

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



**salford  
foundation**

# Annual Report 2024/25

**Report of the Trustees and Financial Statements**



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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.



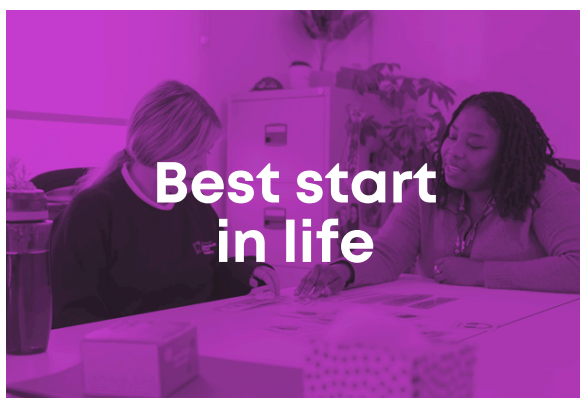
## **Proactive & Dynamic**

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



# Our Impact

We helped  
**11,350**  
young people & adults tackle disadvantage  
and change their lives



“We are immensely proud of the work we’ve done this year to tackle disadvantage and help 11,350 individuals to change their lives. We’re passionate, ambitious and determined to work with our partners and make an even bigger impact in the year ahead.”

**Phil East**  
Chief Executive Officer



# Changing lives



[The support] has changed my life, my mindset, and given me the power to put myself first for the first time in my life.

**Women's centre service user**



# Tackling disadvantage



**8,010**

people achieved improved health and wellbeing

**631**

people with improved finances and debt

**+39%**

more people received key worker support (3,382 vs 2,432 last year)

**761**

people supported to achieve better housing

“We didn’t think we were entitled to claim any other benefits. We are over the moon with this extra income, it will make life so much easier.”

**Married couple in their 70s**



# Best start in life



**4,788**

young people supported with school transitions

**699**

young people mentored

**8,740**

young people developed life, social & communication skills

**1,186**

young people helped to keep safe

“[The project] has helped me understand more about myself. It means I can deal with things a lot better when I am getting angry. I just do [my coping techniques] instead of fighting.”

**10-year-old mentoring service user**



# Working futures

**7,342**

people progressed their education, employment and training goals

**6,093**

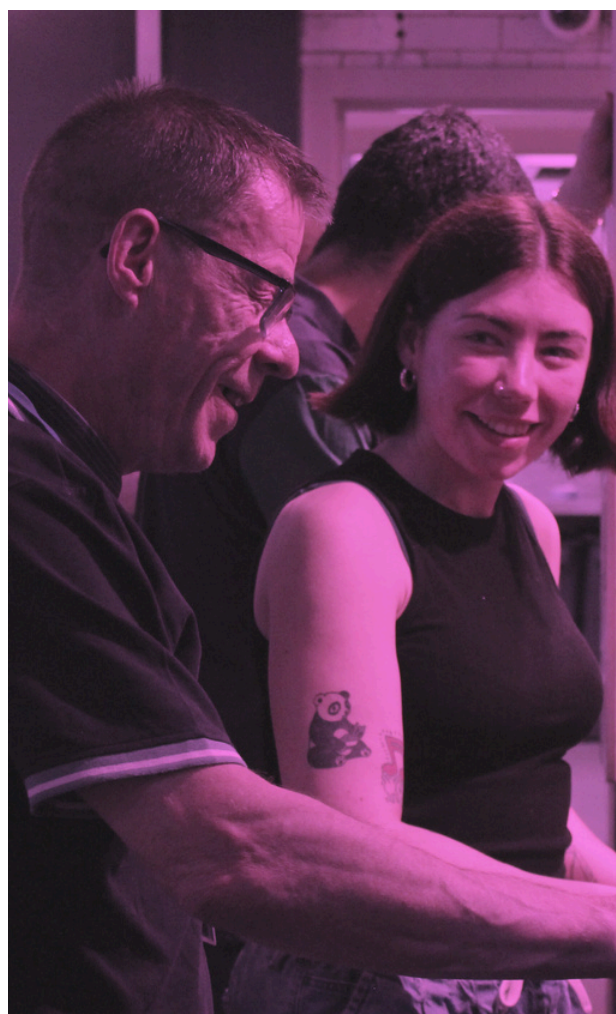
children & young people with raised aspirations

**251**

people moved into jobs or training

**1,135**

people developed digital skills



“It’s brought my confidence and skills up massively – I wouldn’t have even turned up to the first interview, due to my mental health and lack of believing in myself.”

**Employment service user**



# Safe & strong communities



**3,477**

people supported  
to keep safe from harm

**1,986**

people supported to  
tackle domestic abuse

**1,154**

people supported to  
reduce their offending

**745**

boys & young men educated on  
gender-based violence

“I managed to move house away from my ex-partner. I’ve been supported in going to court to have him charged. I’m happy and proud of the changes I’ve managed to make in my life.”

**Domestic abuse Service User**



## Partnerships



**469**

people volunteered  
with us

**4,066**

hours of support  
from volunteers

**618**

private, public &  
charity organisations  
worked with us

“The presentations were high quality, well-informed and the pack of resources is of amazing quality. [This] will generate all sorts of thinking and interventions in our setting and I’m sure many others.”

**Training participant**

**Reference and Administrative Details**For the year ended 31 March 2025

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<b>Board of Trustees</b>	C Aikman N Bhatt M Caslake D Eames K Francis A Hassall M Marfleet R McClenaghan-Harrop K McDermott M-G Nkeshimana P Openshaw P Passi K Potier de la Morandiere
<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 2025

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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 2025. 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 2024 to March 2025. We have had a successful year, directly supporting 11,350 children, young people, and adults (a 6% increase on the previous year). We have accomplished this through running 24 distinct projects in Salford and across Greater Manchester.

We are grateful for the service of our Trustees throughout the year and extend our thanks to Ms E Potier and Dr K Stansfield who stepped down from their roles in the course of the year. All our Trustees have brought a range of skills, experience and passion which have helped to guide and shape our strategy and its good governance.

