

SHAREHOLDER COMMITTEE

Supplementary Agenda

Date Thursday 3 October 2024

Time 5.00 pm

Venue Lees Suite, Civic Centre, Oldham

Notes 1. DECLARATIONS OF INTEREST- If a Member requires advice on any item involving a possible declaration of interest which could affect his/her ability to speak and/or vote he/she is advised to contact Alex Bougatef or at least 24 hours in advance of the meeting.

2. CONTACT OFFICER for this agenda is Andrew Mather email constitutional.services@oldham.gov.uk

MEMBERSHIP OF THE SHAREHOLDER COMMITTEE

Councillors M Ali (Substitute), Goodwin, F Hussain (Substitute), Jabbar, Mushtaq (Substitute), Shah and Taylor

Item No

- 1 Election of Chair

 The Committee is asked to elect a Chair for the duration of the meeting.
- 2 Apologies For Absence
- 3 Urgent Business

 Urgent business, if any, introduced by the Chair
- 4 Declarations of Interest

 To Receive Declarations of Interest in any Contract or matter to be discussed at the meeting.
- 5 Public Question Time

 To receive Questions from the Public, in accordance with the Council's Constitution.
- 6 Northern Roots (Pages 3 - 50)

 To receive a presentation from Northern Roots on the work of the organisation.
- 7 Exclusion of the Press and Public

 To consider that the press and public be excluded from the meeting for the following item of business, pursuant to Section 100A(4) of the Local Government Act 1972 on the grounds that discussions may involve the likely disclosure of exempt information, under paragraph 3 as defined in the provisions of Part 1 of Schedule 12A of the Act, to the Local Government Act 1972 and public interest would not be served in publishing the information.
- 8 Northern Roots (Pages 51 - 144)

 To consider any exempt information arising from Item 6.

**OMBC SHAREHOLDER
COMMITTEE MEETING**

3 OCTOBER 2024

**Cllr Abdul Jabbar – Chair of
Trustees**
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Cllr Barbara Brownridge - Trustee

**Allan Tyrer - Trustee and Chair of
Finance and Risk Committee**

Anna da Silva - CEO

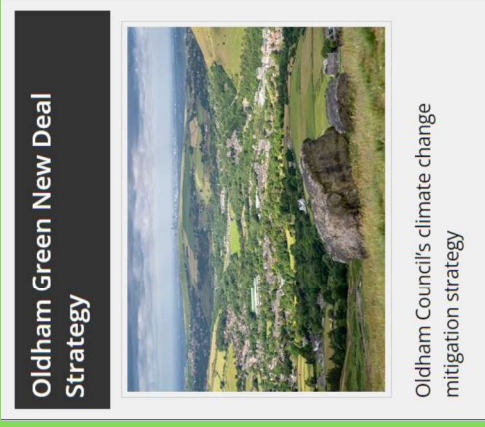
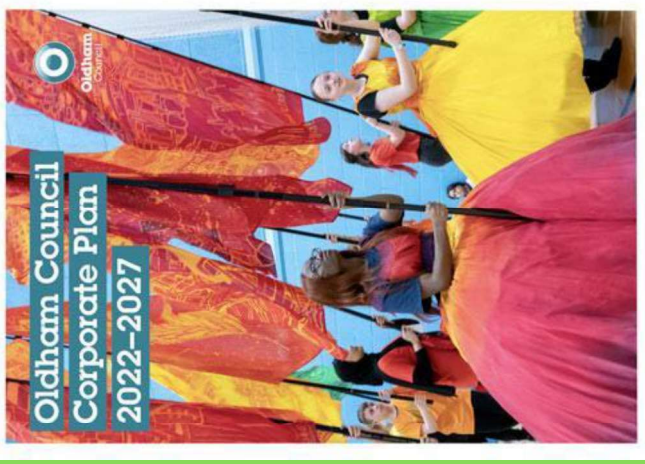
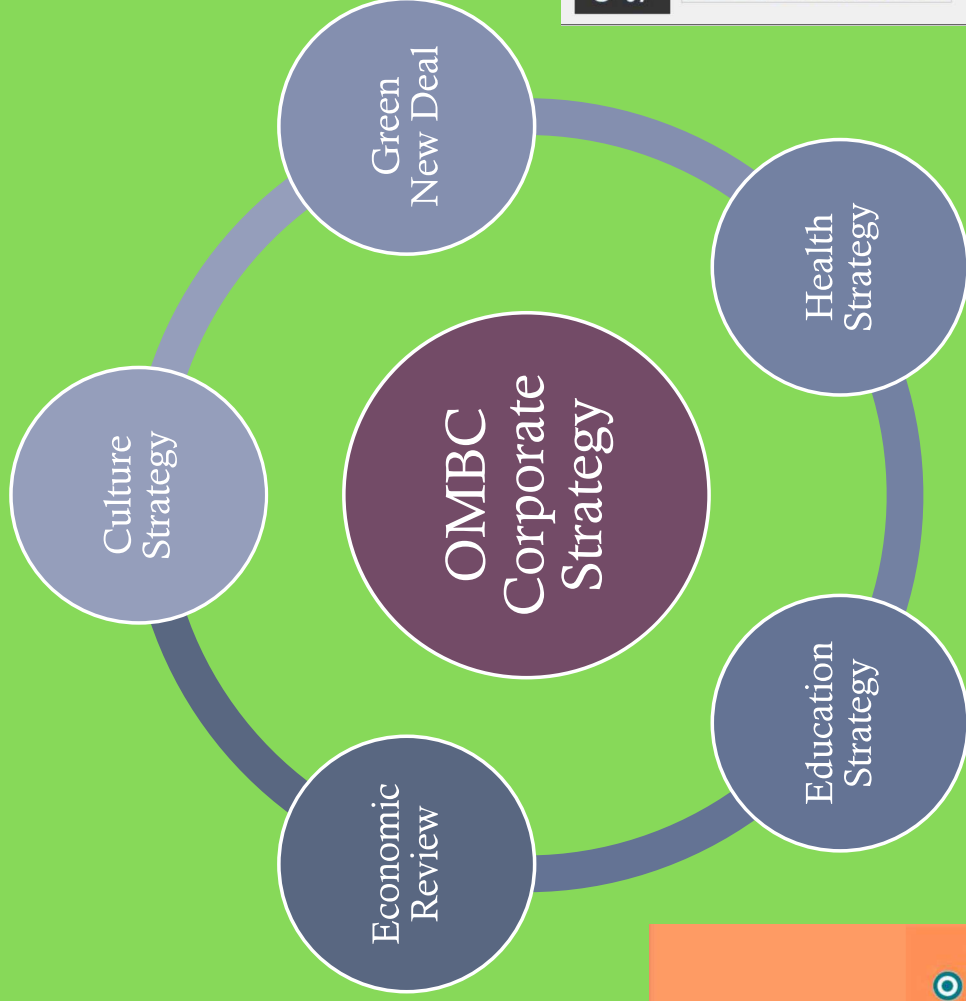
NORTHERN ROOTS

