain mindful of the ongoing cost of living crisis, which continues to affect the poorer members of our society, even whilst inflation begins to fall back. The risk of excessive demand on our services as the volume of people requiring our help is anticipated to increase, as is the complexity of needs which people are dealing with. 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.

Throughout the year ahead we will devote considerable time and energy to developing a new 5-year strategy, which will take effect from April 2025.



## Financial Review

### Results for the Year

2023/24 has been a year of consolidation, embedding the new and significant projects the previous year saw start. This has resulted in an increase in income to £3.35m with increased expenditure alongside it to £3.3m. Overall, this has resulted in a small surplus for the year of £58k.

Turnover has remained over £3m, increasing by 11% to £3.35m with charitable activities alone deriving £3.2m of this. Women's and Survivors' Services continues to be the most significant of the thematic areas with income of £1.5m compared to £1.3m in the previous year. This includes the 'Safe in Salford' domestic abuse partnership which operates in collaboration with 3 other specialist charities. Targeted Youth Support continues to grow with an increase in income of 48% from £574k to £850k for the year. This reflects the continuation of our large STEER project with our Youth Endowment Fund pilot study as well as a full year of operating the Blocks mentoring project in Manchester. In contrast, the Aspirations and Opportunities area has fallen by £356k to £379k for the year. This is a reflection on the cessation of the National Citizen Service (NCS) programme that completed in the previous financial year.

In parallel with the increased income, the total expenditure of the organisation has also increased in the year, by 17% from £2.8m to £3.3m. Staff costs continue to be the largest expense to the organisation with costs totalling £1.85m this year compared to £1.5m in 2022/23. From April 2023 a comprehensive Pay and Grading review was implemented which resulted in increased staffing costs across the organisation that could not always be covered by the individual funding already in place. Service delivery costs have again increased reflecting the increase in operations year on year. Support costs have risen by 13% to £521k reflecting the increased costs of running two properties as well as supporting an increased operational staff number.

With the known continuation of the larger projects, the Trustees have agreed a budget that breaks even for the 2024/25 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, but also the ability for the organisation to sustain its current size along with controlled future growth and developments.

### 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.

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. During the year, the trustees reviewed the free reserve range in place and agreed to increase it to a range of £800,000 to £1,100,000. This considers 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.



## Financial Review Continued

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 2024, the Charity's total funds were £2,744k (2023: £2,686k) consisting of: £277k restricted reserves (2023: £109k), £675k fixed asset reserve (2023: £693k) and £752k in other designated reserves (2023: £754k). The remainder of £1,040k represents the available free reserves (2023: £1,130k) which is within the current set target range.

### 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 2024/25, 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.

### 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 (amended 28<sup>th</sup> September 2023) and is registered with the Charity Commission.

During the year a special resolution was made to amend the Memorandum and Articles of Association for the organisation. The change made has altered the make up of the Board of Directors to better reflect the work of the charity.

### Governance

The Board has a mix of representatives from business, professional disciplines, public services and others with suitable skills and experience. 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. In May 2023 a Remuneration and HR Sub-Group was formally established, reporting to the Audit and Risk Sub-Committee. Additionally, a St Mary's Sub-Group continues to oversee a proposed capital development in Eccles. This Sub-Group reports directly to the Board.

### 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.

### 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.



## Structure, Governance and Management Continued

### 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:	M Marfleet
Trustees:	N Bhatta (appointed 20 July 2023) M Caslake (appointed 28 September 2023) D Eames (appointed 20 July 2023) K Francis D Graham (resigned 28 September 2023) K McDermott M-G Nkeshimana P Openshaw E Potier (Vice Chair) K Potier de la Morandiere K Stansfield

### Key management personnel: Principal staff

Chief Executive Officer:	P East
Senior Management Team:	M Langhorn - Deputy CEO 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 26<sup>th</sup> September 2024 and signed on its behalf by:

M Marfleet  
Chair



## Report of the Independent Auditors to the Members of Salford Foundation Limited For the year ended 31 March 2024

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### Opinion

We have audited the financial statements of Salford Foundation Limited (the 'charitable company') for the year-ended 31 March 2024 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 2024 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 [Continued]  
For the year ended 31 March 2024**

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**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 [Continued]  
For the year ended 31 March 2024**

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**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 [Continued]  
For the year ended 31 March 2024**

