



## **The Matrix Trust (Matrix)**

(A company limited by guarantee)

### Directors Annual Report and Financial Statements For the Year Ended 31 August 2022

Charity Registration No. 1081852

Company Registration number 03977050

Independent Examiners Ltd  
2 Broadbridge Business Centre  
Delling Lane  
Bosham  
West Sussex  
PO18 8NF

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## Legal and Administrative Information

**Charity Name:** The Matrix Trust (Matrix)

**Charity registration number:** 1081852

**Company registration number:** 03977050

**Legal Status:** Incorporated Charity

**Start of Financial Year:** 1<sup>st</sup> September 2021

**End of Financial Year:** 31<sup>st</sup> August 2022

**Registered Office:** Allen House Pavilion, Eastgate Gardens, Guildford, Surrey, GU1 4AZ

### Directors

Simon Slater	<i>Chair</i>
Tim Bower	<i>Resigned 14 December 2022</i>
Ian Nicholson	
Ian Cook	
Kyung Chul Kang	<i>Resigned 17 March 2022</i>
Matt Davis	
Neil Fenton	<i>Treasurer</i>
Kenneth Mead	
Lindsay Jespersen	
Jennifer Hall	<i>Appointed 17 March 2022</i>

### Senior Management Team

Misty Bower	Chief Executive Officer
Daniel Setterfield	Head of Youth Work
Juliette Milton	Head of Finance
Timothy Littlewood	Executive Assistant to CEO

**Governing Document** Memorandum and Articles of Association Dated 6th April 2000 (updated January 2019).

**Independent Examiners:** Independent Examiners Ltd  
2 Broadbridge Business Centre  
Delling Lane  
Bosham  
West Sussex  
PO18 8NF

**Primary Bankers:** The Metro Bank  
35-37 North Street  
Guildford  
GU1 4TE

## Directors Report

Matrix has now been established for 22 years and is dedicated to working with young people - helping them to make the most of their lives, and for young people - catalysing change by nurturing, inspiring, connecting and empowering them.

This academic year continued to bring challenges as a result of the global pandemic and the growth and deepening complexity of the needs of young people. However, The Matrix Trust finished the year on a firm footing with strengthened relationships in the community, a much larger team, continued growth of flagship projects and a more secure financial position.

Over the year this academic year we worked with 1390 individuals across 15 projects, working tirelessly to support 199 of the most vulnerable young people with in-depth regular support, making a real difference to young people's lives.

The achievements are detailed in the public benefit and achievements section of the report, but I would highlight in particular the hard work, commitment and skills of the leadership team and staff in responding to and managing rapid growth and change in activity levels, staffing, budget and partnerships. This has included the SWP work, the development of the Pavilion, and the opening of the Hideaway (CIC), all against the backdrop of pandemic related restrictions and complications. A very impressive performance!

During this year with the support of The Hideaway Café and the growing team, The Trust also continued to increase its visibility and strengthen its reputation in the community. This continues to be reflected in the generous financial and pro bono support received from many individuals and organisations in the past year, whom we are indebted to.

On behalf of the Trustees, I am extremely grateful to all concerned and looking ahead I am confident that we can continue to deliver on our charitable objectives and make a tangible difference in the lives of the amazing young people we work with.

*Simon Slater (Chair of Trustees)*

## **Aims and Objectives**

### **Purposes and Aims**

Our charity's purposes as set out in the objects contained in the company's memorandum of association are to:

- To act a resource for young people
- To relieve persons who are in conditions of need or hardship
- To advance education
- To provide facilities for recreation or other leisure time occupation in the interest of social welfare for young persons
- To advance the Christian faith
- To promote and fulfil such other charitable purposes beneficial to the community

Matrix aims to catalyse change for vulnerable young people, helping them to make the most of their lives and become active citizens in their community. To achieve this we work in partnership with young people, churches, schools, local organisations and the community to nurture, inspire, connect and empower them. Matrix works from within a Christian ethos which forms the culture within which we work.

### **Ensuring our work delivers our aims**

We review our aims, objectives and activities each year. This review looks at what we achieved and the outcomes of our work in the previous 12 months and what the local needs of young people are for the year ahead. The review also helps us ensure our aims, objectives and activities remain focused on our stated purposes.

This year saw the successful completion of our 3 year strategy including securing a substantial one-off unrestricted grant that will enable development activities to take place; increased community profile and connection through our social enterprise café, leading to more opportunities for young people; and the continued improvement of the way we measure, record and report feedback and the impact of our services.

In addition, led by the CEO, the SLT, Board and wider team all contributed to a review of services, an analysis of the current and future needs of young people which led to the development and creation of a new 5 year strategy which starts in September 2022.

### **The focus of our work**

Our main objectives for the year explicate our focus of supporting young people across Guildford Borough, through preventative and relational support activities:

- Develop new and improve existing provision that has a measurable positive impact on young people's wellbeing and holistic development
- Increase the provision of and access to innovative and enjoyable activities and experiences that provide young people with the opportunity to discover and achieve their potential
- Build networks and a range of opportunities for young people to connect with their community
- Build a young leader's pathway that equips young people with transferable skills
- Grow Matrix to a sustainable size and consolidate our position as an effective youthwork provider that delivers on its strategy for the young people of Guildford

### **COVID Restrictions**

During this academic year there were still some restrictions on services and the team brought on by the covid-19 pandemic. However, this only restricted one project in a significant way (lunchtime drop-ins) and only during the Autumn Term.

## **Public Benefit and Achievements**

All our charitable activities focus on improving the lives of young people, their families and their communities for the public benefit. Our main activities and beneficiaries are described below.

### **Who used and benefited from our services?**

We focus our services for young people across Guildford Borough, to provide a depth of provision that serves our objects and beneficiaries well. All our services are provided free.