CREATING THE UK'S LARGEST URBAN FARM & ECO PARK

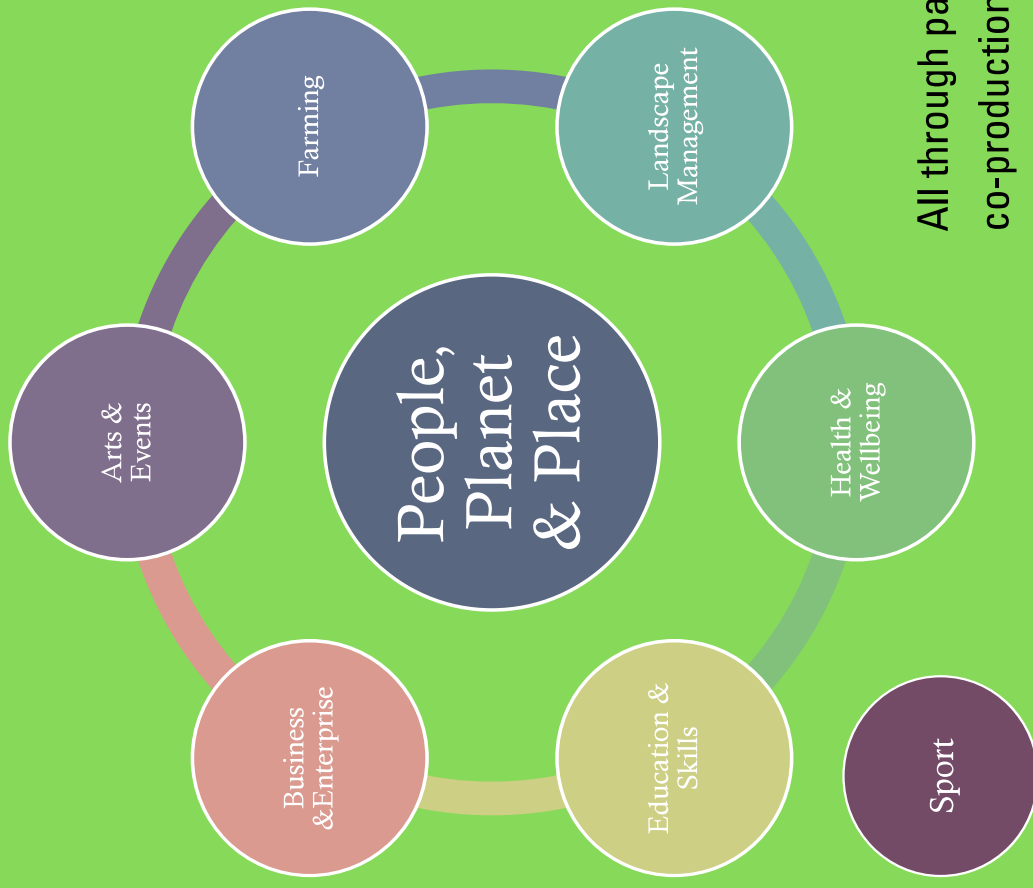
- **For People:** by producing healthy food, supporting physical activity, promoting connection with nature and community, and enhancing health and wellbeing
 - **For Planet:** by managing and improving the landscape to build biodiversity, capture carbon, enhance water quality and increase ecosystem service value
 - **For Place:** by generating training, education, jobs and business opportunities, attracting new visitors and investors to Oldham, and enhancing civic pride
-