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**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 [Continued]  
For the year ended 31 March 2024**

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**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](http://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 [Continued]  
For the year ended 31 March 2024**

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**Use of our report**

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

*Al Buckley*

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

30.09.24



**Statement of Financial Activities  
(Incorporating an Income and Expenditure Account)  
For the year ended 31 March 2024**

	Notes	Unrestricted Funds £	Restricted Funds £	2024 Total Funds £	Unrestricted Funds £	Restricted Funds £	2023 Total Funds £
<b>Income</b>							
Donations	5	26,339	-	26,339	22,285	-	22,285
<b>Charitable activities</b>							
Charitable objects	6	2,360,422	830,212	3,190,634	2,346,878	607,831	2,954,709
Investment income	7	57,831	-	57,831	18,943	-	18,943
Other income	8	20,424	50,000	70,424	10,010	-	10,010
<b>Total Income</b>		<b>2,465,016</b>	<b>880,212</b>	<b>3,345,228</b>	<b>2,398,116</b>	<b>607,831</b>	<b>3,005,947</b>
<b>Expenditure</b>							
<b>Cost of raising funds</b>							
Fundraising costs	9	21,003	-	21,003	17,232	-	17,232
<b>Charitable activities</b>							
Charitable objects	10	2,554,148	712,137	3,266,285	2,188,231	594,881	2,783,112
<b>Total expenditure</b>		<b>2,575,151</b>	<b>712,137</b>	<b>3,287,288</b>	<b>2,205,463</b>	<b>594,881</b>	<b>2,800,344</b>
<b>Net income</b>		<b>(110,135)</b>	<b>168,075</b>	<b>57,940</b>	<b>192,653</b>	<b>12,950</b>	<b>205,603</b>
Transfers between funds	15	-	-	-	-	-	-
<b>Net movement of funds for the year</b>		<b>(110,135)</b>	<b>168,075</b>	<b>57,940</b>	<b>192,653</b>	<b>12,950</b>	<b>205,603</b>
<b>Reconciliation of funds</b>							
Total funds brought forward		2,577,031	108,590	2,685,621	2,384,378	95,640	2,480,018
<b>Total funds carried forward</b>		<b>2,466,896</b>	<b>276,665</b>	<b>2,743,561</b>	<b>2,577,031</b>	<b>108,590</b>	<b>2,685,621</b>

All income and expenditure has arisen from continuing activities.

The notes form part of these financial statements.



**Balance Sheet**  
As at 31 March 2024

	Note	2024		2023	
		£	£	£	£
<b>Fixed assets</b>					
Tangible assets	16		753,092		809,823
<b>Current assets</b>					
Debtors	17	163,408		156,105	
Cash at bank and in hand		2,330,438		2,494,947	
		2,493,846		2,651,052	
<b>Creditors: Amounts falling due within one year</b>	18	(503,377)		(775,254)	
<b>Net current assets</b>			1,990,469		1,875,798
<b>Net assets</b>			2,743,561		2,685,621
<b>Funds</b>					
Restricted income funds	19		276,662		108,590
Unrestricted income funds					
General	19	1,039,652		1,129,575	
Designated	19	1,427,247		1,447,456	
<b>Net current assets</b>			2,466,899		2,577,031
<b>Total funds</b>			2,743,561		2,685,621

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 26<sup>th</sup> September 2024 and were signed on its behalf by:

M Marfleet  
Chair

The notes form part of these financial statements.



**Cash Flow Statement**  
**For the year ended 31 March 2024**

	Notes	2024 £	2023 £
<b>Cash flows from operating activities:</b>			
Cash (used in)/generated from operations	24	(213,142)	419,423
		<hr/>	<hr/>
<b>Net cash provided by operating activities</b>		(213,142)	419,423
		<hr/>	<hr/>
<b>Cash flows from investing activities:</b>			
Interest from investments		57,831	18,943
Purchase of property, plant, and equipment		(9,198)	(35,191)
		<hr/>	<hr/>
<b>Net cash used in investing activities</b>		48,633	(16,248)
		<hr/>	<hr/>
<b>Change in cash and cash equivalents in the reporting period</b>		(164,509)	403,175
Cash and cash equivalents at the beginning of the reporting period		2,494,947	2,091,772
		<hr/>	<hr/>
<b>Cash and cash equivalents at the end of the reporting period</b>		2,330,438	2,494,947
		<hr/> <hr/>	<hr/> <hr/>

The notes form part of these financial statements.