Our work with young people stretches across the whole of Guildford Borough. This year we continued to expand the number of under 11's that we work with through our partnership with SWP and also the number of 18-21 year olds, through our apprentice and trainee programme, whilst continuing to work with our core age group of 11-18 year olds.

We achieve our goals through a variety of projects working with young people in planned one-to-one and group sessions and in community-based activities. In all cases, young people choose to participate and we are led by their desires and goals.

### **Summary**

In the 2021-22 academic year 1390 young people accessed our services across 15 different projects. About 4% of the young people attended more than one Matrix project. In about 40% of our projects young people are not referred in, but choose to attend. This accounts for 43% of the total number of young people we worked with.

This year we met with 1191 young people in schools. The number of schools we worked with increased to 12 (8 secondary schools and 5 primary schools). Most of the primary schools work was linked to the School Transition Project, however an increasing amount was for one-to-one sessions for mental health or wellbeing issues. In secondary schools each partnership looked different - our team were based in 2 schools as part of the pastoral team and in the others we provided weekly one-to-one sessions as required, or one-off workshops. Over the academic year we offered 1114 one-to-one sessions across schools and the community.

By the end of the academic year we had also enabled 528 young people to feel less lonely or socially isolated through 5 of our community-based projects - including our

flagship The Youth Hideaway (a drop-in youth café), 22 inspiring workshops and 191 drop-in sessions.

Speaking to young people, teachers and parents we know that our delivery services help to catalyse change for young people in a broad variety of ways, including: improving mental health and wellbeing, giving them tools and techniques to help themselves in difficult times and build their resilience, building confidence, reducing anxiety, controlling emotions, helping them make friends, reducing social isolation and building confidence in their skills for the future.

However, the impact of our work goes far beyond those we help directly, as change in the lives of young people also has an impact on their parents, families and communities.

In addition to the young people we worked with, we also trained 10 new volunteers across community and schools projects. In total we had 20 volunteers supporting us in governance, face-to-face youth work and back-office support.

The main areas of charitable activity were the provision of one-to-one mentoring and signposting; targeted social, emotional and life skills activities; drop-in social activities in both schools and the community and support to find work experience or training.

Some of the activities listed below form part of our ongoing contract with Mindworks Surrey, through the Surrey Wellbeing Partnership.

### **Our model**

Our theory of change puts young people at the centre of all we do – we listen to young people in every project and go to where young people are, in schools and in their community. We take a relational approach to all our work and prioritise building genuine connections with young people, through quality, fun, innovative and accessible opportunities.

With Maslow's Hierarchy of Needs as a starting point, our 4 key strands enable young people to achieve their potential. All of our engagement with young people starts with them and ensures that we nurture, inspire, connect and empower them so they can make the most of their life.

The achievements and impact that flow from our work are described in each of the 4 strands below:

## **Nurture: We provide personalised support for young people when life gets tough**

We provided 199 young people with individual support through one-to-one sessions across 3 projects: Community Wellbeing Team, Youth Support Sessions and the School Transition Project. We held a total of 947 sessions, equating to 557 hours with face-2-face with young people in 1:1 settings.

### Youth Support Sessions

79 young people were referred for one-to-one support across 2 secondary schools in Guildford. They were referred for a range of issues, including family dynamics, self-confidence and anger management, but the majority were referred for mental health, and more specifically some form of anxiety. This could be either about a particular circumstance, the world around them or about how they felt within themselves.

Each young person is assessed in an initial session to ascertain their level of need and then meets with a trained youth worker according to need (weekly, fortnightly or monthly) to talk, learn tools or techniques, and process their situation. Each young person is seen until they no longer require this additional support, however, most are signed off within 12 months.

In April 2022 we launched our Early Intervention Coordinator role, working as part of the schools team, this SWP partnership role enabled us to provide targeted support across more secondary schools.

*'It was not quite direct, in a way, as other therapy options, because it really helped to both focus on my individual interests, and also the feelings, emotions and stress management side of things.'* Young Person

### Community Wellbeing Team

Our Community Wellbeing Team works with 8 to 18 year olds within both schools and the community, doing 1:1 and group work. This is a needs-led service where young people, alongside their Wellbeing Practitioner, identify the outcomes they wish to achieve. Part of a wider SWP project, these community-based practitioners focus on early intervention and work right across Guildford Borough. By providing this service in community settings, children and young people who were struggling with school attendance were still able to access support.

*"I'm really grateful for the help that you gave me and I'm definitely doing better because of it...thank you so much for being there to talk"*

This service provided advocates for children and young people, making sure their voice was heard. Using a multi-agency approach, the team asked worked closely with other agencies to ensure that the young people got more help if they needed it (e.g. Education, CAMHS, Children's services). This team was expanded in 2022, which meant that more children and young people received support

*"My son is generally much happier and his behaviour at school has improved"*

### School Transition Coaching

We worked with 11 Year 6 children who schools identified as needing additional support with the transition to secondary school. Each young person was matched with a trained volunteer who worked through a programme of emotional literacy, supporting the child in building resilience for the move. They continued to work with them for up to 12 months once they moved onto their secondary school. A total of 121 sessions were held, helping to successfully support these children in settling into their new school.

Across all of our nurture strand 60% young people told us they met with a Matrix Youth Worker for issues surrounding mental health or wellbeing and 80% of them agreed or strongly agreed that these sessions have helped them improve in the area they specified.

### Targeted Workshops

We met 664 children and young people through 15 targeted social and emotional wellbeing workshops and 31 reflective spaces sessions across 2 schools. These covered areas of need, including wellbeing, anxiety and moving to secondary school.

### GASP Partnership

Working in partnership with the GASP Motor Project we supported a variety of young people who attend the project due to difficulties accessing mainstream school. Providing youth work activities to help engage young people in the sessions and one-to-one appointments for those who needed to talk to a youth worker about issues they were facing.

