

Annual Review

**Incorporating financial overview
For the year ending 31st March 2024**

**Helping to reduce poverty and increase life chances for
all members of our communities**



★ We engaged with **1957** people supported across 3 projects in Salford



1250
people worked with



1100

people improved their aspirations and wellbeing



160

young people engaged in a NEETS programme



145

positive outcomes



83



ex offenders engaged



47



entered employment



1200

engaged in community based learning



200



progressed to accredited courses



220



people entered employment

63



job applications supported



723

staff volunteer hours



145



CVs created

280 £

people improved their financial circumstances

1100



people reported increased confidence and general wellbeing



Company number: 3900840

Charity number: 1089038

Registered office and operational address:

Humphrey Booth Centre, Heath Avenue, Salford, M7 1NY

Management Committee, who are also directors under company law, who served during the year and up to the date of this report was as follows:

Amanda Bickerton	Resident - Chair
Carole Sumner	Resident - Vice Chair
John Walsh	Resident
Michael Smith	Resident
Rosemary Wedge	Resident
Roger Baldry	Resident
Craig Stone	Great Places Housing Group
Shaban Talib	Irwell Valley Housing Association
Emma Needham	Onward Homes.
Jackie Crook	Salix Homes
Ruth Potts	University of Salford
Bob Chorley	Starcliff Limited

Company Secretary **Diane Crowcroft/Dave Mayers**

Key management **Mike Thorpe**, Chief Officer

Personnel **Diane Crowcroft/Dave Mayers**, Deputy Chief Officer, HR, and Finance.

Bankers Co-operative Bank plc
Head Office 1 Balloon Street M60 4EP

Independent examiner Christy Lau, Senior Statutory Auditor, Slade & Cooper Ltd
Beehive Mill, Jersey St, Ancoats, Manchester, M4 6JG

The management committee present their report and the unaudited financial statements for the year ended 31st March 2024. Included within the management committee' report is the directors' report as required by company law.

Reference and administrative information set out on page 1 forms part of this report. The financial statements comply with current statutory requirements, the memorandum and articles of association and the Statement of Recommended Practice - Accounting and Reporting by Charities: SORP applicable to charities preparing their accounts in accordance with FRS 102.

Objectives and activities:

All projects are presented to the Board for discussion and to ensure that they are consistent with the Charities Objectives and the Charity Commissions guidance on public benefit. In planning the Trusts activities for the year senior management team work to the Charity Commissions guidance on public benefit. The work and projects of the Trust are delivered to promote and support clause three of the Trusts Memorandum's and Articles:

Clause 3, Memorandums and Articles. (December 1999)

- (a) The relief of poverty in such ways as may be thought fit.**
- (b) The relief of unemployment.**
- (c) The advancement of education, training, or retraining, particularly among unemployed people and providing work experience for the unemployed.**
- (d) The technical assistance, business advice or consultancy in order to provide training and employment opportunities for unemployed people in cases of financial or other charitable need through help in setting up their own business or to existing businesses.**
- (e) The creation of training and employment opportunities by the provision of workspace, buildings and/or land for use on favourable terms.**
- (f) To facilitate the improvement of housing in the public sector or in charitable ownership provided that such power shall not extend to relieving any local authorities or other bodies of statutory duty to provide or improve housing.**
- (g) The provision of facilities for recreational facilities for the public at large or those who by reason of their youth, age, infirmity or disablement, poverty or social or economic circumstances have need of such facilities.**
- (h) The provision of childcare.**
- (i) The promotion of public safety and prevention of crime; and such other means as may from time to time be determined subject to the prior consent of the Charity Commission.**

Shorter term objectives are to survive in a hostile funding environment that concentrates our minds to be value for money and applying for small pots of money to tide us through.

Medium term is to consolidate all projects into a holistic programme to bring added value to each individual and project through a root and branch approach to issues.

The trustees review the aims, objectives, and activities of the charity each year. This report looks at what the charity has achieved and the outcomes of its work in the reporting period. The trustees report the success of each key activity and the benefits the charity has brought to those groups of people that it is set up to help. The review also helps the trustees ensure the charity's aims, objectives and activities remained focused on its stated purposes.