## Notes to the Financial Statements

### For the year ended 31 March 2024

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#### 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 8 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.

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 19 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 19 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

**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.



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 2024 £	Unrestricted Funds £	Restricted Funds £	Total Funds 2023 £
	Donations	26,339	-	26,339	22,285	-	22,285
6.	<b>Income from charitable activities</b>						
	Aspirations & Opportunities	359,827	19,479	379,306	705,482	29,978	735,460
	Targeted Youth Support	468,351	382,124	850,475	322,600	251,544	574,144
	Women's Services	1,281,145	267,609	1,548,754	1,059,195	212,757	1,271,952
	Targeted Adult Support	251,099	161,000	412,099	259,601	113,552	373,153
		2,360,422	830,212	3,190,634	2,346,878	607,831	2,954,709
7.	<b>Investment income</b>						
	Interest received	57,831	-	57,831	18,943	-	18,943
8.	<b>Other income</b>						
	Sundry income	20,424	50,000	70,424	10,010	-	10,010
		20,424	50,000	70,424	10,010	-	10,010



Notes to the Financial Statements [Continued]  
For the year ended 31 March 2024

9. Cost of raising funds	Unrestricted Funds 2024 £	Unrestricted Funds 2023 £
Wages and salaries	18,443	15,191
General management	2,560	2,041
	21,003	17,232
	21,003	17,232

10. Analysis of charitable expenditure - current year

	Allocation Basis	Aspirations & Opportunities £	Targeted Youth Support £	Women's Services £	Targeted Adult Support £	Other Charitable Activities £	Total 2024 £
Staff costs	Direct	283,514	553,148	425,995	220,188	54,718	1,537,563
Service delivery costs	Direct	27,577	77,038	993,308	50,074	59,612	1,207,609
Support costs	Note 11	103,636	201,528	103,195	112,754	-	521,113
<b>Total</b>		414,727	831,714	1,522,498	383,016	114,330	3,266,285
		414,727	831,714	1,522,498	383,016	114,330	3,266,285

Analysis of charitable expenditure - prior 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
<b>Total</b>		544,106	562,484	1,247,531	363,711	65,280	2,783,112
		544,106	562,484	1,247,531	363,711	65,280	2,783,112

Expenditure on charitable activities was £3,266,285 (2023: £2,783,112) of which £2,554,148 was unrestricted (2023: £2,188,231) and £712,137 restricted (2023: £594,881).



Notes to the Financial Statements [Continued]  
For the year ended 31 March 2024

11. Analysis of governance and support costs - current year

The charity allocates its support costs as shown in the table below and then further apports 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 £	2024 Totals £
Wages and salaries	294,875	-	294,875
Depreciation	5,767	-	5,767
Facilities, property and insurance costs	94,749	686	95,435
General management	29,180	12,000	41,180
IT and communications	56,296	-	56,296
Office costs	8,310	-	8,310
Other staff support costs	19,250	-	19,250
	<b>508,427</b>	<b>12,686</b>	<b>521,113</b>

Analysis of governance and support costs - prior year

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
	<b>449,055</b>	<b>11,241</b>	<b>460,296</b>



Notes to the Financial Statements [Continued]

For the year ended 31 March 2024

<b>12.</b>	<b>Net income/(expenditure)</b>	<b>2024</b>	<b>2023</b>
		£	£
	Net income/(expenditure) is stated after charging/(crediting):		
	Auditors' remuneration	9,500	8,485
	Depreciation - owned assets	65,929	58,124
		<u>                    </u>	<u>                    </u>

**13. Trustees' remuneration and benefits**

There were no trustees' remuneration or other benefits for the year ended 31 March 2024 nor for the year ended 31 March 2023.

**Trustees' expenses**

There were no trustees' expenses paid for the year ended 31 March 2024 nor for the year ended 31 March 2023.