DELIVERING OLDHAM'S PRIORITIES



DELIVERING IMPACT: OPERATING MODEL



All through partnership and co-production



DELIVERING IMPACT: NATURAL HEALTH SERVICE

SO FAR:

- 4 contracts in last 12 months with focus on mental health, social isolation, addiction, diabetes, health inequalities: 101 participants so far. Significant improvements to mental & physical health.
- Urban Case Study for 9 country EU Horizon research project Green Me
- Members of GM Nature for Health Steering Committee
- 15 Wellbeing volunteers
- Three community champions retained to work in Natural Health Service
- Shortlisted for GSK Kings Fund Awards

Partners: Hilltop Surgery, Get Oldham Working, Turning Point, Oldham Public Health, Salford Uni, Edge Hill Uni, Chai Ladies, BAME Connect, GM SAWN, Fatima Women's, GM ICB, Action Together

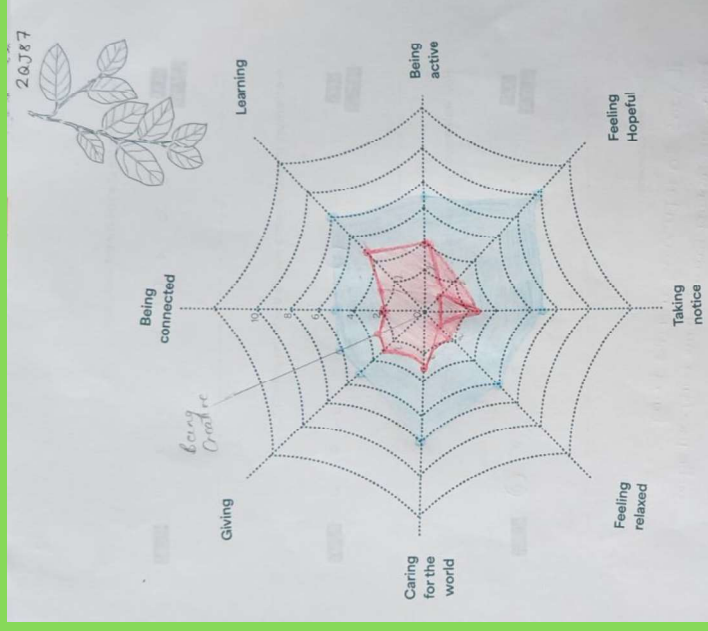
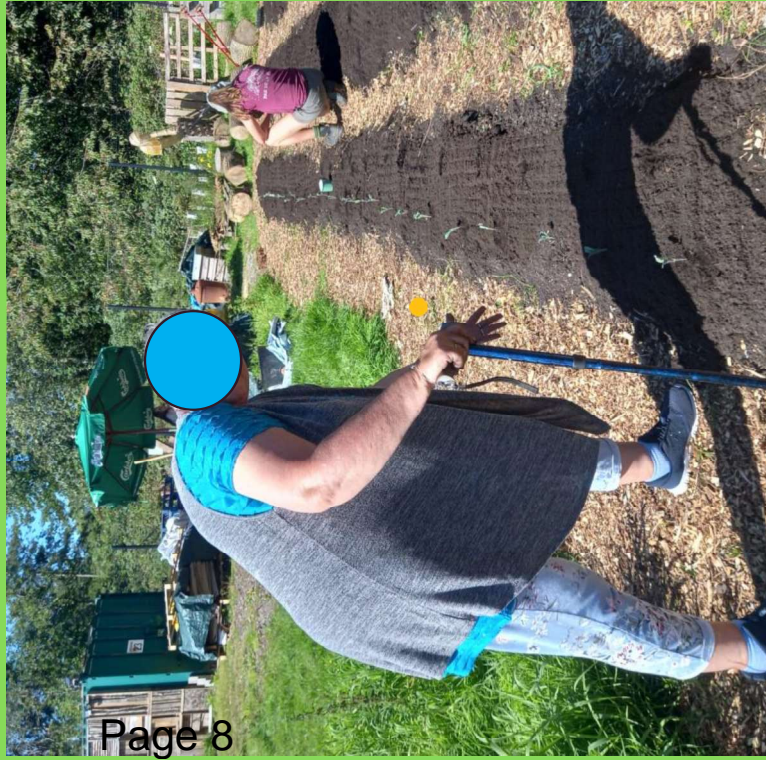
NEXT STEPS:

- Secure additional funding and commissioning contracts
- Support other providers to set up on site
- Harness whole site as wellbeing farm; build dedicated Health and Wellbeing Facility.



NORTHERN ROOTS STORIES: MARY

'Northern Roots has saved my life and everyone should know about it'



further comments
Thankyou very much for making my life
a whole lot better.

DELIVERING IMPACT: REGENERATIVE FARMING

SO FAR:

Developed Phase 1 farm: 2 harvests, 40+ crops, 80 volunteers, 6 Corporate Away Days, community lunches, weekly farm sales, 3 small businesses supported, produce sold cheaper than Asda, mixed local and regional visitors.

Started Phase 2 farm: fenced 4 acre area, started soil preparation, secured funding from Halpin Trust, Oglesby Trust, Garfield Weston.

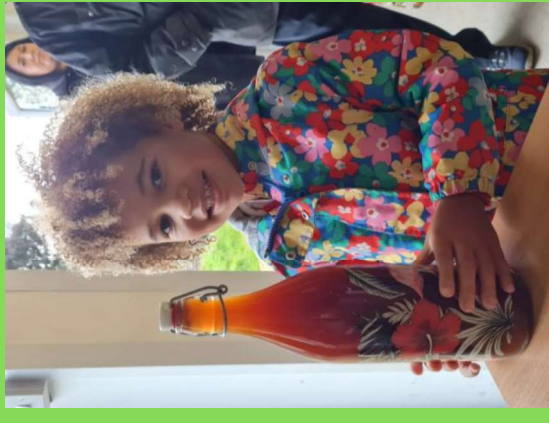
Partners: Gaia Foundation, Oldham Foodbank/Vegbag.

NEXT STEPS:

Complete Phase 2 by VC opening: dispense planning conditions, polytunnels, barn, community kitchen and gathering space, wide variety of crops, chickens, further small businesses. Supply café, shop, local customers.

Phase 3 farm: a further 6 acres

Harnessing productive capacity of the wider site: livestock, foraging, orchards, woodland management.



NORTHERN ROOTS STORIES: SUE

“I had no idea what to expect when I came to the first Community Champion meeting. I was a bit guarded. I’m sure everybody felt the same. Then after a couple of meetings something happened. We began to open up to each other. It’s an atmosphere where everyone trusts and respects each other. I’m loving the genuine friendships that are developing based upon shared interests and passions. I am so happy to be part of the group.”



DELIVERING IMPACT: BUSINESS & ENTERPRISE

SO FAR:

- **Supported 6 small businesses to set up on site:** hosted business open day; in conversation with six more. Developed model for sub-licensing
- **Started to generate commercial income:** through produce sales, paid workshops, corporate away days.
- **Commissioned dozens of local businesses:** to supply goods, deliver services, or trade at our events.

Partners: Local Motion, Upturn, Manchester Growth Co.

NEXT STEPS:

- Continue to find and support more ambulant businesses to operate on and from site
- With lease, work with operators to finance and develop businesses requiring fixed facilities or long term – bike hub, adventure play, swimming, heritage orchard



DELIVERING IMPACT: LANDSCAPE MANAGEMENT

SO FAR:

- Created 6 ponds, enhanced 10 acres of grassland & 20 acres of woodland, planted 2000 trees and hedgerow plants, tackled invasive species
- Created a community garden and wildflower meadow
- Created partial BNG management plans.
- Collected six tonnes of litter
- Installed new steps and paths.