The trustees have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing the charity's aims and objectives and in planning its future activities. In particular, the trustees consider how planned activities will contribute to the aims and objectives that have been set.

Achievements and Performance:

The charity's main activities and its beneficiary base are described below. All its charitable activities focus on public benefit and are undertaken to further FRS102 company charity's charitable purposes or the public benefit.

All its charitable activities focus on Community Education, Youth Development and Employment Opportunities. All three areas have performed well, against an increased demand. The future of all these projects will be determined by funding, which is not always sufficient or dependable.

All the Trust's projects are measured against funder's requirements. All outcomes were met for the year 2023/24.

Achievements:

- ✓ To have kept and maintained all our projects in a particularly hostile financial environment.
- ✓ This demonstrates the strength, importance, and commitment of all the staff at the Trust.
- ✓ A key strength and achievement are that this organisation maintains a connection with all its service users, supports and contributes to an increased resilience within those individuals, as opposed to much of the statutory provision being curtailed or withdrawn.
- ✓ Increased its income from a low point to a more stable level.

- (1) Projects delivered against the required outcomes, and all delivered above outcomes required, increased social and added value above anything required within the funding budgets.
- (2) Maintained the employment support programme from within the Trusts own resources.
- (3) The senior management team have all responded positively to the pressures that the financial situation has put on the Trust and its beneficiaries.
- (4) The board have been particularly pro-active during this year of transition and are active in looking at increasing our offer, whilst maintaining our core beliefs and delivery model.

Beneficiaries of our services:

Most of our residents/beneficiaries/clients are from the most deprived areas of our city and are for the most part both financially and in aspirational terms poor. They make up what is usually considered to be the "hard to reach" of our communities. We provide support for many abandoned individuals lacking funds and technical skills to access online learning.

We tackle the challenges created for our beneficiaries as a direct result of absence of learning, employment and training opportunities and social interaction, staying at home in isolation. We nurture a learning environment across all three projects that reassures and keeps safe all our beneficiaries to create equality in opportunities. All of which has become increasingly more difficult during the past year.

It is our aim that all our beneficiaries/residents will be supported all the way through their time with the Trust, support will not only focus on academic, employment or social inclusion recovery but also address personal growth. This will be echoed in the feedback process as everyone's views, reflections and progression will be recorded as part of the measuring process across all our projects (success/failure) and inform future development of the programme.



Amanda Bickerton Chair

Rationale and performance of the projects:

One of the main strengths of the Trust is its ability to bring social value alive within each of its project and demonstrate the added value alive within each of its projects and demonstrates the added value of its provision, which is often overlooked and not part of any funding criteria.

Within the third sector, i.e. 'social organisations' social and added value are ways to quantify how different interventions affect people's lives – the overall impact on people's wellbeing, or their quality of life. It is a way of measuring the positive benefits your work has on both individuals and communities.

Understanding the different ways social and added value can be built into projects is the key to ensuring you can build into your plans a positive and tangible impact on individuals and the communities they are from.

The Trust's projects all have at their core a commitment to social and added value. They go above and beyond any funding requirements and impact directly on individuals and their communities, they change beneficiaries' lives, not through a tick box model but by meaningful and sustained interventions throughout a project's life and very often beyond, supporting areas of tangible. positive change.

Memorable changes over the Year:

In December 2023, Diane Crowcroft the deputy chief officer retired from the Trust after 21 years of service, she was a great asset to the Trust and shared some of our greatest and toughest times. Never avoiding taking the tough calls that we have had to make, she was also a sounding board for me during all this time. She was not just a trusted work colleague but also a great friend and she will be missed greatly, we wish her all the very best in the future and we expect to see a lot of her in the future, (Born in Kettlethorpe Wakefield, but made in Broughton, Salford).

In January 2024 Dave Mayers took up the role of Deputy Chief Officer, he has worked at the Trust for 12 years as the Youth Manager. His understanding of the Trust, his knowledge and skills will bring continuity to the role, and he will be an asset to the position and the organisation. Welcome Dave.