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

- Continuing to deliver a broad and stable range of services: meeting the changing needs of beneficiaries; and innovating with new projects
- Maintaining increased turnover (reaching £3.5m for the first time in our history) and helping over 11,350 people
- Completion of detailed preparatory work, in readiness to launch our new five-year strategy in April 2025
- Further developing our 'Positive Masculinity' work, delivering direct support to pupils across Greater Manchester, in addition to developing the 'pathfinder' initiative of champion schools with trained staff and new curriculum resources
- Completion of the 'efficacy' stage of our STEER project in 6 GM boroughs in readiness for the publication of a major external evaluation report in the autumn of 2025
- Further developing the 'Safe in Salford' domestic abuse partnership in collaboration with three other specialist charities
- Collaboration with the JABBS Foundation, producing evidence of national significance regarding women in the criminal justice system
- Fully embedding our IRS Wellbeing Hub for people on probation, in partnership with the Big Life Group, and further enhancing the facilities at our Acton Square premises
- 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, whilst maintaining our integral Salford identity
- Consolidation and improvements to our 'people' strategy and to staff engagement and terms and conditions
- Improvements to our communications output and the appointment of an expert lead trustee
- A continued focus on best practice including 'Leading Lights' accreditation for our domestic abuse services; 'champion' status within our 'All Equals Charter' accreditation; and GM Good Employment Charter membership



### Achievements and Performance [Continued]

#### Challenges

Although our successes and achievements have been broad and deep, we remain acutely aware of and attuned to the risks we face. Additional challenges have also emerged within the year, not least the continuing trend of higher demand for services and increased complexity in the needs of many whom we are supporting. Challenging conditions persist across the charity sector, exacerbated by issues that have emerged in the last year such as the increase in Employers' National Insurance contributions. Both our income and headcount of staff will reduce in 25/26, having a direct and negative effect on our capacity to help our beneficiaries. We face uncertainties about levels of public spending and confidence in commissioning that will follow from the outworkings of the Chancellor's Spring Statement and subsequent Comprehensive Spending Review. We are forecasting usage of up to £190k of free reserves in the year ahead. We are therefore alert to very real short-term challenges, many of which are likely to persist into the medium-term.

In spite of challenges and inevitable uncertainties, we conclude the year in a position of considerable strength, ready to face difficulties and to celebrate greater success next year, as we continue to challenge disadvantage and change lives.

### 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 4,504 students this year. This work has been carried out in schools across Greater Manchester, funded in part by The JD Foundation. It remains a challenge for schools and students to keep pace with the fast-changing employment market, growth sectors and emerging jobs and career pathways. Students are therefore less knowledgeable and skilled for making the transition into employment. 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. 258 volunteers gave their time and skills to support this work during the year (a 32% increase on the previous year). This has included 'world-of-work days', mentoring and mock interviews for Year 10 and 11 students.



## Report of the Trustees [Continued] For the year ended 31 March 2025

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### The Work of the Charity [Continued]

'Mock interviews' and 'Meet the Business' events remain two of the most popular and impactful activities. One student commented: "I gained a lot more confidence and feel better about going to my first real interview." Another said: "It made me feel more prepared for what comes after college" and "It was really helpful to hear about the different routes people took to get to where they are". Providing feedback on one of the sessions, a college careers advisor said: "As a teacher, I have seen how much these sessions benefit students. The opportunity to interact with real professionals provides them with valuable insights and inspiration".

### Working Futures

Funding from BNY Mellon for our 'Working Futures' programme has allowed us to deliver a bespoke work readiness programme to 1,114 16-18 year olds (a 24% increase on the previous year). 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. 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 at risk of becoming NEET (not in employment, education and training) and those with SEN (special educational needs). Following their participation in one of the sessions, one student said: "I have learnt that I can communicate formally without worrying or messing up what I was saying." Another said, "I feel a demonstrated resilience as I was very nervous at the beginning, but it went well". The activities also proved very popular with our employee volunteers. Feedback included: "The event was well-organized and successful, with students feeling proud and more prepared This is one of the best days I've had in a really long time."

### LEAP

The 'LEAP' project 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. 127 students took part early in the year through a discrete funding stream. A small amount of LEAP delivery has since been absorbed within the broader BEP Work Readiness activities reported on above. The project has been overwhelmingly well received with strong feedback from schools. "The Leap Project has been a valuable part of our Career Programme allowing students to develop employability skills in a range of settings. The students are given the opportunity to work as a team or independently to improve skills in leadership, team building, resilience and raising self-esteem. This [has] an impact on their learning and aspirations for the future." Another said: "The students enjoy the programme and working to deadlines, which has helped improve teamwork, communication and commitment to their groups. The students particularly enjoy going out to the primary schools to demonstrate their work."



### The Work of the Charity [Continued]

#### Steps

This year we have built on our initial experience of delivering the 'Positive Masculinity' and 'Boys to Men' projects to develop our 'Steps' project, funded by GMCA's Violence Reduction Unit. The project has taken a preventative, public health approach to tackling gender-based violence with boys and young men. We have been working with groups of 10 to 14 year-olds to recast masculinity in a positive light and to enable young people to proactively undermine misogynistic attitudes and behaviours with their peers. This year, we have worked with 745 pupils in schools. Additionally, we have trained 40 teaching staff in 30 schools to undertake direct delivery of our curriculum resources with their students. The project has demonstrated significant impact with students. A young man in a primary school said: "Some boys can be proper rough with girls and don't know how to respect girls. We need to know about how to be kinder to girls." This year, the impact on students has been independently evaluated, with the subsequent report due in the summer of 2025. Feedback from teaching staff regarding the training and curriculum resources has been equally strong. Feedback has included: "One of the best sessions I have attended this year and possibly during my career". Another said: "[This is] a groundbreaking piece of work that will generate all sorts of thinking and interventions in our setting and in many others." The issues the project covers have remained highly topical and widely covered in the media. We were pleased that the project was featured on ITV's Granada News at the very end of the year.

#### NCS Skills Builder

Having run the National Citizen Service (NCS) programme for many years, this year marked the end of an era with the government's decision to end all NCS delivery at the end of March 2025. Nevertheless, we made the most of the opportunity of this final year, supporting 863 young people through the Skills Builder programme in Salford, Trafford and Bolton (a 159% increase on the previous year). This year, a wide range of employability, life skills and social action projects were delivered, predominantly in partnership with further education colleges. Students and staff alike appreciated the impact and benefits of participation. Following completion of a social action project, one student said: "It's going to be so nice on Christmas day thinking about other young people opening the Christmas boxes we have made them, I hope they really like them and are happy with what we have chosen." College staff consistently noted improvements to the engagement with learning of their students who took part in the sessions and valued the employability sessions. One tutor provided feedback about one of their students: "He is currently, successfully following an educational pathway which should help to attain his chosen profession – engineering."

#### Positive Action

A Positive Action project focused on young people's literacy, concluded early in the year. Reading mentors from Year 10 were trained to provide support to students in Years 7 and 8 in their school, All Hallows RC in Salford. The project culminated in a family fun day and book hunt held in Buile Hill Park, with many people donating books which were given away to children and families. 203 young people took part in the project, with approximately 240 attending the fun day.



## Report of the Trustees [Continued] For the year ended 31 March 2025

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### The Work of the Charity [Continued]

#### Targeted Youth Support

Providing targeted youth support has remained a high priority, as we help young people to navigate the additional challenges that a small but significant proportion of teenagers face. This year we supported 747 young people and parents.