<b>14.</b>	<b>Staff costs</b>	<b>2024</b>	<b>2023</b>
		£	£
	Wages and salaries	1,633,635	1,360,158
	Social security costs	135,313	105,525
	Other pension costs	81,093	66,230
		<u>                    </u>	<u>                    </u>
		1,850,041	1,531,913
		<u>                    </u>	<u>                    </u>

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

	<b>2024</b>	<b>2023</b>
	<b>No</b>	<b>No</b>
Charitable activities	65	53
Support staff	10	8
Temporary programme staff	-	52
	<u>                    </u>	<u>                    </u>
	75	113
	<u>                    </u>	<u>                    </u>

The average full-time equivalent number of core permanent and support staff was 66 (2023: 61). No temporary programme staff were employed in 2023/24. In order to operate the reduced NCS programme in 2022/23, of the 52 temporary programme staff employed during the summer and autumn programmes, the average number of FTE employees was 5.

Included in wages and salaries is an amount of £14,932 (2023: £3,756) relating to redundancy costs. The amount of accrued redundancy costs at the balance sheet date was £81 (2023: £Nil).



Notes to the Financial Statements [Continued]

For the year ended 31 March 2024

14. Staff costs [Continued]

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

	2024 No	2023 No
£60,000 - £69,999	1	1

The total amount of employee benefits received by the key management personnel was £295,360 (2023: £282,257).

15. Transfers between Funds

Transfers totalling £3 (2023: £Nil) were made from unrestricted funds to restricted funds to reflect minor overspends on projects. Further transfers of £125,000 (2023: £156,957) 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 £
<b>Cost</b>					
At 1 April 2023	927,098	133,212	7,818	62,142	1,130,270
Additions	-	-	-	9,198	9,198
Disposals	-	-	-	(1,857)	(1,857)
At 31 March 2024	927,098	133,212	7,818	69,483	1,137,611
<b>Depreciation</b>					
At 1 April 2023	233,269	46,843	1,303	39,032	320,447
Charge for year	18,542	33,303	3,909	10,175	65,929
Disposals	-	-	-	(1,857)	(1,857)
At 31 March 2024	251,811	80,146	5,212	47,350	384,519
<b>Net book value</b>					
At 31 March 2024	675,287	53,066	2,606	22,133	753,092
At 31 March 2023	693,829	86,369	6,515	23,110	809,823



Notes to the Financial Statements [Continued]  
For the year ended 31 March 2024

17. Debtors: Amounts falling due within one year	2024 £	2023 £
Trade debtors	84,778	82,101
Accrued income	44,130	37,458
Prepayments	32,904	36,546
Other Debtors	1,596	-
	163,408	156,105
	163,408	156,105
18. Creditors: Amounts falling due within one year	2024 £	2023 £
Trade creditors	212,745	232,665
Other taxes & social security	44,606	25,381
Accruals	21,900	49,561
Deferred income	224,126	467,647
	503,377	775,254
	503,377	775,254

Deferred income includes £224,126 (2023: £467,647) relating to funding received in advance on contracts.

	2024 £	2023 £
Balance brought forward	467,647	197,040
Utilised in period	(467,647)	(197,040)
Added in period	224,126	467,647
	224,126	467,647
	224,126	467,647



19. Movement in funds - Current year	At 1 April 2023 £	Net movement in funds £	Transfers between funds £	At 31 March 2024 £
<b>Unrestricted funds</b>				
<b>General fund</b>	1,129,575	35,074	(124,997)	1,039,652
<b>Designated funds</b>				
Freehold Property	693,826	(18,542)	-	675,284
Planned Maintenance	170,053	(30,667)	-	139,386
St Mary's Redevelopment Fund	100,000	-	125,000	225,000
Beneficiary Emergency Response Fund	29,119	(5,701)	-	23,418
Strategy Fund	197,693	(36,405)	-	161,288
Infrastructure & Restructure Costs	256,765	(59,420)	-	197,345
GMIRS Beneficiary Fund	-	5,526	-	5,526
<b>Total designated funds</b>	1,447,456	(145,209)	125,000	1,427,247
<b>Total unrestricted funds</b>	2,577,031	(110,135)	3	2,466,899
<b>Restricted funds</b>				
BUPA - Evolve	562	(466)	1	97
BUPA - Positive Pathways	9,500	(9,500)	-	-
BUPA - Leap	-	4,312	-	4,312
BUPA - Literacy Lookout	-	10,000	-	10,000
BUPA - Creative Health	-	5,686	-	5,686
Co-op Foundation - Leap	33,378	(33,374)	(4)	0
Garfield Weston	-	50,000	-	50,000
GMCA - Capital	23,852	(7,043)	-	16,809
JABBS Foundation - WRNA	-	93,027	-	93,027
Nationwide - Homeless Prevention	-	44,903	-	44,903
RHS Community Gardening Project	1,193	443	-	1,636
Salford CVS and The Albert Gubay Charitable Foundation	16,025	(1,636)	-	14,389
The Booth Charities - Leadership Academy	46	(46)	-	-
Youth Endowment Fund - Another Chance	24,034	11,769	-	35,803
<b>Total restricted funds</b>	108,590	168,075	(3)	276,662
<b>Total funds</b>	2,685,621	57,940	-	2,743,561