Learning Team and its Provision: Managed by Marie Carroll

The Trust is the largest supplier of non-accredited adult education with Salford City College and is funded through their AEB. The programme is designed and delivered with the aim of re-engaging with adults that have, either no formal qualifications or adults wishing to return to learning, to re-enter the world of work or up skill. We engage with over seven hundred learners per year offering a wide range of learning opportunities, such as.

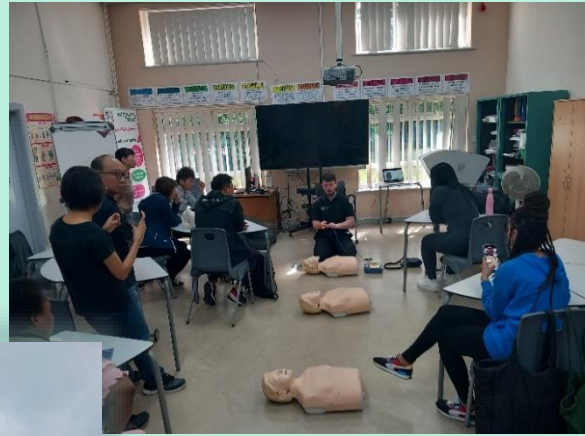
- English (first steps, next steps)
- Maths (first steps, next steps)
- ESOL(area specific classes, Pre-Entry, Entry level 3)
- Environmental Awareness.
- Healthy Eating
- Look Good Feel Good
- Confidence Building
- Mental Health Awareness
- Counselling skills
- Health and Social Care
- Employability Skills
- Childcare
- Volunteering
- Advocacy



All our courses have bespoke schemes of work, with a course overview. This is our funding requirement, engage with and deliver.

However, we do not simply see learning as an academic offer over a brief period of time but see it as a life changer. Learning is a way of life and life is a way of learning. Beneficiaries are encouraged to take part in the development/planning of community learning provision. They are supported throughout the journey.

The social value that we bring to the AEB is far reaching, we empower individuals, improve their social and economic life individually and within families. This is achieved by creating a support mechanism developed to enhance and go beyond the funding criteria focussed on the individual. This is achieved by a supplementary offer not funded which include:



Interventions, identifying potential barriers to progression, befriending, mentoring, referring/signposting to other support organizations, utilizing our strong network of trusted partners such as health and wellbeing services, domestic violence support, housing, financial and employment support, being an advocate.



Youth and 18/24 Provision: Managed by Dave Mayers.

The “Future You” project is aimed at 18–24-year-olds and contractually covers the city of Salford although we have engaged and recruited young people from across Greater Manchester adding further value to the programme.

On this programme we have mentored **149** NEET young people set against our contractual target of **134**. Of the **149**, **108** have achieved a positive outcome set against our contractual target of sixty which is **180%** of our profile.

The social value of this programme is the positive change in people and the local communities by providing training and employment opportunities to young people, many of whom engaged with no other services prior to this programme therefore unable to access support, opportunities, and mentorship.

The added value is that participants become financially independent, a reduction in unemployment in those who were the furthest away from the employment market but are now much closer gaining sector-based qualifications such as CSCS cards which allow them to access construction opportunities which without a CSCS card they would have been unable to do. As a result of our commitment to social value we re-invest a considerable proportion of our surplus from this programme back into the young people to pay for this training.

Many participants had no ID so were unable to claim benefits or even open bank accounts, many had given up trying. We supported all participants to overcome this barrier so were at the very least able to make a claim for universal credit and become more financially stable.

Further added value has been covering travel costs to interviews/work, purchasing PPE and other equipment where necessary.

This programme is ending and without further funding will result in three redundancies and an ever-increasing number of NEET individuals across GM. This programme is set to end in September 2023, with no further funding yet being announced. In December 2023 further funding was announced which may cover this programme. A proposal has been submitted and we are awaiting confirmation.

Interventions, identifying potential barriers to progression, mentoring, referring/signposting to other support organisations, utilizing our strong network of trusted partners, supporting employment and advocacy.



