

**Annual Report and Financial Statements for the year ended 31st  
March 2022**

**Registered Charity No: 1182361**



**Board of Trustees:**

Dr Jessica Marvin  
Ms Laura Scully  
Mrs Helen West  
Mr Roderick Kippen

**Members of Staff:**

Ms Katie Charlton - Director  
Fionna Allen - Project Coordinator

**Registered Address:**

WDC Creative  
Studio 18  
18 Hilton Street  
Manchester  
M1 1FR

**Independent Examiner:**

Paul Cowham FCA DChA  
Green Fish Resource Centre  
46 – 50 Oldham Street  
Manchester  
M4 1LE

## **Statement from Trustees**

The managing trustees of Starling confirm that they are satisfied that they have complied with their duty with regards to ensuring that the Charity has undertaken suitable works for the benefit of the public; as required by the Charity Commission.

## **Structure Governance and Management**

### **Governing Document**

The organisation operates under the 'Foundation Model' and has a written constitution overseen and signed by the trustees. The organisation is incorporated as a Charitable Incorporated Organisation (CIO).

### **Appointment of Trustees**

Trustees are appointed by the Board and Founder of the organisation. Trustees must go through a formal interview and vetting process overseen by the Board and Founder. There will always be a minimum of three board members. Board members adopt the following Policies and Procedures for induction and training of Trustees:

- Safeguarding Children and Vulnerable Adults
- Equality and Diversity
- Health and Safety

## **Objectives and Activities**

### **Charitable Objectives**

The charity provides services for 'neurodivergent' young people aged 13-25 from across Greater Manchester and the North West of England.

'Neurodivergent' refers to individuals who experience differences in the way that their brain functions due to a range of conditions including Autism, ADHD, Mental Health and Developmental Trauma.

Starling's objectives to working with neurodivergent young people is as follows:

- (a) 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;
- (b) Advancing education;
- (c) Relieving unemployment;
- (d) 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;
- (e) Preserving and protecting the health and wellbeing.

Starling's activities for neurodivergent young people can include the following:

- (a) Recreational activities - e.g. trips and outings, social events, outdoor activities, creative projects, after school clubs
- (b) Issue-based workshops - e.g. mental health, healthy relationships, drugs and alcohol awareness, understanding risk-taking and antisocial behaviour
- (c) Peer-mentoring - e.g. 1-2-1 support from peers, befriending, volunteering, drop-in advice and guidance sessions run by young people
- (d) Youth Voice activities - e.g. consultation, group-based advocacy work, campaigns around youth issues, involvement in youth voice steering groups
- (e) Strategic opportunities - e.g. leadership roles within the charity, participation in national and local advisory boards, representing youth issues at conferences and events

## Staffing

Starling currently employ two members of staff, Katie Charlton (FTE 1) and Fionna Inward-Allen (FTE 0.8). Katie Charlton is the Director of the organisation and is responsible for the overall management of the charity and delivering the charitable objectives. Fionna Inward-Allen is Project Coordinator and oversees the delivery of our youth participation projects.

## Review of Activities

### Youth Projects

From April 2021 to March 2022, we have worked with over 100 neurodivergent young people aged 13-25 across Greater Manchester by providing weekly creative wellbeing activities both face-to-face and online.

We have continued to embed our presence in Tameside, Trafford and Oldham, and have been able to operate our projects throughout the pandemic through following guidance from the National Youth Association ([www.nya.org](http://www.nya.org)).

We have continued to expand and develop our offer of creative activities (visual arts, digital arts and performing arts) based on the '5 Ways To Wellbeing': Connect, Give, Take Notice, Be Active and Keep Learning. We have worked with a variety of neurodivergent artists, both established and emerging, and have been able to platform neurodivergent talent through our work.

Through our monitoring and evaluation systems, we have been able to demonstrate our impact throughout the year. Many of the young people we work with (we estimate up to 75%) are experiencing poor mental health and an extreme sense of isolation.

Since starting the projects we have seen 72% of our attendees identify that they have improved their mental health through taking part. 8 out of 10 young people we work with have identified that they have felt more connected to other people and have developed new friendships through joining our group. 78% of young people also identified they had increased their confidence and self-esteem.

Quotes from participants:

*'It helped me get out the house and actually do something as my mental health is really bad. And meeting new people are in the same situation as me really helped me as being there it makes you feel confident and comfortable.'*

*'It got me to be social and creative in a different environment.'*

*'I liked expressing how I feel and being inspired by being creative.'*

*'Talking to new people has improved my confidence and it make starting a new school easier.'*

Throughout the pandemic we had adapted our delivery model to support more online work. As we have been able to deliver face-to-face consistently this year, we have reduced our online work, with only around 20% of our delivery taking place online. We will still continue to offer online sessions for those young people who are still struggling to attend in-person activities, but we believe we may phase this element of our programme out next year as young people tell us that face-to-face work is more impactful.