#### Youth Endowment Fund

This has been the third year of our Youth Endowment Fund 'Another Chance' project, further developing our STEER work on serious youth violence and completing our 2-year efficacy study. We have successfully embedded the project in 6 local authority areas: Salford, Trafford, Wigan, Manchester, Tameside and Bolton – supporting 388 young people and 7 parents. External evaluation and developing standards of evidence are a core element of the project and we have worked collaboratively with Cordis Bright and Royal Holloway University throughout the year.

The project has made a significant difference to young people with a range of needs. For instance, 'Nabeel' was referred to STEER following a serious physical altercation with his father and a dramatic decrease in his school attendance and engagement, driven in part through truanting. Over 6 months, a trusted relationship was built with Nabeel by his mentor and a range of interventions were implemented. These included work on aspirations and goal setting, thinking and behaviours, positive peer groups and safety mapping. At the end of the 6-months of support, a multi-agency meeting of professionals agreed that Nabeel required no further support. His school attendance had risen from 30% to over 80%. His behaviour and respect at home had increased significantly and he had developed new hobbies and interests. At first, Nabeel had been very guarded and sceptical about receiving support. However, his feedback to his mentor was: "You are really good at your job. I have felt comfortable speaking about things with you, knowing you will help, and I am not being judged".

#### STEER

The Youth Endowment Fund project is based on our original STEER programme for young people affected by gangs and serious violence. Through separate funding, a further 19 young people and 2 parents were supported in Bolton and a further 27 young people and 4 parents as part of the Orsdall, Langwothy and Charlestown Youth Partnership.

#### 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 primarily 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 our parenting support offer and transition support for a small cohort in the first year of high school has continued. We have also launched a small pilot with a cohort of Year 3 and 4 students – adapting our interventions to provide even earlier targeted intervention.



## Report of the Trustees [Continued] For the year ended 31 March 2025

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### The Work of the Charity [Continued]

A very positive evaluation of the impact of the project has been published by Manchester Metropolitan University and was launched at a stakeholder event in the autumn, introduced by Kate Green, Deputy Mayor of Greater Manchester. This year we supported 153 young people and 29 parents.

'Leo' was referred to the programme due to his risk of exclusion fuelled by multiple fights both at school and in the community. His dad was also in prison, on remand for a serious violent offence. Leo struggled to control his emotions, saying that – when angry – he just “saw red.” His mentor worked with Leo to teach him several coping strategies, to understand his emotions better and to learn how to regulate his responses. Leo has made fantastic progress. He is happier and shows less bravado. He has not been involved in a single fight in school for months and is no longer considered an exclusion risk. As his dad was due to be sentenced in the autumn, Leo was one of a small number of students who received transition support into the start of Year 7 in his high school. Leo said: “BLOCKS has helped me understand more about myself. I think this is important because it means I can deal with them a lot better and when I am getting angry, I just do some scrunchies [coping mechanism] instead of fighting.”

#### Blocks Salford

We have also supported a small cohort of 15 young people in Salford with funding from reserves.

#### Engage Trafford

Our 'Engage Trafford' targeted mentoring project has supported 97 young people throughout the year (a 33% increase on 23/24) as well as 6 parents. 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, alongside serious emotional dysregulation. 'Jordan' was referred to Engage after his mum had to spend 12 months in hospital, leading to an extended period of interim care with his grandparents. During this time his behaviour deteriorated significantly and his school place became at risk. He also went missing from home for 3 days and was arrested by the police for a separate incident. Jordan's mentor worked with him consistently to address the root causes of his behaviours and to help him understand and respond to his emotions more constructively. Jordan is now making great progress at school and at home, where he is back living with his mum. She said: “Thanks for your help with Jordan – u defo made a difference.”

#### Women's and Survivors' Services

This year we have continued to develop our offer to vulnerable and disadvantaged women in Salford. Through 7 distinct projects, we have supported 2,069 women and 340 of their children (a 5% increase on the previous year).



## Report of the Trustees [Continued] For the year ended 31 March 2025

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### The Work of the Charity [Continued]

#### Safe In Salford

We have delivered our third 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 third year we have enhanced our partnership working and co-location with key agencies, including Greater Manchester Police, housing and mental health teams. We have also continued new and innovative practice through our 'Rapid Response' and 'High Risk, High Harm' pilot projects.

During the year we supported 1,751 people. This has been a fantastic, collective achievement. Many individuals have shared with us the impact that our support has had. One survivor said: "I managed to move house away from my ex-partner. I've been supported in going to court to have him charged. I've had just one worker since the issues I had at the beginning, which has been amazing. I'm happy and proud of the changes I've managed to make in my life and think I may have given up on the court case as it took 3 years to get to court, had it not been for the ongoing support." In order to tackle domestic abuse systematically, work with children who have witnessed domestic abuse is an important part of the Safe in Salford model. One parent said: "He is definitely more secure in himself. He leaves [the sessions] telling me about his feelings. He isn't worried and understands that he is going to be ok. I feel the staff go above and beyond, always communicating either via text or face to face. The ladies delivering are truly amazing."

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 continued 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 'Indigo' project throughout the year. We have experienced extremely high demand for the service and supported 235 people. Additionally, we estimate that there have been 170 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.' 5 women have contributed 308 hours of voluntary support.



## Report of the Trustees [Continued] For the year ended 31 March 2025

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### The Work of the Charity [Continued]

'Julie' was one beneficiary. She found out she was pregnant whilst in hospital recovering from injuries sustained in a domestic abuse incident. She started Indigo less than a month after giving birth. Having previously been in an abusive relationship, she had moved to a new area with no support networks and had turned to drugs as a coping mechanism. Her baby was removed from her care upon birth. Indigo has been transformational for Julie as it is the first time she has really understood and come to terms with the domestic abuse she has faced. She is no longer using substances and has cut ties with significant, negative people who have been very influential. Social Services are beginning the process of returning her baby to her care and are also helping her regain contact with her two older children. Julie said: "Indigo has changed my life, my mind set, and given me the power to put myself first for the first time in my life."

#### 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 188 women in all parts of the criminal justice system, from leaving prison to exiting police cells without charge. We have also been significantly helped by financial support from The JABBS Foundation as we have participated in their national 'Effective Women's Centres' project.

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.

One woman who was supported this year was 'Hannah.' Hannah was referred by Probation due to her complex offending history of serious assaults, coupled with mental health difficulties and substance addition. Hannah also has an autism diagnosis and can struggle in social settings and with communication with professionals. Her keyworker provided wrap-around support, including introduction and advocacy to specialist housing and debt services. This has included Hannah securing a Debt Relief Order (DRO) – with the result that she is debt-free for the first time in over 20 years. She is making positive progress and has not reoffended. Hannah said: "I have had great support from the Women's Centre – helpful towards me and my neurodivergence. I am so grateful for the support and think it's brilliant what you offer women here!"