**Inspire: We build young people's self-esteem and confidence by giving them a voice and a chance to try new things.**

To inspire young people we provided projects that enabled young people to be heard and speak up whilst making a difference in their local community and through a variety of innovative workshops we gave young people the chance to release their creativity which in turn benefited their emotional wellbeing, mental health and resilience.

Youth Steering Group

6 young people aged 13-18 attended our Youth Steering Group. This gave them a platform to make a difference for both themselves and their peers.

Community Workshops and Ready 4 Action

This year we ran 22 community workshop sessions, based at the Youth Hideaway, where young people learnt skills like sign language, comic book drawing and dance or engaged in crafts or activities out of the ordinary, such as flying a drone.

We also re-launched R4A by providing social action workshops, firstly in the community, and then in schools. These had a mixed take up and it took a lot of effort to get young people and schools engaged.

In total 11 young people were inspired to help people in their community through social action workshops.

*'Just wanted to say a huge thank you for sharing the information about the Comic Workshops. My son joined the first session yesterday and really enjoyed it. All the team were absolutely lovely and welcoming too. Such a good location and opportunity. Thank you!!' Parent*

**Connect: we provide safe spaces for young people to belong where they have fun, relax, meet and make friends, as well as connect with their community.**

To connect young people we provided a variety of social settings in both school and the community, ensuring they are welcoming, relevant and safe. Once pandemic restrictions were lifted, attendance increased slowly as young people and parents gained confidence in being in larger social groupings again.

School Lunchtime Drop-ins

We welcomed 253 young people to drop-in sessions. These safe social spaces took place across 3 secondary schools and took the form of a lunchtime drop-in with games and chat. They provided a space for socialising, reducing stress-levels through game playing, and for speaking to youth workers about life issues and providing them with a safe place to spend break time. In addition, 232 young people joined in with the team on the playgrounds of 2 schools, playing games and chatting.

Young people told us that they came to drop-in because they can: "talk to someone", "have peace" and "make friends". Others came to eat their lunch and play games. And over 50% of those who completed the feedback survey told us that they feel less isolated or lonely because of it. About 1/3rd wanted to make friends and the same amount wanted to be less bored or have fun.

Some found that drop-in served very practical purposes, like keeping warm or hanging out with friends, but some young people told us that coming to drop in had helped them in other ways: I can "deal with things better", "Relax", "make friends"

Youth Hideaway (Youth Café)

This is a youth designed space where young people aged 11-18 years old can hang out after school. We provide spaces to relax with friends and the chance to chat to a Youth Worker. Young people come to play games, learn a new skill at a workshop, be creative and eat discounted food and drink!

81 young people visited the Youth Hideaway last academic year with the highest attendance for Youth Hideaway in a single session being 15 young people. 20% young people attended more 1/3rd of all sessions and 7% young people attended more than half. Of those young people who completed the feedback survey for Youth Hideaway, 40% said it had definitely helped to reduce their loneliness or social isolation. They told us that it's a great place to: "talk about your worries and your feelings" and "hang out with and meet friends"

## **Empower: We equip young people for the workplace and adult life**

### Boost @ The Hideaway Café

The Hideaway Café, a social enterprise asset-locked to Matrix, provides a venue and workplace to engage the community in empowering and inspiring at-risk young people through employment, support & training.

This academic year we worked with 4 young adults, helping them to achieve and move forward:

We supported one young adult to pass their chef's [MB1] apprenticeship, and with further CV development and interview practice they went straight into full time employment in a local pub. Another passed her chef's apprenticeship on the second attempt, demonstrating the persistence and resilience we encouraged throughout her time with us, she also entered full time employment in a local pub. Our last apprentice, struggled to complete the course, but was able to find alternative employment.

We had one paid trainee at The Hideaway who used their time with us to build transferrable skills for employment, exploring a variety of options. Despite very difficult personal, family and social difficulties they persevered and moved on after 12 months having experienced support, care and a safe environment to full time employment and with more options open to their future.

### Work Experience Placements

Working closely with local schools we matched 9 young people who did not have the confidence or connections to find a meaningful placement with local businesses who could. 100% of students who took part in the project said they got from it what they wanted.

For some the experience cemented what they wanted to do for future work. Experiencing 1:1 industry guidance at a film company one young person has applied to study film after A levels and another young person told us: "something just clicked and I knew this was what I wanted to do"

## **Structure, Governance and Management**

### Governing Document

Matrix is a charitable company limited by guarantee, incorporated on 19th April 2000 and registered as a charity on 4th August 2000. The company was established under a Memorandum and Articles of Association.

The Charity's objects are:

- a) To act a resource for young people, up to the age of 25, living in Surrey and surrounding areas, by providing advice and assistance, and organising programmes of physical, educational and other activities as a means of:
  - i. 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 responsibility individuals;
  - ii. Advancing education;
  - iii. Relieving unemployment;
  - iv. 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.
- b) To relieve persons who are in conditions or hardship and to relieve the distress caused thereby
- c) To advance education by such means as the trustees may consider appropriate including by means of establishing and operating any educational establishment or establishments
- d) To provide facilities for recreation or other leisure time occupation in the interest of social welfare for young persons who have need of such facilities by reason of their age, infirmity or disablement, poverty or social and economic circumstances with the object of improving the conditions of life for such persons.
- e) To advance the Christian faith in accordance with the statement of beliefs appearing in the schedule hereto attached (see full Memorandum and Articles of Association).

### Organisational Structure

The Trust is overseen by a Board of 9 Trustees who have high levels of experience and expertise in law, safeguarding, tax and financial procedures. It is responsible for the proper running of the charity and meets quarterly. The meetings are fully minuted, with discussions and decisions being recorded.

The daily management of the Charity is delegated to the Chief Executive Officer (Misty Bower). She is responsible for ensuring the smooth running of the charity and that it delivers the expected services. An operational senior management team is formed with the CEO; Juliette Milton (Head of Finance) who is responsible for accurate management and reporting on all aspects of finance and funds; Dan Setterfield (Head of Youth Work) who is responsible for the delivery team and all the services we provide and Tim Littlewood (EA to the CEO) also joined in January 2022, he is responsible for Board support and team operations.