### Neurodiversity Training

In May 2021 we launched our online training offer 'An Introduction to Neurodiversity', a 2.5 hour course that aims to demystify the term 'neurodiversity' and provide attendees with practical solutions around becoming more neuro-inclusive.

Our training was developed in response to a growing need from both referral partners and young people to raise awareness around neurodiversity, as this is a subject that is still relatively unknown across the youth and community sector.

We have had great success with our training provision this year, training over 250 professionals at 20 online training events, providing our organisation with over £11,000 of unrestricted income. Overall the training has been well received and we have had many enquiries about providing the training to a wider audience, including commissions from local Clinical Commissioning Groups in Greater Manchester.

## **Neurodiversity Champions**

Throughout 2021-22 we have been fortunate to connect with 15 neurodivergent lived experience experts who have been involved with our work through grant funded programmes around youth participation and employability. Our Neurodiversity Champions group have worked as volunteers to support our organisation with strategy, consultation and representation of neurodiversity within our work.

The Champions worked on a number of projects this year, including designing an interactive board game that focusses on neurodiversity awareness and acceptance, that we plan to launch later this year. The group have also been supported to attend a number of social and cultural events that support their personal and professional development, including events at The Whitworth Art Gallery and HOME Manchester. We will be working to expand and develop this group in the coming years and ensure their voices are embedded into our work as we move forward.

## **Financial Review**

### **Overview**

Starling has significantly increased income through the receipt of grants this financial year. All grants received have been restricted to charitable activities and have covered staffing, operational costs and delivery costs. We have built our unrestricted income through the provision of our training offer and this surplus has been transferred to our reserves.

### **Reserves Policy**

Our reserves policy is to maintain a level of reserves that trustees believe to be consistent both with ongoing financial stability, alongside maximum utilisation of resources for the delivery of activities. The level of reserves held by Starling is monitored and regularly reviewed by the trustees. Certain unrestricted funds are designated for use in the event of any unforeseen circumstances that could materially affect the ability of Starling to pursue its objectives or fulfil any contractual obligations. The level of this designated fund is reviewed annually by trustees. Currently Starling holds reserves of £28,127 which covers approximately 6 months of core running costs. The trustees are aiming to increase this to 9 month's core running costs by the end of 2022-23 financial year.

### **Review of Risks**

The Trustee Board oversee the annually reviewed Risk Management Model and review all governance, operational, financial, environmental and external risk, and law and regulation compliance at quarterly meetings. Current risks are focussed on financial sustainability, funding opportunities, environmental risk factors due to the Covid-19 pandemic and uncertainty due to international issues such as the war in Ukraine and Brexit.

Financial sustainability has been reviewed and mitigated through continuing to develop a diversified income through neurodiversity training and consultancy. This will ensure that the charity builds further reserves of unrestricted income to ensure the longevity of its work. Grant funding has also been considered with a grant application timetable in place in order to ensure all projects are able to continue and that work can expand to the demand of our services. As an organisation we are looking to secure more longer term, substantial funding sources (£25k per grant, for up to 4 years) so that we can move away from shorter term projects that leave the organisation in an unstable position.

Covid-19 is an ongoing risk factor for all charities. The Starling Board regularly works in collaboration with delivery staff and the Director to assess the dangers of working directly with individuals in the community. We have robust risk assessments and escalation/de-escalation of procedures in place, depending on the severity of the virus in the

community. As we have grown considerably since the beginning of the pandemic, we do not foresee financial implications if there were to be another lockdown or wave of the pandemic.

Globally, issues arising from the pandemic, Brexit and the war in Ukraine have seen a significant amount of instability, including rising fuel prices, inflation and political tensions, which may impact the organisation. This could include rising costs of delivering services, increased inequality and cost-of-living issues. The Board and Staff Team review any issues arising quarterly and action plans are put in place to mitigate any risks. Despite the uncertainty, Starling is well supported to overcome any issues that the organisation may face due to the reflective and agile nature of operations.

## **Plans for the Future**

Our future work is focussed on continuing and expanding our offer for the young people we work with. We aim to continue our participation projects in all four GM boroughs (Tameside, Trafford, Oldham and Manchester) and hope to increase the number of sessions we provide so that more young people can access our projects.

We are also continuing to develop our 'Neurodiversity Champion' group through further opportunities in consultancy, advocacy and training. This will include mentoring Champions to be able to deliver on our training provision, as well as supporting us to deliver our creative wellbeing sessions with young people.

Finally, we are continuing to pioneer our training and consultancy work around Neurodiversity Inclusion and Acceptance, which we will be looking to offer to more corporate organisations in 2022-23.