Partners: Life for a Life, Medlock Valley Nature Partnership, Lancs Wildlife Trust, GMEF, City of Trees, GMEU

NEXT STEPS:

- Complete BNG plans; ongoing habitat improvement and biodiversity net gain
- Improved access: paths, steps, toilets, seating, signage
- Sports and leisure facilities: Swimming, cycling, pitches, play, adventure play



DELIVERING IMPACT: ARTS, CULTURE & HERITAGE

SO FAR:

- **Piloted a diverse and creative range of outdoor cultural events:** Playing Out, Illuminate, Beautiful Oldham – Why Not, Manchester Histories Festival, 10,000 Steps Around the World: over 3000 attendees.
- **Commissioned and supported local creatives:** Eye of Newt, Paper Trails Collective, Lingua Franca CIC, 24 Pictures.
- **Developed Creative Skills projects for Oldham young people:** Oldham College, Oldham Theatre Workshop, visiting schools and children.
- **Secured 2 x NLHF Funding:** used it to recruit and empower Community Champions

Partners: Odham Gallery & Libraries, Oldham Cultural Partnership, Oldham College, Fatima Women's, Salvation Army, Walk the Plank, Wild Rumpus etc

NEXT STEPS:

- More events, commissions, training opportunities 24-25,
- **Deliver second NLHF project:** Extend and expand CCs, deliver Interpretation showcasing Oldham's Heritage
- **Submit first application to ACE:** develop Opening Season of events. Work towards NPO status.



NORTHERN ROOTS STORIES: FAIZA

“ The Beautiful Oldham - Why Not?’ project has inspired me to delve deeper into my own history and connection to Oldham. A passion project has taken form and I’ve started work on recounting the untold stories of my elders and the generation who emigrated from Pakistan in the 1960’s to work in the mills. It has also introduced me to a wide range of Oldham residents with varied backgrounds whom it has been a pleasure to learn from and spend time with. ”



DELIVERING IMPACT: LEARNING & SKILLS

SO FAR:

- **Over 600 children & young people taken part in educational activities:** forest school, HAF and holiday provision, school visits, Alternate Provision, college and University projects.
- **Successfully engaged young people struggling with education:** qualifications and paid placements for young offenders, care leavers, children at risk of permanent exclusion & NEET, neurodiverse young people.
- **Delivered free and paid workshops** for adults and children.

Partners: Positive Steps, Skills Mill, Oldham College, Mahdlo,

NEXT STEPS:

- **Recruit Learning Manager** with new NLHF funding to build full learning programme pre opening.
- Develop whole site as a **living learning lab**.
- Build **sponsorship and training** opportunities with providers and employers



“If I hadn’t attended Northern Roots Positive Futures programme then I don’t know what I would be doing when leaving school. Thanks to staff believing in me, I have been able to achieve more than I ever expected, to now have a full time job is amazing.”



“Rarely have I seen such an ambitious plan come together in such a sure-footed, collaborative way. Thrilled to have this one on our doorstep for our patients and all residents of Oldham.” Dr. John Patterson

“Oldham College is a keen partner of, and advocate for Northern Roots. Whether our students are acting as Community Champions, citizen rangers or researchers there are many opportunities for the College community to get involved. We have volunteers, designers and builders all ready and willing to help out. We will develop our curricula to incorporate new wellbeing programmes as part of the Natural Health Service (for staff and learners). Once the facilities are built, we want to help arrange performances, youth curated events and showcase local talent.” Alan Benvie, Vice Principal, Oldham College

‘Positive Steps has found great benefits in our partnership with Northern Roots. We have worked together to provide young people with vocational experience and qualifications. The green economy is an important pathway for future opportunities and supports both local and regional initiatives like Atom Valley and Oldham’s commitment to improving green spaces. We’re looking forward to expanding our partnership over the coming years, initially through developing additional alternative provision opportunities’ Paul Axon, CEO Positive Steps



“At Action Together we can already see the difference that Northern Roots is making to Oldham people. Their Natural Health Service has made a real difference to lives of Oldhamers, especially those experiencing deep-rooted health inequalities. We are excited about the future phases of development, and the health, wellbeing and economic benefits that will be realised for Oldham residents and communities. The Northern Roots charity is transforming a forgotten wasteland into another jewel in Oldham’s crown.” Liz Windsor-Welsh, CEO, Action Together