Notes to the Financial Statements [Continued]  
For the year ended 31 March 2024

19. Movement in funds - Current year [Continued]

Net movement in funds, included in the above are as follows:	Incoming Resources £	Resources Expended £	Movement in funds £
<b>Unrestricted funds</b>			
General Fund	2,452,516	(2,417,442)	35,074
Freehold Property	-	(18,542)	(18,542)
Planned Maintenance	-	(30,667)	(30,667)
St Mary's Redevelopment Fund	-	-	-
Beneficiary Emergency Response Fund	-	(5,701)	(5,701)
Strategy Fund	2,500	(38,905)	(36,405)
Infrastructure and Restructure Costs	-	(59,420)	(59,420)
GMIRS Beneficiary Fund	10,000	(4,474)	5,526
<b>Total Unrestricted Funds</b>	<b>2,465,016</b>	<b>(2,575,151)</b>	<b>(110,135)</b>
<b>Restricted funds</b>			
BUPA – Evolve	-	(466)	(466)
BUPA – Positive Pathways	-	(9,500)	(9,500)
BUPA – Leap	9,479	(5,167)	4,312
BUPA – Literacy Lookout	10,000	-	10,000
BUPA – Creative Health	10,000	(4,314)	5,686
Co-op Foundation - Leap	-	(33,374)	(33,374)
Garfield Weston	50,000	-	50,000
GMCA - Capital	-	(7,043)	(7,043)
JABBS Foundation - WRNA	167,609	(74,582)	93,027
Lottery - Indigo	100,000	(100,000)	-
Nationwide – Homeless Prevention	50,000	(5,097)	44,903
RHS Community Gardening Project	1,000	(557)	443
Salford CVS and The Albert Gubay Charitable Foundation	100,000	(101,636)	(1,636)
The Booth Charities - Leadership Academy	-	(46)	(46)
Youth Endowment Fund - Another Chance	382,124	(370,355)	11,769
<b>Total restricted funds</b>	<b>880,212</b>	<b>(712,137)</b>	<b>168,075</b>
<b>Total funds</b>	<b>3,345,228</b>	<b>(3,287,288)</b>	<b>57,940</b>



## Notes to the Financial Statements [Continued]

For the year ended 31 March 2024

19.	Movement in funds - Prior year [Continued]	At 1 April 2022 £	Net movement in funds £	Transfers between funds £	At 31 March 2023 £
	<b>Unrestricted funds</b>				
	<b>General fund</b>	981,291	305,241	(156,957)	1,129,575
	<b>Designated funds</b>				
	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
	<b>Total designated funds</b>	1,403,087	(112,588)	156,957	1,447,456
	<b>Total unrestricted funds</b>	2,384,378	192,653	-	2,577,031



19. Movement in funds - Prior year [Continued]	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
<b>Total restricted funds</b>	<b>95,640</b>	<b>12,950</b>	<b>-</b>	<b>108,590</b>
<b>Total funds</b>	<b>2,480,018</b>	<b>205,603</b>	<b>-</b>	<b>2,685,621</b>
Net movement in funds, included in the above are as follows:				
		<b>Incoming Resources £</b>	<b>Resources Expended £</b>	<b>Movement in funds £</b>
<b>Unrestricted funds</b>				
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)
<b>Total Unrestricted Funds</b>		<b>2,398,116</b>	<b>(2,205,463)</b>	<b>192,653</b>



Notes to the Financial Statements [Continued]  
For the year ended 31 March 2024

19. Movement in funds - Prior year [Continued]	Incoming Resources £	Resources Expended £	Movement in funds £
<b>Restricted funds</b>			
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
<b>Total restricted funds</b>	<b>607,831</b>	<b>(594,881)</b>	<b>12,950</b>
<b>Total funds</b>	<b>3,005,947</b>	<b>(2,800,344)</b>	<b>205,603</b>

**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.

**19. Movement in funds [Continued]**

Infrastructure Projects Fund/Restructure Costs: a two-year fund established in 2022 to support anticipated infrastructure development projects (including volunteer management, digital developments and marketing projects), along with a staffing restructure and pay and grading review.