Funding from Greater Manchester Mental Health for a part-time health worker in the Centre has supported a further 15 women.



Report of the Trustees [Continued]  
For the year ended 31 March 2025

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**The Work of the Charity [Continued]**

**Pathways Wellbeing**

This year our Pathways Wellbeing project has received funds from The Booths Charities and The JABBS Foundation, and supported 102 women (a 70% increase on the previous year). 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 Safe in Salford and TWP. The feedback from the women on the impact the projects have had on them has been consistent. Speaking about the support provided, one woman said "It helps me know I can leave my house and I'm safe and I won't be hurt. I'm more confident now to be able to do more stuff with my children and know they are safe".

**Elevate (Learning, skills and Work)**

We have continued to provide support to women through our Elevate (learning, skills and work) project. Funded by the Albert Gubay Foundation, we deliver the project in a partnership with other local charities, including Salford CVS, Mustard Tree, Groundwork, The Broughton Trust, and Salford Loaves and Fishes. This year we have supported 96 women, 76% of whom have progressed into employment or training. The project has provided a wide range of employment preparation and support, including running regular 'Makers' Markets' where women sell products they have made. One woman commented: "I needed help with my CV. [My key worker] helped me which led to her also getting me on a course with Inspiring Communities which I will then be able to pursue a career that I will love. [My key worker] has been excellent and great to work and talk with and has given me lots of support and encouragement."

Complementary to Pathways and Elevate, and continuing the work we do to support Salford as a 'Learning City', we continued to run a thriving and successful Sewing Bee club for 22 women in Little Hulton.

**Targeted Adult Support**

Our other programmes for adults facing significant challenges have provided invaluable support to 638 people in Salford. Adult Services delivered from our hub in Acton Square were supported in the year by a generous core grant from Garfield Weston.

**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 224 men (a 10% increase on 23/24). 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. We have been greatly assisted in this through a range of co-locations, including staff from DWP, family support, mental health treatment requirement and trauma-informed support.

**Report of the Trustees [Continued]**  
**For the year ended 31 March 2025**

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**The Work of the Charity [Continued]**

There have been many examples of impactful support provided to men through the course of the year. ‘John’ was referred by his probation worker following his release from a long custodial sentence. John has spent most of his adult life in and out of prison and was supervised by the intensive police ‘Spotlight’ team upon release due to his high risk of reoffending. John said he expected the support from us to be a “tick box exercise” and was surprised at the breadth and intensity of help he received. This included support with benefits payments and form filling due to his learning disabilities; help to successfully secure a tenancy in shared accommodation; access to counselling support; and participation in the wider hub programme of weekly activities including the breakfast club and gardening activities. John has not reoffended and is no longer being supervised by Spotlight due to the excellent progress he has made whilst accessing our support.

**Elevate (Learning, skills and work)**

Our support to men seeking work through the Elevate programme has continued, complementing the support reported above that we provide to women through the same project. We have supported 83 men, 57% of whom have progressed into training or work. Feedback from those taking part has been consistently good and demonstrate the range of barriers to progression the men have faced. One said: “I felt lost when I first came here. I had too much going on and didn’t know how to deal with it all at once. I really enjoyed the Fork Lift Truck course and would recommend it to anyone! Thank you for all your help and support, you are all amazing people.” Another commented: “I was offered quite a lot of help from start to finish, pretty much. It’s brought my confidence and skills up massively because I wouldn’t have even turned up to the first interview to be honest, due to my mental health and just the lack of believing in myself.” We are grateful to Landsec for giving us a grant to increase our employability support at Acton Square. This has enabled us to support a further 60 men. To date, 55% of them have progressed into training or work.

**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. This year we have had a particular focus on helping people on benefits who are homeowners or in private rented accommodation to access small improvements to their homes, in collaboration with Salford Council. 184 people have been supported by our work, with an estimated 405 further people who have directly benefited from the improvements made.

A couple in their 70s, both with disabilities, were referred for support. They initially wanted help with a repair to a leaking tap in the kitchen. After confirming eligibility for the scheme and making a referral to the contractors, it was also identified that they were both likely to be entitled to claim further benefits, given their health issues and disabilities. Benefits checks and applications were made with the couple during a follow-up home visit. We also provided energy savings advice, Warm Packs and advised they are entitled to claim the Winter Fuel Payment. They had been worried about whether they would still be entitled to receive this payment after reading about changes in the news. As a result, their household income has increased by £7,555 per annum. They said: “We didn’t think we were entitled to claim any other benefits. We are over the moon with this extra income, it will make life so much easier.”



## Report of the Trustees [Continued] For the year ended 31 March 2025

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### The Work of the Charity [Continued]

#### Homeless Prevention

A grant from the Nationwide Building Society charity has enabled us to support 75 men at risk of homelessness. This work has included the development of personalised support plans; budget and money management support; improving independent living and tenancy sustainment skills; and improving social and community connections. Many of those we have supported have been in extreme need and facing complex circumstances. One man said: “Without your support I would still be on the streets and scared due to my epilepsy. I wouldn’t have the temporary house and wouldn’t be moving soon.” Another said, “The team were influential [with other professionals]; extremely polite; and exemplary in what they did. May I say ‘thank you’ for all the support to find my perfect home.”

A further 12 men were also supported at Acton Square at the beginning of the year through a ‘Creative Health’ project, funded in part from reserves.

### Future Plans: Opportunities and Risks

#### Strategic Priorities

As we begin the 25/26 financial year, we are launching our new strategy for 2025 – 2030, “Tackling disadvantage; changing lives.” This sets out our key opportunities and our approach to helping our communities. Our three main priorities are:

- **Best Start in Life.** We want to ensure children and young people have the best start in life and enter adulthood with great life chances. We will prioritise issues that enable this, such as good education for all; parenting; healthy relationships; wellbeing; and life skills.
- **Working Futures.** We want everyone to have the opportunity to fulfil their potential and contribute to society. We want young people to be inspired and informed for their future careers. We want adults to gain skills and receive support to work for a living wage. We will promote volunteering and alternative forms of ‘meaningful employment.’ We want everyone to secure a future that works for them.
- **Safe and Strong Communities.** We want everyone to live in inclusive, supportive and well-resourced communities. We believe society should be built on shared values and a commitment to collective wellbeing. We want everyone to feel safe and protected. We want to tackle domestic abuse and coercive relationships. We want to prevent people being drawn into a life of crime. We want to help adults in the criminal justice system rebuild positive, productive lives.