PREPARING FOR OPENING: 2025 TO 2026

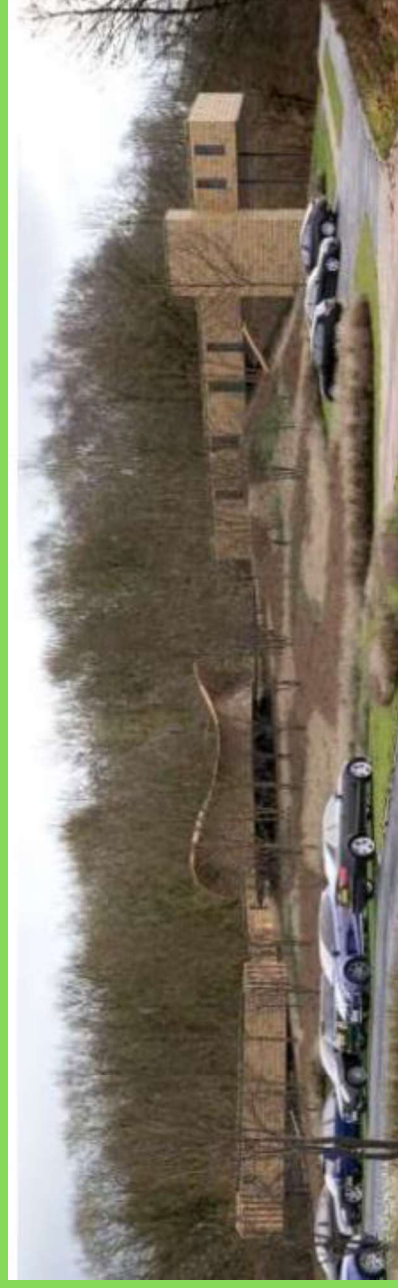
The Northern Roots Charity's focus over the coming 18 months is to be prepared to take full advantage of the Visitor Centre, Forestry Skills Centre and Phase 2 farm, and operate as a self-sustaining, vibrant community asset and visitor destination from 2026:

- Café, shop, events & education offer
- Marketing, interpretation, business modelling, rebrand , fundraising



AFTER OPENING: 2026 & BEYOND

- **By opening:**
 - Capital – Phase 2 farm, play, solar array, swimming pond, pitches, wider site access, cycle routes
 - Revenue – further develop farming, learning, health, landscape management, arts, business and sports.
 - Develop the site as living lab showcasing biodiversity net gain, sustainable urban drainage, green technologies & regenerative farming
- **After opening**
 - Further capital stages – bike hub, pitches, phase 3 farm, Longhouse, Wellbeing/Learning/Arts Centre, Adventure Play, Performance areas
 - Commercial revenue to subsidise charitable operations



2026 & BEYOND: 2030 IMPACT TARGETS

Place

- 100,000 visitors to Northern Roots per annum by the year 2026, 300,000 by 2030
- Supported up to 35-40 new businesses
- 60-80 new jobs created, 20% for people who would otherwise be unemployed
- Leveraged £30million of new funding and investment in Oldham


People

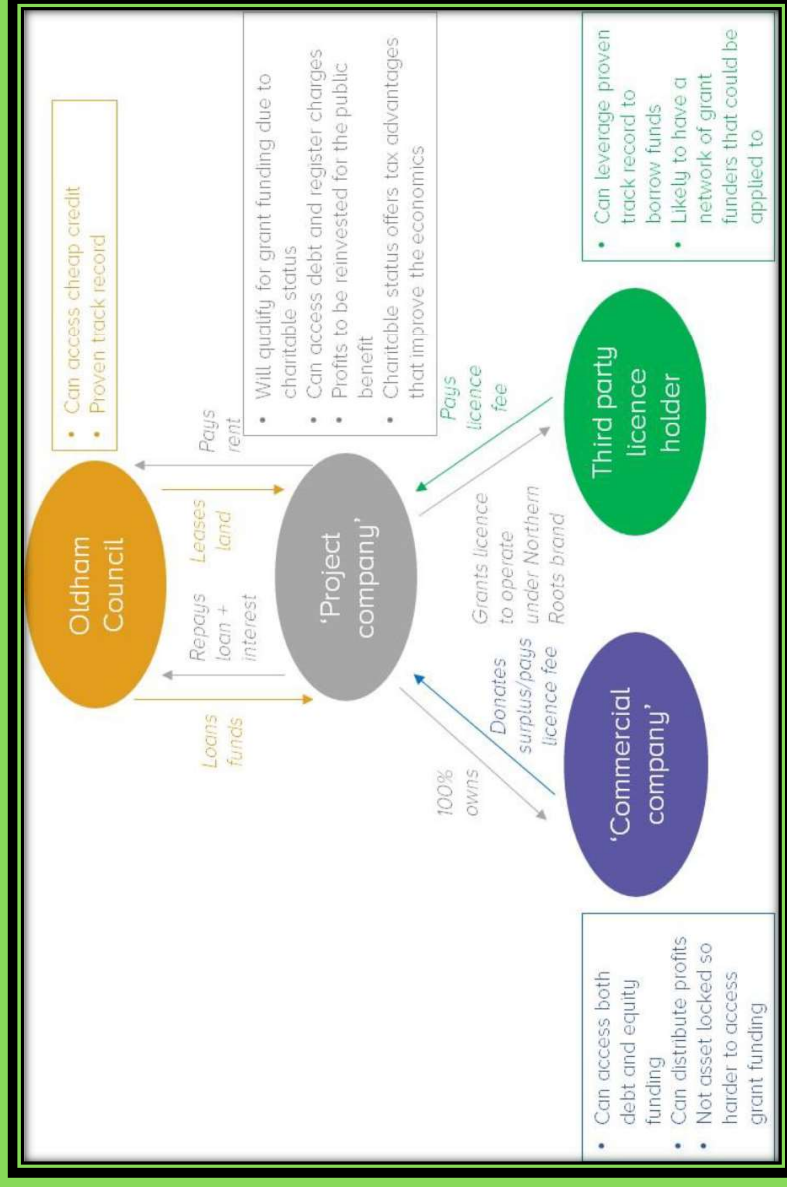
- At least 300 social prescriptions per annum
- 50 volunteering placements and 25 work experience placement per annum
- 15 trainee/apprentice positions per annum
- 4,500 school visits per annum