GMIRS Beneficiary Fund: a fund established in 2024 for the purpose of offering support to improve the personal wellbeing of male offenders.

**Restricted funds:**

Restricted funds are grants and contracts received for specific projects.

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

BUPA – LEAP: a transition project, funded by the BUPA foundation, for Year 6 primary school pupils delivered by peer mentors in Year 8. It addresses the challenges and fears Year 6's face when moving to high school.

BUPA – Literacy Lookout: A project funded by the BUPA Foundation, to deliver a social action education project over a 6-month period involving 8 schools to introduce young people to recycling in their environment.

BUPA – Creative Health: Funding from the BUPA Foundation, towards funding The Creative Health project, developing environmental awareness and increased access to future opportunities within the Green Economy.

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.

Garfield Weston: A grant from the Garfield Weston Foundation, funding organisational core costs, particularly in respect of sustaining and developing our Targeted Adult Services.

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.

**19. Movement in funds [Continued]**

JABBS Foundation – Women’s Risk Needs Assessment (WRNA): A research project, funded by The JABBS Foundation, appraising the support Women’s Centres provide to criminal justice involved women. Using an extended risk and needs assessment the Research Group will seek to further the case for Women’s Centres as a viable alternative to custody for women. In doing so, it will offer the opportunity for selected partner Women’s Centres to reflect on ‘what works’ in terms of their own casework practice and current interventions to inform the effective delivery of Centre services.

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.

Nationwide – Homeless Prevention: A project, funded by the Nationwide Community Grants programme, to prevent vulnerable and socially isolated men from losing their homes and support them to thrive within their home environment and gain sustainable life skills.

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.

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.

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



20. Analysis of net assets between funds - current year	General Fund £	Designated Funds £	Restricted Funds £	Total 2024 £
Tangible fixed assets	60,999	675,284	16,809	753,092
Cash at bank and in hand	1,318,619	751,963	259,856	2,330,438
Other net current (liabilities) / assets	(339,969)	-	-	(339,969)
	1,039,649	1,427,247	276,665	2,743,561
	1,039,649	1,427,247	276,665	2,743,561
Analysis of net assets between funds - prior 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)
	1,129,575	1,447,456	108,590	2,685,621
	1,129,575	1,447,456	108,590	2,685,621

#### 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 £81,093 (2023: £66,230).

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 2024, the Salford Foundation Board and GMWSA had one Trustee in common, K Potier de la Morandiere. Income of £89,032 (2023 - £93,527) was received in the year from the GMWSA. The Trustee had no involvement in the transaction, being excluded from negotiations with GMWSA.



24.	Reconciliation of net income to net cash flow from operating activities		2024 £	2023 £
	Net income for the reporting period (as per the Statement of Financial Activities)		57,940	205,603
	<b>Adjustments for:</b>			
	Depreciation charges		65,929	58,124
	Interest from investments		(57,831)	(18,943)
	(Increase) / Decrease in debtors		(7,303)	(4,473)
	Increase / (Decrease) in creditors		(271,877)	179,112
	<b>Net cash provided by operating activities</b>		<b>(213,142)</b>	<b>419,423</b>
	<b>Analysis of changes in net funds - current year</b>			
		<b>At</b>		<b>At</b>
		<b>1 April</b>		<b>31 March</b>
		<b>2023</b>	<b>Cash Flow</b>	<b>2024</b>
		<b>£</b>	<b>£</b>	<b>£</b>
	<b>Net cash</b>			
	Cash at bank and in hand	2,494,947	(164,509)	2,330,438
	<b>Analysis of changes in net funds - prior year</b>			
		<b>At</b>		<b>At</b>
		<b>1 April</b>		<b>31 March</b>
		<b>2022</b>	<b>Cash Flow</b>	<b>2023</b>
		<b>£</b>	<b>£</b>	<b>£</b>
	<b>Net cash</b>			
	Cash at bank and in hand	2,091,772	403,175	2,494,947