In the next five years we will also:

- Improve our reach & impact in GM – help more people tackle disadvantage and change their lives
- Be the partner of choice for delivering quality services, strengthening our networks & partnerships
- Influence change (not just deliver services)
- Take calculated risks to create a bigger and better impact
- Improve how we tell the story of our beneficiaries and our charity
- Stay true to our vision, mission and values



## Report of the Trustees [Continued] For the year ended 31 March 2025

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### Future Plans: Opportunities and Risks [Continued]

As an agile charity, built to serve a changing society, we will learn, innovate and adapt.

#### Resources

To achieve our strategic goals, 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 has been extended for a further five years.

#### 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 and Restructure 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 Property Development Fund- to review physical resources, assets and premises required to best deliver services in the medium-term.

#### 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 for certain areas of our operational delivery. 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 five years and beyond.

## Financial Review

### Results for the Year

The financial results for 2024/25 reflect the stable, yet broad, range of services provided during the year. Turnover has continued to steadily build from the previous year, rising by 6.5% to £3.56m. With increased income, came a rise in expenditure by 18.9% to £3.9m. Overall, this has resulted in a deficit of £344k.

**Report of the Trustees [Continued]**  
**For the year ended 31 March 2025**

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**Financial Review [Continued]**

For the first time in our history, income has been above £3.5m. Women's and Survivors' Services continue to be the most significant operational area with income of £1.6m, compared to £1.5m 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 sustained income at £852k for the year (£850k in the previous year) with the continuation of the large STEER project as well as the Blocks mentoring project. Aspirations and Opportunities has income of £549k in comparison to £379k in the previous year, a reflection of increased funding in respect of our National Citizen Service (NCS) Skills Builder programme as well as the introduction of our Steps project. Targeted Adult Support has recorded income of £384k, a decrease of 7% from £412k in the previous year due to a change in mix of projects and funders in the area.

The expenditure of £3.9m continues to be significantly made up of staff costs, totalling £2.2m, an increase of 18% from 2023/24. Service delivery costs continue to increase reflecting the increase in operations year on year as well as general increases in costs. Support costs have continued to rise, increasing by 12% year on year to £582k reflecting the pressures felt from inflation and the cost of living crisis in the running of two properties as well as an increased number of staff.

However, despite the overall deficit of £344k recorded for the year, the net impact on the general free reserve was as originally budgeted, a break-even position, as the deficit was funded by £215k from restricted funds and £129k from designated funds. The Strategy and Infrastructure and Restructure Designated Funds have been instrumental in assisting in covering the costs of developing and growing the organisation to its current size. The Strategy Fund has allowed investment in operational projects such as Indigo, and the Infrastructure and Restructure Fund has helped grow the core capacity in the charity bringing improvements to the effectiveness and efficiencies of service delivery.

After consideration of the already agreed levels of funding as well as planned usage of designated and free reserves, the Trustees have agreed a budget for the 2025/26 financial year anticipating a net operating loss of up to £190k. Various factors have been considered in the preparation not just including the increase in national insurance costs being felt across all businesses, but also the increased competition in the sector for funding from Trusts and Foundations as well as the uncertainty around government spending decisions. Attention has also been given to the ability for the organisation to sustain its current size along with controlled future growth and developments.



## Report of the Trustees [Continued] For the year ended 31 March 2025

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### Financial Review [Continued]

#### Reserves

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

In considering the appropriate level of reserves, the Trustees take into account the nature of funds and funding received by the Charity and its operations, the assessment of risks to the Charity's activities, income and expenditure and the anticipated future requirements of the organisation's plans and budgets. The trustees reviewed the free reserve range in place and agreed to maintain it at £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.

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 2025, the Charity's total funds were £2,399k (2024: £2,744k) consisting of: £61k restricted reserves (2024: £277k). £657k fixed asset reserve (2024: £675k) and £641k in other designated reserves (2024: £752k). The remainder of £1,039k represents the available free reserves (2024: £1,040k) 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. Despite the budget for the 2025/26 financial year anticipating a net operating loss, the level of free reserves held are forecast to be able to accommodate the planned spend and still remain within the set target range. Consideration has been given to already agreed levels of funding as well as the current business plan, and the planned usage of specific designated funds. 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.



## Report of the Trustees [Continued] For the year ended 31 March 2025

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### Financial Review [Continued]

#### Fundraising

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.

#### 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. A Remuneration and HR Sub-Group meet twice a year, reporting to the Audit and Risk Sub-Committee.

#### Risk Management

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

#### Trustee Recruitment

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



## Report of the Trustees [Continued] For the year ended 31 March 2025

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### Structure, Governance and Management [Continued]

#### Trustee Training

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

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

#### Directors and Trustees

The Directors of the Charitable Company (the Charity) are its Trustees for the purpose of Charity Law and throughout this Report are collectively referred to as the Trustees. The Trustees who served the company during the period were as follows:

#### Key management personnel: Trustees and Directors

Chair:	M Marfleet
Trustees:	C Aikman (Appointed 26 <sup>th</sup> September 2024) N Bhatt M Caslake D Eames (Appointed as Vice Chair 17 <sup>th</sup> July 2025) K Francis A Hassall (Appointed 26 <sup>th</sup> September 2024) R McClenaghan-Harrop (Appointed 5 <sup>th</sup> December 2024) K McDermott M-G Nkeshimana P Openshaw P Passi (Appointed 17 <sup>th</sup> July 2025) E Potier (Resigned 31 <sup>st</sup> March 2025) K Potier de la Morandiere K Stansfield (Resigned 26 <sup>th</sup> September 2024)



**Report of the Trustees [Continued]**  
**For the year ended 31 March 2025**

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**Key management personnel: Principal staff**

Chief Executive Officer: P East

Senior Management Team: M Langhorn – Deputy CEO to 31<sup>st</sup> March 2025, Senior Operations Manager from 1<sup>st</sup> April 2025

J Damen - Operations Manager (Youth)

H Garry - Business Development Manager

M Palmer - Business Manager

S Sheehy - Operations Manager (Targeted Youth Support) to 4<sup>th</sup> April 2025

**Reference and Administrative Details**

Reference and administrative details are shown in the schedule of members of the board and professional advisers on page 9 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 25<sup>th</sup> September 2025 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 2025

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### Opinion

We have audited the financial statements of Salford Foundation Limited (the 'charitable company') for the year-ended 31 March 2025 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 2025 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 2025**

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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 2025

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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 2025**

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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 2025**

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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 2025

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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.

*AB Buckley*

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

25.9.25.