In addition to the quarterly meetings, the Trustee Board ensures ongoing Governance through committees and Trustees with specific responsibility. The Finance Committee continues to meet quarterly in-between board meetings, run by the Treasurer, to ensure continued diligent oversight of Matrix finances. A Remuneration Committee meets annually to review staff salary bands and the CEO salary and bring a proposal to the Board for approval. A designated safeguarding trustee meets annually with the Matrix Designated Safeguarding Lead to engage in the audit of safeguarding protocols. One Trustee is nominated to conduct bi-annual reviews of all health and safety and food hygiene protocols.

### Recruitment and Appointment of Trustees

The directors of the company are also charity trustees for the purposes of charity law. All Board members must be in agreement with the statement of beliefs. Under the requirements of the Memorandum and Articles of Association the members of the Board are elected to serve for a period of 3 years after which they must be re-elected at the next Annual General Meeting.

All members of the Board give their time voluntarily and receive no benefits from the charity. Any expenses reclaimed from the charity are set out in note 11 to the accounts.

The Board represents a broad range of skills across the community and business sectors, as well as professional bodies. An annual skills audit is undertaken to ensure that this range is maintained, and in the event of particular skills being lost due to retirements, individuals are approached to offer themselves for election to the Board.

### The Pavilion Hub CIC

The Pavilion Hub CIC is a not for profit company with any surplus or assets used principally for the benefit of the community. It is Asset Locked to Matrix, meaning that any surplus is donated to the charity. Still in its first 16 months of trading at the end of this academic year only a small surplus was donated, with Matrix supporting the development and operations of the CIC with some uncharged staff time and skills.

The objects of the CIC are to carry on activities which benefit the young people of Guildford together with the wider community and in particular (without limitation) to run a central hub for the Guildford community to connect with and support young people. The offer is a café for the community to meet and that provides employment and training opportunities for local young people as well as a meeting space for hire.

This CIC was launched to enable us to expand and support our services and make full use of our leased building, Allen House Pavilion. As such, The Matrix Trust is the legal entity that holds significant control over the CIC and The Pavilion Hub is asset locked to Matrix.

It was agreed that the number of Directors of the CIC shall not be less than four, of which at least three must be Matrix Directors, ensuring that at least half of the directors are also Trustees of Matrix.

### Surrey Wellbeing Partnership

Matrix became a member of the newly formed Surrey Wellbeing Partnership's (SWP) in April 2021. This is a formal joint venture of local and national charities of various sizes with a common goal: to work with children and young people in the community to improve wellbeing and mental health so that they can live full, fun and confident lives.

This partnership was still in its first 16 months at the end of this academic year and has brought much benefit to the young people of Guildford and Surrey. This partnership continues to develop in organisational structure and impact.

### Responsibilities of the Board

Company law requires the Board to prepare financial statements for each financial year which give a true and fair view of the state of the affairs of the charitable company as at the balance sheet date and of its incoming resources and application of resources, including income and expenditure, for the financial year. In preparing those financial statements, the Board should follow best practice and:

- select suitable accounting policies and then apply them consistently;
- make judgements and estimates that are reasonable and prudent; and
- prepare the financial statements on the going concern basis unless it is not appropriate to assume that the company will continue on that basis.

The Board is responsible for maintaining 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 1985. The Board is 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.

#### Members of the Board

Members of the Board, who are directors for the purpose of company law and trustees for the purpose of charity law, who served during the year and up to the date of this report are set out on page 3.

In accordance with company law, as the company's directors, we certify that:

- so far as we are aware, there is no relevant audit information of which the company's auditors are unaware; and
- as the directors of the company we have taken all the steps that we ought to have taken in order to make ourselves aware of any relevant audit information and to establish that the charity's auditors are aware of that information.

#### Independent Examiners

Independent Examiners Ltd were re-appointed as the charitable company's independent examiners during the year and have expressed their willingness to continue in that capacity. This report has been prepared in accordance with the Statement of Recommended Practice: Accounting and Reporting by Charities (FRS102 effective 1 Jan 2015) and in accordance with the special provisions of Part VII of the Companies Act 1985 relating to small entities.

## Financial Review

### Introduction

The overall income for the last 12 months was £429,821 with expenditure at £398,721. We have increased our income through charity activities by 160% mainly due to our partnership with The Surrey Wellbeing Partnership (SWP) providing contracted services for young people's emotional wellbeing and mental health. Donations, legacies and similar income has increased by 15% compared to our 20/21 income. This has led to our overall income increasing by 28%.

### Principal funding sources

The principal funding sources for the charity were from grants, forming 33% of the income and service contracts forming 52%. We are very grateful to the following for their funding contributions towards our core costs: The PTL Foundation, Henry Smith, and The Joseph Rank Trust. We are also grateful for the funding for our youth projects from: Office of the Police and Crime Commissioner for Surrey, Poyle Foundation, Community Foundation for Surrey, Shanly Foundation, The Loseley Trust, Surrey County Council and the Anchor foundation.

Community fundraising formed 5% of our income which is a slight increase on last year but still much lower than pre-pandemic levels. As overall income levels have risen (due mainly to the contracted work with SWP) we expect community fundraising to remain at a smaller percentage of the overall income generated.

### Reserves Policy

Matrix recognises the propriety of not building up funds for which there are no clear expenditure plans while retaining funds which are prudent in the light of risk management. Our policy is therefore to allow reserves to accrue to a level of £30,000 or three months average unrestricted expenditure (whichever is the greater), plus funds which may be designated for specific projects in the future. As the charity grows, reserves may exceed this policy level in order to be able to respond positively to new opportunities. This situation is actively monitored using a process of regular budget and management accounting reviews to ensure that reserves do not build up unnecessarily. This year sees us end with unrestricted reserve funds at £66,745 being three months average unrestricted expenditure of £55,000 and £11,745 designated funds (see note 5 in the accounts). Our restricted funds are £167,705 of which £138,510 is capitalised

expenditure which will be used in the depreciation of the building development over the next 20 years.