Funded by UK Government

GMCA

WEA

broughton trust

Free CSCS Course

- Level 1 Health and Safety in Construction Environment
- CSCS Test
- CSCS Card (When Passed)

****Important****

All Applicants must be:

- Unemployed
- 18+
- Eligible to work in the UK
- Salford Residents

For more information on the cscs course please contact Dean on 07834 967273, 0161 831 9807 or email us on dean.hughes@thebroughtontrust.org.uk

Venue: The Broughton Trust Humphrey Booth Centre, Heath Avenue, Salford, M7 1NY

Salford CVS

Salford City Council

SALFORD CITY COLLEGE

Jobs not Prison: Managed by Graham Cooper.

This project cover two local authority areas, Salford, and Trafford. Its purpose is to engage with forty ex-offenders or people in danger of entering the criminal justice system. Often these clients come from deprived areas and are some of the most disenfranchised and disengaged groups due to distrust of authority. Of the forty clients that we have worked with many have been supported into work.

The social value is the impact on the individuals, their families, and communities they live in. Changing and creating a sea change in their personal lives and their futures. The Trust has many examples of the impact of social value via audio/media and testimonials, quantifying both social value and achievements to date. The value of the ex-offender work far exceeds the investments and therefore creates savings across the criminal justice system reliance on DWP and the taxpayer's purse.

The added value is that these people will become financially independent, and potential, nett contributors, re-offending rates have reduced, and beneficiaries become potential role models within their own communities.

Apart from the engagement we provide a bespoke model that goes above and beyond any other provider offers. This is attested to by our success level that has been sustained over several years. Reports available if required.

We offer intensive support that consists of a 1:1 mentoring model, wherever that is needed, job brokerage, travel costs, equipment supplies, e.g. boots PPE, etc. Irrespective of our contract we go beyond its remit and challenge barriers to ensure that this cohort achieve their goals.

.Stats for Trafford:

38 Engaged
22 into employment

Salford Stats to date:

55 referrals
21 into employment
17 CSCS cards

**Set against target of 25+ engaged and
15 into employment**



Interventions, identifying potential barriers to progression, befriending, mentoring, referring/signposting to other support organizations, utilizing our strong network of trusted partners such as health and employment support, being an advocate

Testimonials and beneficiary quotes:

JnP

“Trafford Integrated Offender Management Unit and Jobs not prison have been working together for 18 months and continue to do so giving offenders the opportunity to help change their lives and to reduce offending in the community.

Trafford IOMU have referred a number of people into Jobs not prison who have been huge successes for Trafford IOMU and the Trafford division.

Having worked on the Trafford division for 20 years I have dealt with many offenders across the division and have seen them grow up and make their own life choices. Working in the IOMU allows me to help some of these offenders who have spent time in custody and are wanting to make different life choices. Over the years I have known a male who was a prolific offender on the Trafford division causing harm to the division. Upon his release from prison, we engaged

closely with him to establish that he wanted to be given the chance to get into work as he felt he had been let down in the past by employers, the male had a lot to offer in terms of commitment and skills when it came to work and most importantly wanted to stop offending.

We immediately referred the male to Jobs not Prison who got him a job straight away, the male has been working every day since and most importantly there has been no re offending from the male which has caused less of a demand on the Trafford division.

The above example is just one of many that we have referred to Graham.

When referring someone into Jobs not Prison it isn't all about that person staying in the same employment which they have offered. It is also about helping that person mature and be shown life skills and independence. Graham is fully committed into helping our referrals with these skills. Over the years whilst working on the Trafford division I had regular dealings with a then young boy who was in and out of young offenders' institutes and later spent some time in prison. On his release from prison, he was referred to Trafford IOMU. On immediately speaking to him he informed me that he wanted to work and earn his own money to enable to buy his own items and eventually be able to rent a flat all by himself.

Knowing how dedicated and patient Graham is I felt that Jobs not Prison would help the male with life skills. I again referred the male to Jobs not Prison where Graham took him under his wing who helped him into work and the routine of life. The male has now taken it upon himself and had the confidence to apply for his own jobs where he has been successful and has even been able to make his way to his place of work daily with excellent time keeping. The male remains under Trafford IOM and continues to engage with myself resulting in there being no reoffending from the male and again causing less of a demand for the Trafford division.

I feel like this good news should be shared therefore I have recently informed our divisional Superintendent who is keen to reduce demand on the division to which the good work carried out will be forwarded to the good work panel with the Superintendent stating that the recent referrals have been "excellent work and a really good success story"

Nothing is too much trouble for Graham. We look forward to continuing to work with Graham where between us we can help to change the lives of the offenders and to help reduce offending and demand in our communities."