**Statement of Financial Activities  
(Incorporating an Income and Expenditure Account)**

**For the year ended 31 March 2025**

	Notes	Unrestricted Funds £	Restricted Funds £	2025 Total Funds £	Unrestricted Funds £	Restricted Funds £	2024 Total Funds £
<b>Income</b>							
Donations	5	58,438	-	<b>58,438</b>	26,339	-	26,339
<b>Charitable activities</b>							
Charitable objects	6	2,812,547	579,288	<b>3,391,835</b>	2,360,422	830,212	3,190,634
Investment income	7	81,486	-	<b>81,486</b>	57,831	-	57,831
Other income	8	32,177	-	<b>32,177</b>	20,424	50,000	70,424
<b>Total Income</b>		<b>2,984,648</b>	<b>579,288</b>	<b>3,563,936</b>	<b>2,465,016</b>	<b>880,212</b>	<b>3,345,228</b>
<b>Expenditure</b>							
<b>Cost of raising funds</b>							
Fundraising costs	9	24,077	-	<b>24,077</b>	21,003	-	21,003
<b>Charitable activities</b>							
Charitable objects	10	3,089,450	794,815	<b>3,884,265</b>	2,554,148	712,137	3,266,285
<b>Total Expenditure</b>		<b>3,113,527</b>	<b>794,815</b>	<b>3,908,342</b>	<b>2,575,151</b>	<b>712,137</b>	<b>3,287,288</b>
<b>Net income</b>		<b>(128,879)</b>	<b>(215,527)</b>	<b>(344,406)</b>	<b>(110,135)</b>	<b>168,075</b>	<b>57,940</b>
Transfers between funds	15	-	-	-	-	-	-
<b>Net movement of funds for the year</b>		<b>(128,879)</b>	<b>(215,527)</b>	<b>(344,406)</b>	<b>(110,135)</b>	<b>168,075</b>	<b>57,940</b>
<b>Total funds brought forward</b>		<b>2,466,899</b>	<b>276,662</b>	<b>2,743,561</b>	<b>2,577,031</b>	<b>108,590</b>	<b>2,685,621</b>
<b>Total funds carried forward</b>		<b>2,338,020</b>	<b>61,135</b>	<b>2,399,155</b>	<b>2,466,899</b>	<b>276,662</b>	<b>2,743,561</b>

All income and expenditure has arisen from continuing activities.

The notes form part of these financial statements.




**Balance Sheet**

**As at 31 March 2025**

	Note	2025		2024	
		£	£	£	£
<b>Fixed assets</b>					
Tangible assets	16		702,464		753,092
<b>Current assets</b>					
Debtors	17	318,749		163,408	
Cash at bank and in hand		1,734,672		2,330,438	
		<u>2,053,421</u>		<u>2,493,846</u>	
<b>Creditors: Amounts falling due within one year</b>					
	18	<u>(356,730)</u>		<u>(503,377)</u>	
<b>Net current assets</b>			<u>1,696,691</u>		<u>1,990,469</u>
<b>Net assets</b>			<u>2,399,155</u>		<u>2,743,561</u>
<b>Funds</b>					
Restricted income funds	19		61,135		276,662
Unrestricted income funds					
General	19	1,039,467		1,039,652	
Designated	19	<u>1,298,553</u>		<u>1,427,247</u>	
<b>Net current assets</b>			<u>2,338,020</u>		<u>2,466,899</u>
<b>Total funds</b>			<u>2,399,155</u>		<u>2,743,561</u>

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 25<sup>th</sup> September 2025 and were signed on its behalf by:

  
**M Marfleet**  
 Chair

The notes form part of these financial statements.

Registered Company Number: 02472369  
 Registered Charity Number: 1002482



**Cash Flow Statement**  
**For the year ended 31 March 2025**

	Notes	2025 £	2024 £
<b>Cash flows from operating activities:</b>			
Cash generated/(used) from operations	24	(659,059)	(213,142)
<b>Net cash provided by operating activities</b>		(659,059)	(213,142)
<b>Cash flows from investing activities:</b>			
Interest from investments		81,486	57,831
Purchase of property, plant, and equipment		(18,193)	(9,198)
<b>Net cash used in investing activities</b>		63,293	48,633
<b>Change in cash and cash equivalents in the reporting period</b>		(595,766)	(164,509)
Cash and cash equivalents at the beginning of the reporting period		2,330,438	2,494,947
<b>Cash and cash equivalents at the end of the reporting period</b>		1,734,672	2,330,438

The notes form part of these financial statements.



## Notes to the Financial Statements

### For the year ended 31 March 2025

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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 9 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.



## Notes to the Financial Statements

### For the year ended 31 March 2025

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#### 2. Accounting policies [Continued]

##### Expenditure

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

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

##### Funds structure

- Restricted funds are funds subject to specific restrictive conditions imposed by the donor or by the purpose of the contract / monies received. The purpose and use of restricted funds is set out in note 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

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.

**2. Accounting policies [Continued]****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.



Notes to the Financial Statements [Continued]

For the year ended 31 March 2025

5. Donations

	Unrestricted Funds £	Restricted Funds £	Total Funds 2025 £	Unrestricted Funds £	Restricted Funds £	Total Funds 2024 £
Donations	58,438	-	58,438	26,339	-	26,339

6. Income from charitable activities

	Unrestricted Funds £	Restricted Funds £	Total Funds 2025 £	Unrestricted Funds £	Restricted Funds £	Total Funds 2024 £
Aspirations & Opportunities Targeted Youth Support	549,124	-	549,124	359,287	19,479	379,306
Women's Services Targeted Adult Support	458,906	393,149	852,055	468,351	382,124	850,475
	1,540,839	66,139	1,606,978	1,281,145	267,609	1,548,754
	263,678	120,000	383,678	251,099	161,000	412,099
	2,812,547	579,288	3,391,835	2,360,422	830,212	3,190,634

7. Investment income

	Unrestricted Funds £	Restricted Funds £	Total Funds 2025 £	Unrestricted Funds £	Restricted Funds £	Total Funds 2024 £
Interest received	81,486	-	81,486	57,831	-	57,831

8. Other income

	Unrestricted Funds £	Restricted Funds £	Total Funds 2025 £	Unrestricted Funds £	Restricted Funds £	Total Funds 2024 £
Sundry income	32,177	-	32,177	24,424	50,000	70,424

9. Cost of raising funds

	Unrestricted Funds 2025 £	Unrestricted Funds 2024 £
Wages and salaries	23,226	18,443
General management	851	2,560
	24,077	21,003



10. Analysis of charitable expenditure - current year

	Allocation Basis	Aspirations & Opportunities £	Targeted Youth Support £	Women's Services £	Targeted Adult Support £	Other Charitable Activities £	Total 2025 £
Staff costs	Direct	327,351	662,653	514,198	286,960	46,946	1,838,108
Service delivery costs	Direct	132,980	73,431	1,116,018	50,680	77,164	1,450,273
Support costs	Note 11	105,467	196,850	130,555	163,012	-	595,884
<b>Total</b>		<b>565,798</b>	<b>932,934</b>	<b>1,760,771</b>	<b>500,652</b>	<b>124,110</b>	<b>3,884,265</b>

Analysis of charitable expenditure - prior 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>		<b>414,727</b>	<b>831,714</b>	<b>1,522,498</b>	<b>383,016</b>	<b>114,330</b>	<b>3,266,285</b>

Expenditure on charitable activities was £3,884,265 (2024: £3,266,285) of which £3,089,450 was unrestricted (2024: £2,554,148) and £794,815 restricted (2024: £712,137).