### Investment Policy

Apart from the reserves set aside by our reserves policy, the majority of funds are spent over a short-term period and so there are few funds for long term investment. The policy of the Trustees is therefore to maximise the investment returns available for funds which are not immediately required for Trust activities, but having regard to the cash-flow needs of the organisation at any particular time. In practice, this means that a majority of its funds are invested in instant access, interest-bearing accounts.

### Risk Management

The Board has considered the risks associated with this charity and consider that the following are those to which appropriate systems and procedures should be put in place:

Financial Risks – The Board has put in place internal controls which minimise the risk to the charity of financial loss through fraudulent activity. There is also the risk of low income that would prevent us from being able to cover our liabilities which our reserves policy aims to help regulate.

Safeguarding – Most of the activities of the charity necessitate contact between paid or voluntary staff and minors. The Trustees have therefore drawn up a Safeguarding and Child Protection Policy which deals in detail with procedures to be followed when employees or volunteers are in contact with children, or when complaints or suspicion about behaviour are raised. There is a safer recruitment procedure in place that all paid or voluntary staff must go through, and all employees and volunteers with significant contact with young people are required to undergo a check through the Disclosure Barring Service. The CEO acts as the Designated Safeguarding Lead and one Trustee has been designated as Safeguarding Lead on the Board. They meet annually to conduct a safeguarding review and update the Safeguarding and Child Protection Policy to reflect any new legislation and recommendations.

All staff and volunteers are trained within a reasonable amount of time and are expected to read and understand the policy, this is repeated annually with any additional updates. Safeguarding 'hot topics' are also discussed with staff at monthly team meetings.

Approved by the Directors on the ..... 9 MAY 2023 .....

Signed on their behalf by Director .....  .....

Print Name: S . D . SLATER

## INDEPENDENT EXAMINER'S REPORT

Report to the trustees/ members of The Matrix Trust on the accounts for the year ended 31st August 2022 set out on pages 22 to 33.

### Respective responsibilities of Trustees and examiner

As the charity's Trustees of The Matrix Trust (and also its directors for the purposes of company law) you are responsible for the preparation of the accounts in accordance with the requirements of the Companies Act 2006 ('the 2006 Act').

Having satisfied myself that the accounts of The Matrix Trust are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of your charity's accounts as carried out under section 145 of the Charities Act 2011 ('the 2011 Act'). In carrying out my examination I have followed the Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act.

### Independent examiner's statement

Since The Matrix Trust gross income exceeded £250,000 your examiner must be a member of a body listed in section 145 of the 2011 Act. I confirm that I am qualified to undertake the examination because I am a member of the Chartered Institute of Management Accountants, which is one of the listed bodies.

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

1. accounting records were not kept in respect of The Matrix Trust as required by section 386 of the 2006 Act; or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the accounting requirements of section 396 of the 2006 Act 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; or
4. the accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities [applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)].

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.

  
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9 May 2023

K Gomes MAAT FCIE

Independent Examiners Ltd  
2 Broadbridge Business Centre  
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West Sussex  
PO18 8NF

## Statement of Financial Activities

For the Year Ended 31<sup>st</sup> August 2022

(Incorporating Income & Expenditure Account)

	Notes	Unrestricted Funds £	Restricted Funds £	<b>TOTAL 2021/22 £</b>	<b>TOTAL 2020/21 £</b>
<b>INCOMING RESOURCES</b>					
<b>Incoming Resources from Generated Funds</b>					
Donations and Legacies	<b>3a</b>	122,645	61,824	<b>184,468</b>	241,715
Charitable Activities	<b>3b</b>	116,140	105,780	<b>221,920</b>	85,051
Other Trading Activities	<b>3c</b>	23,352	0	<b>23,352</b>	7,311
Investment Income	<b>3d</b>	82		<b>82</b>	105
		<hr/> 262,218	<hr/> 167,603	<hr/> <b>429,821</b>	<hr/> 334,182
<b>RESOURCES EXPENDED</b>					
<b>Cost of Generating Funds</b>					
Raising Funds	<b>4a</b>	10,703	0	<b>10,703</b>	5,158
Charitable Activities	<b>4b</b>	217,933	167,587	<b>385,520</b>	245,368
Other	<b>4c</b>	1,096	1,402	<b>2,498</b>	1,601
		<hr/> 229,732	<hr/> 168,989	<hr/> <b>398,721</b>	<hr/> 252,128
<b>NET INCOMING (OUTGOING) RESOURCES</b>					
		<hr/> 32,485	<hr/> (1,386)	<hr/> <b>31,100</b>	<hr/> 82,054
Total Funds Brought Forward		40,649	162,702	<b>203,351</b>	121,297
Transfer between funds		(6,389)	6,389	-	
<b>TOTAL FUNDS CARRIED FORWARD</b>		<hr/> <b>66,745</b>	<hr/> <b>167,705</b>	<hr/> <b>234,451</b>	<hr/> 203,351

Movements on all reserves and all recognised gains and losses are shown above. All the charity's operations are classed as continuing. The notes on pages 25 to 33 form part of these financial statements.