**PC 19999 Colebrook
Trafford Offender Management Unit / Spotlight
Stretford Police Station**

Learning

“Natalie helped me discover and find things that I need help with. She has made everything a lot easier as I would struggle otherwise.

I am more than ecstatic with the service she has provided, and I hold her in high regard because of it.

Other than the above comments I have nothing else to comment on, however I would like to say thank you.”

“This programme has really helped to make changes to my life. I am more confident about my future and my ability to be independent, and I really appreciate the help, thank you.”

“I took English course with Carmen and with Mike. These two teachers were very good. They have a lot of knowledge, and I am very happy that I was a student in their classes. Big heart for all the staff!” – Doaa

“Since I completed the course, I am more confident in the practice of English” – Igor

“I’m not very good at asking for help but just knowing the staff are there is everything... I’m looking forward to seeing what I can achieve in the future” – Becky

“My tutor helped me discover and find things that I needed help with. They have made everything a lot easier as I would struggle otherwise. I am more than ecstatic with the service Natalie has provided” – Adam

“The course was great, it helped me build and learn about childcare confidence and believe in myself! I am now working in a nursery as a nursery assistant, something that I have always wanted to do! - Aleeza



18/25 Provision

“I got offered a job with Vital Rail as I now have my qualifications, I was buzzing and really enjoy it”

JJ

“Thanks for all the support Dave and Dean”

Jack

“It was great to do the CSCS Card Course at The Broughton Trust as I had been looking for ages and couldn't find one. I am now in work”

DW



One of the greatest added value factors from all our programmes is Employment:

Examples of the range of interventions covered in our programmes:

Employment interventions, CV writing, Job Club/Job search, helping to fill in benefit and job application forms.

Employment Provision: The employment provision has continued to grow out of a need to support our beneficiaries beyond our projects "learning and youth". As a result, last year, **220** people entered the World of work via the Broughton Trust, through its work club and training programmes and Jobs not Prison. Most employment outcomes came via the CSCS card provision, which is directed and delivered under the youth programme. This provision attracts some funding via ProCure Plus, this funding varies each year based on available funds.

145 CV's were created for beneficiaries and referrals from DWP.

63 job applications were created for beneficiaries and submitted via The Trust

Financial review 23-24:

	Unrestricted Funds	Restricted Funds	Total Funds 2024	Total Funds 2023
	£	£	£	£
Income From:				
Donations and Legacies	35	-	35	5,204
Charitable Activities	275,814	265,232	541,046	451,869
Other Income				
Total Income	275,849	265,232	541,081	457,100
Expenditure on:				
Charitable activities	268,622	225,979	494,601	458,099
Total expenditure	268,622	225,979	494,601	445,099
Net Income/ (expenditure) for the year	7,227	39,253	46,480	(999)
Transfer between funds	-	-	-	-
Net Movement in funds for the year	7,227	39,253	46,480	(999)
Reconciliation of funds				
Total Funds brought forward	122,141	45,580	167,721	168,720
Total funds carried forward	129,368	84,833	214,201	167,721

**The statement of financial activities includes all gains and losses recognised in the year.
All income and expenditure derive from continuing activities.**

D Mayers, Company Secretary, HR and Finance, August 2024

The Broughton Trust is a Company Limited by Guarantee, Registered in England and Wales No 3900840, Registered Charity No 1089038

As you can see from the Financial Statement Trust income decreased on the previous year. However, there is still a lot of uncertainty within the third sector around long term funding and where the third sector sits as a provider arm. This position has been compounded by the pandemic and many uncoordinated and knee jerk reactions to dealing with it in a sustainable coherent manner, via funders. There is still concern as to how the Greater Manchester Combined Authority are going to engage meaningfully with the third sector and fund via it. On a more positive note, the Trust has weathered 2023/24 well and has managed to hold onto its staff and maintain its offers.

Reserves policy: It is the Trust's stated policy to have at least 3 months running costs. This includes any potential redundancy payments (circa **£50K**). The un-restricted reserves as at 31st March 2024 are **£129,368** of this amount fixed assets are **£55,306**.