## Notes to the Financial Statements [Continued]

## For the year ended 31 March 2025

## 11. Analysis of governance and support costs - current year

The charity allocates its support costs as shown in the table below and then further apportions those costs between the charitable activities undertaken (see note 10). Expenditure is allocated to the particular activity where the cost relates directly to that activity. Certain expenditure is directly attributable to, and therefore allocated to, charitable activities. Other costs, which are attributable to more than one activity, are apportioned across cost categories. The basis of allocation reflects the staffing resources in that activity either by headcount or by time spent.

Support costs	General support £	Governance costs £	2025 Totals £
Wages and salaries	334,226	-	334,226
Depreciation	6,930	-	6,930
Facilities, property and insurance costs	100,330	604	100,934
General management	45,785	12,900	58,685
IT and communications	60,507	-	60,507
Office costs	8,733	-	8,733
Other staff support costs	25,869	-	25,869
	<b>582,380</b>	<b>13,504</b>	<b>595,884</b>

## Analysis of governance and support costs - prior year

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>

## 12. Net income/(expenditure)

Net income/(expenditure) is stated after charging/(crediting):

	2025 £	2024 £
Auditors' remuneration	10,200	9,500
Depreciation - owned assets	68,821	65,929



Notes to the Financial Statements [Continued]  
For the year ended 31 March 2025

13. Trustees' remuneration and benefits

There were no trustees' remuneration or other benefits for the year ended 31 March 2025 nor for the year ended 31 March 2024.

Trustees' expenses

There were no trustees' expenses paid for the year ended 31 March 2025 nor for the year ended 31 March 2024.

14. Staff costs	2025 £	2024 £
Wages and salaries	1,921,932	1,633,635
Social security costs	164,753	135,313
Other pension costs	104,608	81,093
	<u>2,191,293</u>	<u>1,850,041</u>

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

	2025 No	2024 No
Charitable activities	72	65
Support staff	<u>11</u>	<u>10</u>
	<u>83</u>	<u>75</u>

The average full-time equivalent number of core permanent and support staff was 74 (2024: 66).

Included in wages and salaries is an amount of £8,172 (2024: £14,932) relating to redundancy costs. The amount of accrued redundancy costs at the balance sheet date was £888 (2024: £81).

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

	2025 No	2024 No
£60,000 - £69,999	<u>1</u>	<u>1</u>

The total amount of employee benefits received by the key management personnel was £329,768 (2024: £295,360).



Notes to the Financial Statements [Continued]

For the year ended 31 March 2025

15. Transfers between Funds

Transfers totalling £Nil (2024: £3) were made from unrestricted funds to restricted funds to reflect minor overspends on projects. Further transfers of £Nil (2024: £125,000) 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 2024	927,098	133,212	7,818	69,483	1,137,611
Additions	-	-	-	18,193	18,193
Disposals	-	-	-	(5,700)	(5,700)
At 31 March 2025	927,098	133,212	7,818	81,976	1,150,104
<b>Depreciation</b>					
At 1 April 2024	251,811	80,146	5,212	47,350	384,519
Charge for year	18,542	33,303	2,606	14,370	68,821
Disposals	-	-	-	(5,700)	(5,700)
At 31 March 2025	270,353	113,449	7,818	56,020	447,640
<b>Net book value</b>					
At 31 March 2025	656,745	19,763	-	25,956	702,464
At 31 March 2024	675,287	53,066	2,606	22,133	753,092

17. Debtors: Amounts falling due within one year

	2025 £	2024 £
Trade debtors	256,241	84,778
Accrued income	20,297	44,130
Prepayments	40,862	32,904
Other Debtors	1,349	1,596
	318,749	163,408



Notes to the Financial Statements [Continued]  
For the year ended 31 March 2025

18. Creditors: Amounts falling due within one year	2025 £	2024 £
Trade creditors	118,423	212,745
Other taxes & social security	48,187	44,606
Accruals	30,649	21,900
Deferred income	159,471	224,126
	356,730	503,377
	356,730	503,377

Deferred income includes £159,471 (2024: £224,126) relating to funding received in advance on contracts.

	2025 £	2024 £
Balance brought forward	224,126	467,647
Utilised in period	(224,126)	(467,647)
Added in period	159,471	224,126
	159,471	224,126
	159,471	224,126

19. Movement in funds - Current year	At 1 April 2024 £	Net movement in funds £	Transfers between funds £	At 31 March 2025 £
<b>Unrestricted funds</b>				
<b>General fund</b>	1,039,652	(185)	-	1,039,467
<b>Designated funds</b>				
Freehold Property	675,284	(18,542)	-	656,742
Planned Maintenance	139,386	(15,507)	-	123,879
Property Development Fund	225,000	-	-	225,000
Beneficiary Emergency Response Fund	23,418	(5,053)	-	18,365
Strategy Fund	161,288	(35,619)	-	125,669
Infrastructure & Restructure Costs	197,345	(48,447)	-	148,899
GMIRS Beneficiary Fund	5,526	(5,526)	-	-
<b>Total designated funds</b>	1,427,247	(128,694)		1,298,553
<b>Total unrestricted funds</b>	2,466,899	(128,879)	-	2,338,020
	2,466,899	(128,879)		2,338,020



19. Movement in funds - Current year [Continued]

	At 1 April 2024 £	Net movement in funds £	Transfers between funds £	At 31 March 2025 £
<b>Restricted Funds</b>				
BUPA - Evolve	97	(61)	-	36
BUPA – Leap	4,312	(4,312)	-	-
BUPA –Literacy Lookout	10,000	(10,000)	-	-
BUPA – Creative Health	5,686	(5,686)	-	-
Garfield Weston	50,000	(50,000)	-	-
GMCA - Capital	16,809	(7,044)	-	9,765
Wellbeing Support Fund – Women	-	7,891	-	7,891
Wellbeing Support Fund - Men	-	10,000	-	10,000
JABBS Foundation - WRNA	93,027	(96,331)	-	(3,304)
Nationwide – Homeless Prevention	44,903	(19,903)	-	25,000
RHS Community Gardening Project	1,636	(484)	-	1,153
Salford CVS and The Albert Gubay Charitable Foundation	14,389	(7,167)	-	7,222
The Booth Charities - Pathways	-	3,373	-	3,373
Youth Endowment Fund - Another Chance	35,803	(35,803)	-	-
<b>Total restricted funds</b>	<b>276,662</b>	<b>(215,527)</b>	<b>-</b>	<b>61,135</b>
<b>Total funds</b>	<b>2,743,561</b>	<b>(344,406)</b>	<b>-</b>	<b>2,399,155</b>