**BALANCE SHEET**  
**AS AT 31<sup>st</sup> AUGUST 2022**

	Note	Unrestricted Funds £	Restricted Funds £	<b>31/08/22 Total £</b>	<b>31/08/21 Total £</b>
<b>Fixed Assets</b>					
Tangible assets	2	1,701	149,231	<b>150,933</b>	157,810
<b>Current Assets</b>					
Debtors & Prepayments	7	29,814	15,000	<b>44,814</b>	110,825
Cash at Bank and in hand	6	285,761	25,474	<b>311,235</b>	110,432
<b>Total Current Assets</b>		<b>315,575</b>	<b>40,474</b>	<b>356,049</b>	<b>221,257</b>
<b>Creditors:</b> due within one year	8	250,530	22,000	<b>272,530</b>	175,715
<b>NET CURRENT ASSETS</b>		<b>65,045</b>	<b>18,474</b>	<b>83,518</b>	<b>45,542</b>
<b>TOTAL ASSETS</b> less current liabilities		<b>66,745</b>	<b>167,705</b>	<b>234,451</b>	<b>203,351</b>
<b>NET ASSETS</b>		<b>66,745</b>	<b>167,705</b>	<b>234,451</b>	<b>203,351</b>
<b>Funds of the Charity</b>					
Unrestricted Funds	5	66,745	0	<b>66,745</b>	40,649
Restricted Funds	5	0	167,705	<b>167,705</b>	162,702
		<b>66,745</b>	<b>167,705</b>	<b>234,451</b>	<b>203,351</b>

**Directors' Responsibilities**

The directors are satisfied that for the period ended on 31<sup>st</sup> August 2022 the charitable company was entitled to exemption from the requirement to obtain an audit under section 477 of the Companies Act 2006 and that no member or members have required the company to obtain an audit of the accounts for the year in question in accordance with section 476 of the Act. However in accordance with section 145 of the Charities Act 2011, the accounts have been examined by an Independent Examiner whose report appears on page 31.

The directors acknowledge their responsibility for complying with the requirements of the Companies Act 2006 with respect to accounting records and the preparation of accounts.

The accounts have been prepared in accordance with the provision in Part 15 of the Companies Act 2006 applicable to companies subject to the small companies regime and in accordance with the Financial Reporting standard for Smaller Entities (effective April 2008).

The directors acknowledge their responsibility for ensuring that the company keep proper accounting records which comply with section 386 of the Act and for preparing financial statements which give a true and fair view of the state of affairs of the company as at the end of the financial year and if its profit and loss for the financial year in accordance with the requirements of the sections 394 and 395 and which otherwise comply with the requirements of the Companies Act 2006 relating to accounts, so far as applicable to the Company.

Approved by the Directors on the ..... 9 MAY 2023 .....

Signed on their behalf by Director .....  .....

Print Name: S.D. SLATER

## **1. ACCOUNTING POLICIES**

### **Basis of Preparation & Assessment of Going Concern**

#### **Basis of Preparation**

The financial statements have been prepared under the historical cost convention with items recognised at cost or transaction value unless otherwise stated in the relevant notes. The financial statements have been prepared in accordance with the Statement of Recommended Practice: Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) (effective 1 January 2015) - (Charities SORP - FRS102) and the Charities Act 2011.

The Charity meets the definition of a public benefit entity under FRS102. Assets and liabilities are initially recognised at historical cost unless otherwise stated in the relevant accounting policy notes.

#### **Assessment of Going Concern**

Preparation of the accounts is on a going concern basis. The trustees consider that there are no material uncertainties about the Charity's ability to continue as a going concern.

#### **Incoming Resources**

##### **Recognition of Incoming Resources**

These are included in the Statement of Financial Activities (SOFA) when:

- the charity becomes entitled to the resources;
- the trustees are virtually certain they will receive the resources; and
- the monetary value can be measured with sufficient reliability

##### **Incoming Resources with Related Expenditure**

Where incoming resources have related expenditure (as with fundraising or contract income) the incoming resource and related expenditure are reported gross in the SOFA.

##### **Grants and Donations**

Grants and Donations are only included in the SOFA when the charity has unconditional entitlement to the resources.

##### **Tax Reclaims on Donations and Gifts**

Incoming resources from tax reclaims are included in the SOFA at the same time as the gift to which they relate.

##### **Contractual Income and Performance Related Grants**

This is only included in the SOFA once the related goods or services has been delivered.

##### **Gifts in Kind**

Gifts in kind are accounted for at a reasonable estimate of their value to the charity or the amount actually realised. Gifts in kind for sale or distribution are included in the accounts as gifts only when sold or distributed by the charity. Gifts in kind for use by the charity are included in the SOFA as incoming resources when receivable.

### **Donated Services and Facilities**

These are only included in incoming resources (with an equivalent amount in resources expended) where the benefit to the charity is reasonably quantifiable, measurable and material. The value placed on these resources is the estimated value to the charity of the service or facility received.

### **Volunteer Help**

The value of any voluntary help received is not included in the accounts but is described in the trustees' annual report.

### **Investment Income**

This is included in the accounts when receivable.

### **Investment Gains and Losses**

This included any gain or loss on the sale of investments and any gain or loss resulting from revaluing investments to market value at the end of the year.

### **Expenditure and Liabilities**

#### **Liability Recognition**

Liabilities are recognised as soon as there is a legal or constructive obligation committing the charity to pay out resources.

#### **Governance Costs**

Include costs of the preparation and examination of statutory accounts, the costs of the trustees' meetings and cost of any legal advice to trustees on governance or constitutional matters.

#### **Grants with Performance Conditions**

Where the charity gives a grant with conditions for its payment being a specific level of service or output to be provided, such grants are only recognised in the SOFA once the recipient of the grant has provided the specified service or output.

#### **Grants Payable without Performance Conditions**

These are only recognised in the accounts when a commitment has been made and there are no conditions to be met relating to a grant which remain in control of the charity.

#### **Support Costs**

Support costs include central functions and have been allocated to activity cost categories on a basis consistent with the use of the resources, eg allocating property costs by floor areas, or per capital, staff costs by the time spent and other costs by their usage.

#### **Fixed Assets**

Tangible fixed assets for use by the charity, are capitalised if they can be used for more than one year, and cost at least £1,000. They are valued at cost or, if gifted, at the value to the charity on receipt.

## Investments

Investments quoted on a recognised stock exchange are valued at market value at the year end. Other investment assets are included at trustees' best estimate of market value.