Signed by Dr Jessica Marvin on behalf of the trustees

01 / 19 / 2023

## **Independent Examiner's Report to the Trustees of**

### **Starling**

I report to the trustees on my examination of the accounts of Starling (the Trust) for the period ended 31 March 2022.

#### **Responsibilities and basis of report**

As the charity trustees of the Trust you are responsible for the preparation of the accounts in accordance with the requirements of the Charities Act 2011 ('the Act').

I report in respect of my examination of the Trust's accounts carried out under section 145 of the 2011 Act and in carrying out my examination I have followed all the applicable Directions given by the Charity Commission under section 145(5)(b) of the Act.

#### **Independent examiner's statement**

I have completed my examination. I confirm that no material matters have come to my attention in connection with the examination giving me cause to believe that in any material respect:

1. accounting records were not kept in respect of the Trust as required by section 130 of the Act; or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the applicable requirements concerning the form and content of accounts set out in the Charities (Accounts and Reports) Regulations 2008 other than any requirement that the accounts give a 'true and fair view which is not a matter considered as part of an independent examination.

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.

*Paul Cowham*

Paul Cowham FCA DChA  
Green Fish Resource Centre  
46 – 50 Oldham Street  
Manchester  
M4 1LE

01 / 20 / 2023

Date .....

## Starling

Year ending 31 March 2022

### Receipts and Payments Accounts

	<b>2022</b>			<b>2021</b>		
	Unrestricted funds	Restricted funds	Total funds	Unrestricted funds	Restricted funds	Total funds
	£	£	£	£	£	£
<b>Receipts</b>						
Donations	385	-	385	768	-	768
Grants	7,000	125,033	132,033	-	102,667	102,667
Fees for charitable service	11,750		11,750	500	-	500
Total receipts	19,135	125,033	144,168	1,268	102,667	103,935
<b>Payments</b>						
Accountancy	-	500	500	147	-	147
Advertising/promotional	117	750	867	-	-	-
Equipment, materials & resour	-	5,046	5,046	-	6,080	6,080
General office and admin		805	805	-	-	-
Printing, stationery & compute	-	412	412	-	-	-
Telephone, postage & internet	-	491	491	-	1,415	1,415
Insurance	-	331	331	-	248	248
Professional services	1,090	170	1,260	-	-	-
Refreshments		1,100	1,100	-	-	-
Room hire	-	5,375	5,375	-	1,544	1,544
Sundry expenses	43	-	43	-	483	483
Transport/travel	574	5,024	5,598	-	1,145	1,145
Core staff		44,969	44,969	2,089	15,435	17,524
Freelance/sessional staff	-	44,644	44,644	-	27,708	27,708
Total payments	1,824	109,617	111,441	2,236	54,058	56,294
Net of receipts/(payments)	17,311	15,416	32,727	(968)	48,609	47,641
Transfers	7,117	(7,117)	-	-	-	-
Cash funds last year end	3,699	55,467	59,166	4,667	6,858	11,525
Cash funds this year end	28,127	63,766	91,893	3,699	55,467	59,166

# Starling

Year ending 31 March 2022

## Statement of assets and liabilities at the end of the year

Notes	2022			2021			
	Unrestricted funds £	Restricted funds £	Total funds £	Unrestricted funds £	Restricted funds £	Total funds £	
Cash funds	1	28,127	63,766	91,893	3,699	55,467	59,166
Assets - ESF project, monies owed		-	4,669	4,669		8,201	8,201
Liabilities relating to before 31 March 2021		500	-	500	500	-	500
		27,627	68,435	96,062	3,199	55,467	58,666

Signed on behalf of the trustees:

Dr Jessica Marvin



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Name

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Signed

01 / 19 / 2023

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Date

## Starling

Year ending 31 March 2022

### 1 Analysis of restricted funds

	Cash as at 31 March 2021	income	spend	transfers	Cash as at 31 March 2022
Awards for All	-	9,600	(9,476)	(124)	-
Community Wellbeing Fund	-	25,974	(420)	-	25,554
ESF	(8,201)	19,545	(16,013)	-	(4,669)
Forever Manchester Phase 2	3,427	1,000	(2,756)	(1,671)	-
GM Wellbeing Fund	1,292	-	-	(1,292)	-
Government Covid-19 Fund	3,295	-	(2,773)	(522)	-
Postcode Trust	17,887	-	(16,030)	(1,857)	-
Robert Estill	-	24,992	(8,149)	-	16,843
Social Infrastructure Fund	23,094	-	(20,937)	(2,157)	-
Trafford Housing Trust	3,304	24,952	(10,798)	-	17,458
Young Manchester	-	7,000	(7,506)	506	-
Youth Music	11,369	11,970	(14,759)	-	8,580
	<u>55,467</u>	<u>125,033</u>	<u>(109,617)</u>	<u>(7,117)</u>	<u>63,766</u>