Net movement in funds, included in the above are as follows:

	Incoming Resources £	Resources Expended £	Movement in funds £
<b>Unrestricted funds</b>			
General Fund	2,937,087	(2,937,272)	(185)
Freehold Property	-	(18,542)	(18,542)
Planned Maintenance	36,562	(52,069)	(15,507)
Property Development Fund	-	-	-
Beneficiary Emergency Response Fund	-	(5,053)	(5,053)
Strategy Fund	9,999	(45,618)	(35,619)
Infrastructure and Restructure Costs	-	(48,447)	(48,447)
GMIRS Beneficiary Fund	1,000	(6,526)	(5,526)
<b>Total Unrestricted Funds</b>	<b>2,984,648</b>	<b>(3,113,527)</b>	<b>(128,879)</b>



19. Movement in funds - Current year [Continued]	Incoming Resources £	Resources Expended £	Movement in funds £
<b>Restricted funds</b>			
BUPA – Evolve	-	(61)	(61)
BUPA – Leap	-	(4,312)	(4,312)
BUPA – Literacy Lookout	-	(10,000)	(10,000)
BUPA – Creative Health	10,000	(15,686)	(5,686)
Garfield Weston	-	(50,000)	(50,000)
GMCA - Capital	-	(7,044)	(7,044)
Wellbeing Support Fund – Women	7,891	-	7,891
Wellbeing Support Fund - Men	10,000	-	10,000
JABBS Foundation - WRNA	43,071	(139,402)	(96,331)
Nationwide – Homeless Prevention	-	(19,903)	(19,903)
RHS Community Gardening Project	-	(484)	(484)
Salford CVS and The Albert Gubay Charitable Foundation	100,000	(107,167)	(7,167)
The Booth Charities - Leadership Academy	15,177	(11,804)	3,373
Youth Endowment Fund - Another Chance	393,149	(428,952)	(35,803)
<b>Total restricted funds</b>	<b>579,288</b>	<b>(794,815)</b>	<b>(215,527)</b>
<b>Total funds</b>	<b>3,563,936</b>	<b>(3,908,342)</b>	<b>(344,406)</b>



Notes to the Financial Statements [Continued]  
For the year ended 31 March 2025

19. Movement in funds - Prior year	At 1 April 2023 £	Net movement in funds £	Transfers between funds £	At 31 March 2024 £
<b>Unrestricted funds</b>				
General fund	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 and Restructure Costs	256,765	(59,420)	-	197,345
GMIRS Beneficiary Fund	-	5,526	-	5,526
<b>Total designated funds</b>	<b>1,447,456</b>	<b>(145,209)</b>	<b>125,000</b>	<b>1,427,247</b>
<b>Total unrestricted funds</b>	<b>2,577,031</b>	<b>(110,135)</b>	<b>-</b>	<b>2,466,899</b>



19. Movement in funds - Prior year [Continued]	At 1 April 2023 £	Net movement in funds £	Transfers between funds £	At 31 March 2024 £
<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)	-
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
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		2,452,516	(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>		2,465,016	(2,575,151)	(110,135)



19. Movement in funds - Prior year [Continued]	Incoming Resources £	Resources Expended £	Movement in funds £
<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 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>

**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.

Property Development Fund: A 12 month fund established in 2025 to allow a review of physical resource, assets and premises required to best deliver services in the medium term.

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.

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.

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

Restricted funds are grants and contracts received for specific projects.

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

**BUPA – 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.

**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.

**Greater Manchester Probation Services – Wellbeing Support Fund:** Funding to help people on probation attending the Wellbeing Service/Women's Centre by supporting individuals to address specific issues and obstacles that may impact on their positive outcomes.

**JABBS Foundation – Women's Risk Needs Assessment (WRNA) and Gendered Wellbeing Assessment (GWA):** 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.



Notes to the Financial Statements [Continued]

For the year ended 31 March 2025

19. Movement in funds [Continued]

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 – Pathways: A support service to improve the health, wellbeing, safety and employability of women aged 18+ in Salford.

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 2025 £
Tangible fixed assets	5,706	686,993	9,765	702,464
Cash at bank and in hand	1,071,742	611,560	51,370	1,734,672
Other net current (liabilities) / assets	(37,981)	-	-	(37,981)
	1,039,467	1,298,553	61,135	2,399,155
	1,039,467	1,298,553	61,135	2,399,155
Analysis of net assets between funds - prior 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

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 £104,608 (2024: £81,093).

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



## Notes to the Financial Statements [Continued]

For the year ended 31 March 2025

## 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 2025, the Salford Foundation Board and GMWSA had one Trustee in common, K Potier de la Morandiere. Income of £109,023 (2024 - £89,032) was received in the year from the GMWSA. The Trustee had no involvement in the transactions, being excluded from negotiations with GMWSA.

On 3 February 2025, Trustee M Caslake was appointed Interim Chief Executive of Salford City Council. During the period since appointment, services were provided with a value of £208,250 to Salford City Council by Salford Foundation, and expenditure incurred of £58. The income and expenditure was at arm's length arrangements under continuing contracts. The Trustee had no involvement in the transactions.

On 26 September 2024, A Hassall was appointed a Trustee of Salford Foundation. A Hassall is the Chief Executive of Pennine Care NHS Foundation Trust. Since appointment, expenditure has been incurred of £6,515 in relation to contracted services already in place, at arm's length arrangements, between the two organisations. The Trustee had no involvement in the transactions.

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

	2025	2024
	£	£
<b>Net income for the reporting period (as per the Statement of Financial Activities)</b>	(344,407)	57,940
<b>Adjustments for:</b>		
Depreciation charges	68,821	65,929
Interest from investments	(81,486)	(57,831)
(Increase) / Decrease in debtors	(155,340)	(7,303)
Increase / (Decrease) in creditors	(146,647)	(271,877)
<b>Net cash provided by operating activities</b>	<u>(659,059)</u>	<u>(213,142)</u>



Notes to the Financial Statements [Continued]  
For the year ended 31 March 2025

24. Reconciliation of net income to net cash flow from operating activities ( continued)

Analysis of changes in net funds - current year	At 1 April 2024 £	Cash Flow £	At 31 March 2025 £
<b>Net cash</b>			
Cash at bank and in hand	2,330,438	(595,766)	1,734,672
	=====	=====	=====
Analysis of changes in net funds - prior year	At 1 April 2023 £	Cash Flow £	At 31 March 2024 £
	2,494,947	(164,509)	2,330,438
	=====	=====	=====



# Our Funders





Stay updated,  
keep in touch.



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