There has been no change to the accounting policies (Valuation rules and methods of accounting) since last year.

## Depreciation

Depreciation has been calculated on a reducing balance basis. The rates applied per annum are as follows:

Fixtures and Fittings 25%

Equipment 25%

Computer Equipment 25%

Depreciation for Building developments are calculated on a straight line basis over the lease period of the building (20 years).

Depreciation for high cost equipment for the café (for example the coffee machine) are calculated on a straight line bases over 10 years.

## 2. TANGIBLE FIXED ASSETS

		Unrestricted Equipment	Restricted Equipment	<b>Total</b> <b>2021/22</b>
		£	£	£
Cost	01-Sep-21	0	166,388	166,388
Additions		1,701	0	1,701
Cost at	31-Aug-22	1,701	166,388	168,089
Depreciation	01-Sep-21	0	8,578	8,578
Charge		0	8,578	8,578
Depreciation at	31-Aug-22	0	17,156	17,156
Net Book Value	31-Aug-22	<b>1,701</b>	<b>149,232</b>	<b>150,933</b>
Net Book Value	31-Aug-21	0	157,810	157,810

The annual commitments under non-cancelling operating leases, capital commitments, and contingent liabilities are as follows:

31st August 2022:	None
31st August 2021:	None

### 3. INCOMING RESOURCES

	Note	Unrestricted Funds £	Restricted Funds £	TOTAL 2021/22 £	TOTAL 2020/21 £
<b>a) Donations, Legacies and Similar Income</b>					
Churches & Organisations		10,144	360	10,504	10,121
Gift Aid Refunds		4,747	2,323	4,747	5,774
Gifts from Individuals		26,224	600	26,824	32,274
Grants received		81,530	60,863	142,394	193,546
		<b>122,645</b>	<b>61,824</b>	<b>184,468</b>	<b>241,715</b>
<b>b) Charitable Activities</b>					
Office Rental		0	501	501	707
Outreach & Projects		0	0	0	6,150
Schools & Youth projects		116,140	105,279	221,419	78,902
		<b>116,140</b>	<b>105,780</b>	<b>221,920</b>	<b>85,051</b>
<b>c) Other Trading</b>					
Fundraising & Training		23,352	0	23,352	7,311
		<b>23,352</b>	<b>0</b>	<b>23,352</b>	<b>7,311</b>
<b>c) Investment Income</b>					
Bank Interest		82	0	82	105
		<b>82</b>	<b>0</b>	<b>82</b>	<b>105</b>

### 4. RESOURCES EXPENDED

	Note	Unrestricted Funds £	Restricted Funds £	TOTAL 2021/22 £	TOTAL 2020/21 £
<b>a) Expenditure on Raising Funds</b>					
<b>Gifts and General Expenditure</b>					
CIC – Pavilion Hub		5,000	0	5,000	5,000
Fundraising Activities		5,703	0	5,703	158
		<b>10,703</b>	<b>0</b>	<b>10,703</b>	<b>5,158</b>
<b>b) Cost of Charitable Activities</b>					
Advertising & Publicity		96	3,227	3,323	2,777
Office & Administration Costs		6,155	11,264	17,419	8,115
Recruitment & Training		5,052	3,281	8,333	3,373
Rent & Rates		14,401	9,026	23,427	3,455
Salaries, Tax & NI	9	186,903	121,115	308,018	178,308
Other labour costs		1,953	0	1,953	1,375
Project Costs		2,782	9,304	12,086	28,307
Website Costs		591	1,332	1,923	618
Depreciation Expense		0	8,579	8,579	8,579
CIC Development		0	460	460	10,460
		<b>217,933</b>	<b>167,587</b>	<b>385,520</b>	<b>245,368</b>

<b>4. RESOURCES EXPENDED</b>	<b>Note</b>	Unrestricted Funds £	Restricted Funds £	<b>TOTAL 2021/22 £</b>	<b>TOTAL 2020/21 £</b>
<b>c) Governance Costs</b>					
Accountancy Fees		53	1,147	1,200	1,200
Legal & Professional Fees		1,043	255	1,298	401
		<u>1,096</u>	<u>1,402</u>	<u>2,498</u>	<u>1,601</u>

## 5. FUNDS

<b>Unrestricted Funds</b>	Balance 01/09/21 £	Income £	Expenditure £	Transfers	Balance 31/08/22 £
General Funds	35,649	156,239	123,753	-13,134	55,000
Designated Funds	5,000	105,979	105,979	6,745	11,745
	<b>40,649</b>	<b>262,218</b>	<b>229,732</b>	<b>-6,389</b>	<b>66,745</b>

Designated Funds comprise of £11,745 towards specific projects identified by the Senior Leadership team and agreed to be held in a designed fund by the board of trustees.

<b>Restricted Funds</b>	Balance 01/09/21 £	Income £	Expenditure £	Transfers	Balance 31/08/22 £
Albury	2,281	0	0	0	2,281
Ready 4 Action	607	0	4,535	3,928	0
CIC Startup Fund	7,907	0	3,531	0	4,376
Youth Café	0	59,786	49,947	0	9,839
Community Youth Work	0	16,739	11,906	0	4,833
Transition Coaching	709	8,767	8,767	0	709
Allen House Development	146,570	0	8,060	0	138,510
Social Action	3,826	0	0	-3,826	0
Schools	0	47,407	47,169	0	238
Horsley YC	802	0	0	0	802
Boost	0	10,604	16,891	6,287	0
CIC Running Costs	0	1,428	1,428	0	0
GASP	0	6,530	5,336	0	1,194
Digital	0	13,380	9,650	0	3,730
Workshops	0	6,324	6,324	0	0
Young Leaders	0	5,405	4,212	0	1,193
	<b>162,702</b>	<b>176,370</b>	<b>177,756</b>	<b>6,389</b>	<b>167,705</b>

**Albury:** This was a weekly youth club funded by The Lychgate Trust. The remaining money will be returned to Lychgate.

**Ready 4 Action:** Social Action workshops for Young people to help in the Community. This was funded using the left over money from iWill from the Social Action Restricted fund.