Like many small/medium charities the Trust finds grant funding a cyclical challenge. The next year will be more challenging. We believe as a board that the management of the Trust, are up to that challenge and will navigate the organisation through another testing year.

Plans for the future: I have no doubt the organisation's staff will meet the challenges that face the Trust over the next year and beyond, with the can-do attitude which is their culture. The Trust has seen again an increase in demand for its services and met them. The uncertainty around long term funding is still a major concern. If the Trust is to get back into a growth position, then it must attract either new funding streams, look to increasing its offer in other areas of delivery and find funding to develop a business arm to create income to cover the reductions in funding that we have experienced.

Options being reviewed are, joining the Greater Manchester Combined Authorities AEB framework, looking to be Ofsted registered and moving into directly commissioned work with some of the larger contract holders.

Attracting corporate donors or sponsors to alleviate the core costs of the Trust which are not funded but necessary for the running of the organisation, building and projects.

Overview: The Trust has performed well this year given that there are still issues around confidence and engagement in communities. I believe the organisation has given excellent value for money to all its funders and service users. As you review the projects and what has been achieved/delivered it is apparent that the main assets of the Trust are its name, as an honest broker and the Staff that have created it. Their Commitment, Professionalism, Skills, and Knowledge have maintained the organisation and culture that is synonymous with quality, support, empathy, and commitment to deliver, in an atmosphere of uncertainty. This attitude to engage and move people on is manifest throughout all the projects and has maintained the Trusts position as a forward-facing organisation that leads through results in all its areas of expertise.



Mike Thorpe Chief Officer July 2024

Structure, governance, and management:

The organisation is a charitable company limited by guarantee, incorporated 7th September 2001. The company was established under a memorandum of association which established the objects and powers of the charitable company and is governed under its articles of association.

Members of the charity guarantee to contribute an amount not exceeding £1 to the assets of the charity in the event of winding up. The Management Committee are members of the charity, but this entitles them only to voting rights. The Management Committee have no beneficial interest in the charity. All Management Committee members give their time voluntarily and receive no benefits from the charity. Any expenses reclaimed from the charity are set out in note ten of the accounts.

Trustee Selection Methods: Members of the Trust elect the Management Committee at the AGM. There are two parts to the committee: places for eight members resident in the area, and places for seven member organisations operating in the area of benefit. Where an organisation is elected, they appoint a named individual as the trustee. Committee members may be elected for up to 2 years, and then may stand for re-election. The officers are elected annually from the Committee.

Induction and Training of Trustees: New trustees are given information about the duties and responsibilities of trustees and directors, objectives and work of the Trust, its procedures, and structures. Trustees have accessed training offered through local providers.

Organisational Structure: The committee meets four times each year and is the decision-making body for the Trust. There are currently four sub-committees appointed by the Management Committee which consider issues in depth and make recommendations to the Committee for decision. The first two subcommittees below (Finance and Strategy and Staffing) meet Monthly. The other two (Governance and funding/sustainability) meet as and when required. Breakdown of sub committees below:

Finance and strategy sub-committee: The remit of this group is to: **(a)** Monitor accounts and approve budgets. **(b)** Approve spending within limits stated in the financial policy. **(c)** Award contracts, appoint consultants, approve list of suppliers, consider/agree of leases. Funding proposals. **(d)** Monitor reports to funders. Consider all proposals for development that will affect or influence the running of The Broughton Trust & its projects; make recommendations to the Board. **(e)** Initiate strategy for the organisation, covering finance and development.

Staffing sub-committee: The remit of this group is to **(a)** Monitor the Trust's employment policies and Procedure **(b)** Approve Job specifications for new posts & review job specifications for existing posts, **(c)** Review and consider the implications of changes in employment legislation and make recommendations to the Board on a necessary action, **(d)** Monitor the health & safety policies and procedures. To be the first point of contact for a disciplinary & grievance matter. To be involved in & oversee the recruitment & selection of staff. To initiate employment policies & procedures as appropriate.

Funding/Sustainability: The remit is to co-ordinate funding bids across the organisation; using the skills that exist within the Board and the project teams, source funding from as wide a funding source a Governance Sub-group: the remit of this group is to ensure that all governance policies, documentation are all up to date and available for view and includes. That a review mechanism is in place and the board is updated at regular intervals on any changes to any policies that may be needed by the organisation or required by legislation.

Management structure:

Chief Officer - **Mike Thorpe**

Deputy Chief Officer, HR, and Finance/Company Secretary- **Dave Mayers**

Learning Manager - **Marie Carroll**

Jobs not Prison Manager – **Graham Cooper**

Related parties and relationships with other organisations: The Trust collaborated with numerous partners throughout the year to deliver or support projects:

Procure Plus, Salford CVS, Salford City College, Salford IAG Networking Group, Salford NEET Design Group, Helping Families initiative, Building Better Opportunities Project, GMCVO Registered Social Landlords, Local Employers, DWP, Environment Agency, Salford Credit Union, Salford CAB, Salford City Council, Careers connect (Connexions), Salford University, Albert's of Salford Youth Club, All Salford Junior Schools Greater Manchester police, Training Brokers, Salford Foundation, Loaves and Fishes, Ground Work and Mustard Tree.

Remuneration policy for key management personnel: All management committee give their time voluntarily and receive no benefits from the charity. Any expenses reclaimed from the charity are set out in note ten to the accounts.

Remuneration policy for key management personnel: The finance sub-committee decide whether to increase the salaries of key management personnel based on their performance during the year. When a decision has been made, it is then forwarded to the full board for discussion and agreed on or not.

Process: The Chief Officer proposes and submits an application for the Deputy Chief Officer to the Finance and Strategy subgroup. If agreed the paper is forwarded to the full board for ratification. The Chairperson proposes and submits an application for the Chief Officer's increase to the Finance and Strategy subgroup. If agreed the paper is forwarded to the full board for ratification.

Risk management: If there are any issues/Governance issues, these are discussed within the project managers meetings (Monthly). The governance of the organisation is the responsibility of the Trustee's they receive an update of the projects and the finance projections at each Board meeting (quarterly) via the Deputy Chief Officer. In the event of any issues around governance a group of four members from the Board of Trustees is convened set against their skills set on a Skills Audit Matrix. If there are any changes to the employment Law or changes in requirements from Companies House or the Charity Commission, they are circulated to the board and discussed at the meetings.

Apart from the full board the Trust also has a Finance and Strategy and a Staffing Subgroup both of which meet prior to the board meeting and their minutes are circulated for discussion at the board meeting. All Trustees on joining the board are given a Trustee's Handbook which explains the structure of the Trust and roles and responsibilities therein. The Trusts works on a fiscal year and our accounts Major risks to the organisation are considered at each Board meeting. The Trustees/Directors are presented with an up-to-date balance sheet, updated on the projects and what bids we are submitting. It is not easy to manage risk in an organisation that exists on funding streams which are under ever increasing pressure. We believe that the processes and how we communicate across the organisation is sufficient to mitigate against major risks and prevent financial collapse.

Risk Management Funds held as custodian trustee on behalf of others:

We hold no monies on behalf of other organisations.

Statement of responsibilities of the trustees: The trustees (who are also directors of The Broughton Trust for the purposes of company law) are responsible for preparing the trustees' annual report 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 fiscal year which give a true and fair view of the situation 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 these 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 and statements of recommended practice have been followed, subject to any material departures disclosed and explained in the financial statements.
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

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

This report has been prepared in accordance with the provisions applicable to companies subject to the small companies' regime of the Companies Act 2006.

Approved by the trustees and signed on their behalf by:

Amanda Bickerton Chair



Core Staff

Mike Thorpe X
Diane Crowcroft/Dave
Mayers X
Diane Riley
Trevor Horton
Elaine Jones

Chief Officer
Deputy Chief Officer, HR/Finance

Finance Officer
Finance Officer
Customer Service and Quality Officer

Learning

Marie Carroll
Jackie Roche X
Anita Coward X
Natalie Priestley
Kate Sacks
Chantelle Curran

Manager
Learning and Development Officer
Learning and Development Officer
Learning and Development Officer
Administrator
Administrator

Young People and NEETS

Dave Mayers
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Key: X equate to members of staff who also teach

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