**Boost:** Developing apprentices and arranging work experience placements for young people. Part funded by Neat2Eat contract.

**CIC Startup funds:** Funds donated to Matrix in order to startup the café (The Hideaway) in the CIC.

**Youth Café:** After school café within the Hideaway. Funded by the Office of the Police and Crime Commissioner for Surrey and Surrey Wellbeing Partnership (SWP) contract.

**Community Youth Work:** Detached youth work, after school clubs and weekly school drops ins. Founded by Poyle and Community Foundation for Surrey grants.

**Schools:** 1:1 support sessions in schools funded by schools contracts and SWP.

**Social Action:** The money from this fund was transferred to the Ready 4 Action project as it had the same aims.

**Transition Coaching:** Mentoring and other activities to support young people moving from Year 6 to Year 7. Funded by the SWP contract.

**Young Leaders:** A young leaders program working with young people in school years 10-13. Funded by the High Sheriff.

**GASP:** Funded by the Gasp project and Loseley trust to give their Young People 1:1 sessions with a youth worker. The project didn't run in the summer term so the remaining money will be used for the GASP project in the next financial year.

**Digital:** Funded by the Community Foundation for Surrey. This project was to resource and support the staff running digital sessions due to Covid. The money remaining is in the restricted fund to either be returned or used for future digital equipment needed.

**Pavilion Development:** The costs for developing the Pavilion into a social enterprise have been capitalised and this fund will be used to meet the depreciation costs.

Restricted funds are represented by the charity's cash reserves and fixed assets investments held and are to be expended as specified above.

<b>6. CASH AT BANK AND IN HAND</b>	Unrestricted Fund	Restricted Fund	<b>Total</b> <b>31/08/2022</b>	<b>Total</b> <b>31/08/2021</b>
	£	£	£	£
Current Account	7,889	0	7,889	15,670
Savings Account	276,426	25,474	301,900	94,584
Inventory	1,127	0	1,127	173
Petty Cash	325	0	325	5
	<b>285,761</b>	<b>25,474</b>	<b>311,235</b>	<b>110,432</b>

<b>7. DEBTORS</b>	Unrestricted Fund £	Restricted Fund £	<b>Total 31/08/2022 £</b>	<b>Total 31/08/2021 £</b>
Tax Recoverable	2,007	0	2,007	1,696
Sundry Debtors	24,937	15,000	39,937	0
Contracts	0	0	0	101,079
CIC	0	0	0	6,150
Prepayments	2,870	0	2,870	1,899
	<b>29,814</b>	<b>15,000</b>	<b>44,814</b>	<b>110,825</b>

#### **8. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR**

	Unrestricted Fund £	Restricted Fund £	<b>Total 31/08/2022 £</b>	<b>Total 31/08/2021 £</b>
Accountancy fees	1,200	0	1,200	1,200
Salaries and NI	6,955	0	6,955	4,491
HMRC VAT	0	0	0	0
Sundry Creditors	1,249	0	1,249	12,466
Deferred Income	241,126	22,000	263,126	157,559
	<b>250,530</b>	<b>22,000</b>	<b>272,530</b>	<b>175,715</b>

<b>9. STAFF COSTS AND NUMBERS</b>	<b>2021/22 £</b>	<b>2020/21 £</b>
Gross Wages and Salaries	285,002	168,433
Employer's NI Costs	17,583	7,220
Pension Contributions	5,220	2,655
	<b>307,805</b>	<b>178,308</b>

Employees who were engaged in each of the following activities:

	<b>2021/22 TOTAL</b>	<b>2020/21 TOTAL</b>
Activities in furtherance of organisation's objects:		
Total number of full-time and part-time employees	15	12
Equivalent number of full time employees	12	8.8

The charity operates a PAYE scheme to pay all employed members of staff, and no employees received emoluments above £60,000 (2019/20 None).

## 10. RECONCILIATION OF MOVEMENT IN CAPITAL AND RESERVES

The Company is Limited by Guarantee, and is a Charity registered with the Charity Commission number 1081852. The Charity does not have a Share capital and has no income subject to Corporation Tax.

	<b>Note</b>	<b>2021/22</b> £	<b>2020/21</b> £
Surplus/Deficit for the financial year		31,100	82,054
		<b>31,100</b>	<b>82,054</b>
Balance brought forward		203,351	121,297
Transfer of Restricted funds			
Closing Funds at 31st August		<b>234,451</b>	<b>203,351</b>

## 11. PAYMENTS TO DIRECTORS AND RELATED PARTIES

No payments were made to any Director or any persons connected with them during this financial period. No transaction took place between the charity and the Directors or any person connected with them.

## 12. RISK ASSESSMENT

The Directors actively review the major risks which the charity faces on a regular basis, and believe that maintaining the free reserves stated combined with the annual review of the controls over key financial systems will provide sufficient resources in adverse conditions. The Directors have also examined other operational and business risks which they face, and confirm that they have established systems to mitigate the significant risks.

## 13. RESERVES POLICY

The Trust recognises the propriety of not building up funds for which there are no clear expenditure plans. The Trust's policy is to allow reserves to accrue to a level of three months' average expenditure, plus funds which may be earmarked for specific projects in the future. As the Trust is still growing, reserves may only exceed this policy level in order to be able to respond positively to new opportunities. This situation is actively monitored to ensure that reserves do not build up unnecessarily.

#### **14. PUBLIC BENEFIT**

The charity acknowledges its requirement to demonstrate clearly that it must have charitable purposes or 'aims' that are for the public benefit. Details of how the charity has achieved this are provided in the Trustees' report. The Trustees confirm that they have paid due regard to the Charity Commission guidance on public benefit before deciding which activities the charity should undertake.