Planet

- 25% biodiversity net gain, through grassland enrichment, woodland management, tree and hedge planting, and wetland creation
- 30,000 tonnes of carbon stored in woodland and soils by 2050
- 400 KWP of green energy generated
- Water Quality improved and run off reduced
- Earth worm populations increased by 87 million

THE BACKGROUND – FEASIBILITY PHASE 2016-18

- Lead by Cllr Jabbar & OMBC Policy team – worked with consultants and local partners to develop initial masterplan, operating model, SROI evaluation, community and partner consultation, legal and governance structure, and funding model
- Governance structure proposed by Stoneking 
- Cabinet paper in Jan 2019 to approve inception phase
- Anna da Silva recruited as Project Director.



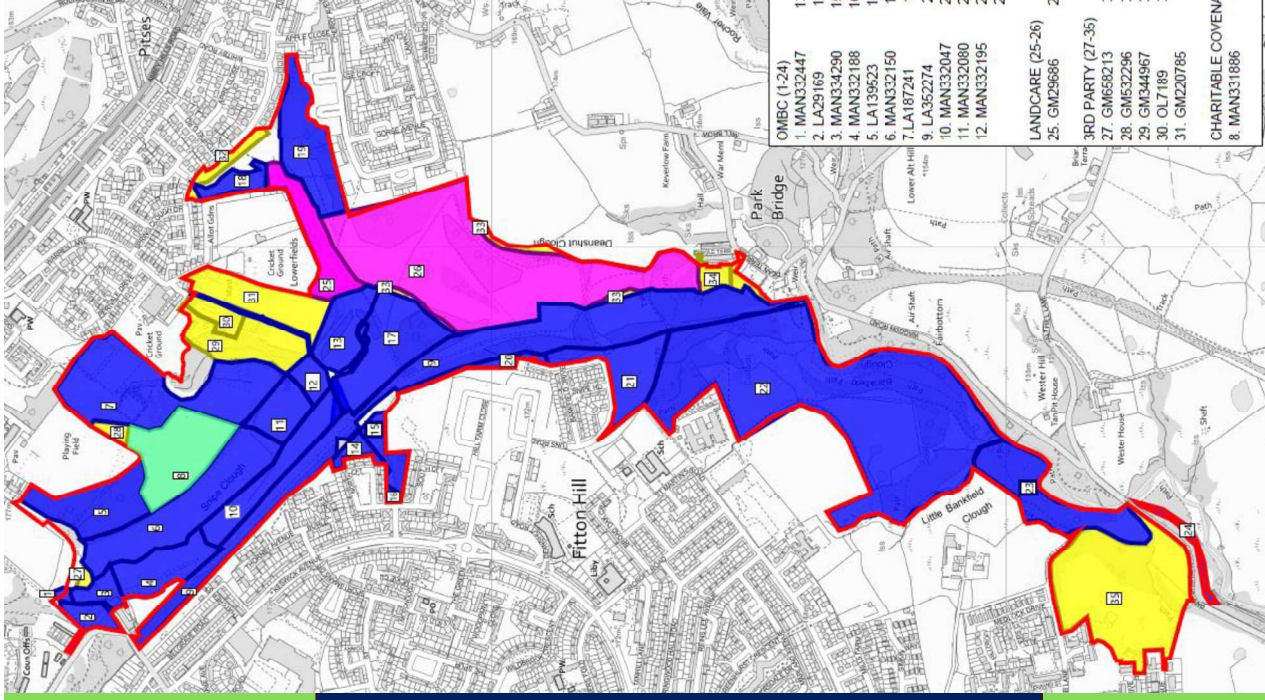
INCEPTION PHASE 2019 - 2022

➤ Objectives set in Project Director contract Feb 2019:

It is proposed that the establishment period will take two years, at the end of which there would be:

- An operative brand and businesses trading under licence
- Strong community engagement and involvement
- Delivery of early implementation projects
- Planning approval for the full Northern Roots opportunity site
- Legal infrastructure in place and operational
- Inward investments secured and an investment strategy and pipeline
- Contracts and commissioning contracts operational
- Growing social enterprise eco-system operating under Northern Roots licence

OMBC Cabinet Report January 2019



INCEPTION PHASE 2019 - 2021

Delivery against targets	
An operative brand and businesses trading under licence; Growing social enterprise eco-system operating under Northern Roots licence	5 Businesses supported with CRF funding No Master license so not possible to sub license
Strong community engagement and involvement; Delivery of early implementation projects	2500 people took part in consultation and coproduction including building designs. Projects including bee keeping, creative writing, & Oldham College projects (despite Covid)
Planning approval for the full Northern Roots opportunity site	Commissioned full design and technical team leading to 3 planning approvals, for top 3 rd of site, in greenbelt, July 2022
Legal infrastructure in place and operational	NR Company established Sept 2019 NR Charity registered Nov 2021
Inward investments secured and an investment strategy and pipeline	Town's Fund, Levelling Up Fund, CRF, EFF, Halpin, GRCF – £12.45m
Contracts and commissioning contracts operational	Not possible without infrastructure

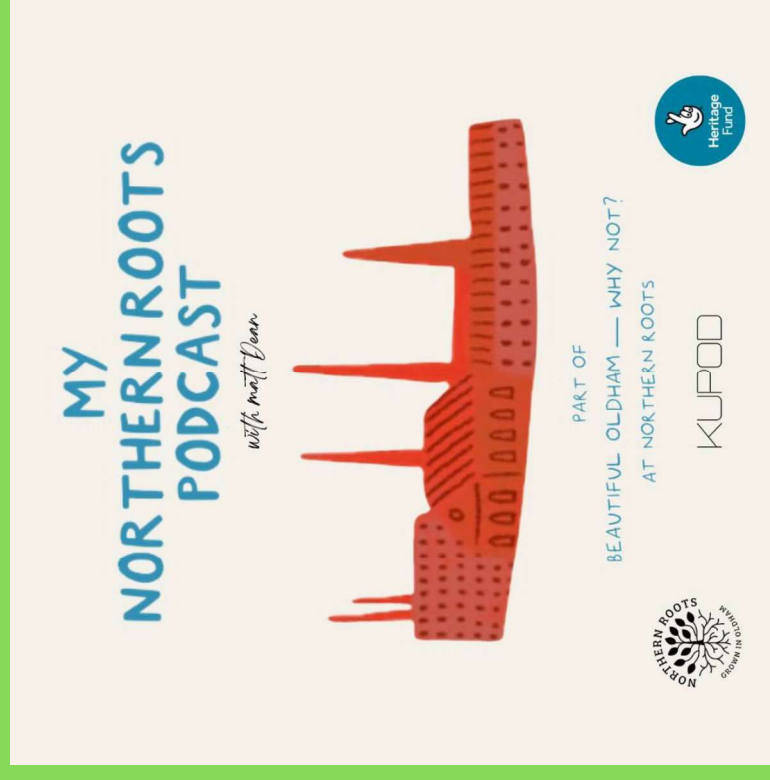
OPERATING AS A CHARITY (2022-24)



- Financially self-funding; no further revenue funding received from OMBC
- Attracted £2.75m funding from a variety of prestigious national and regional funders who could not fund an LA: EFF, NLHF, GF, NHSE, OCT
- Started to develop commercial and commissioning income; and corporate and philanthropy giving and 2030 Prospectus
- Invested £328k in 50+ local businesses and freelancers, in addition to local staff
- All staff employed by the Charity. In 2024 this peaked at 31 roles, of whom 19 from Oldham.
- Laid foundations for successful operations of the VC: Commissioned Business Modelling, Branding, Fund-raising, Biodiversity Net Gain and Web Design consultancy. Produced Full Business Case and Full Business Plan. Just received funding to commission Marketing, Interpretation and Education consultancy.

OPERATING AS A CHARITY (2022-24)

- Established on Social Media with 7k followers and 35k monthly reach.
- Launched new brand and website.
- Local, Regional, National and International Media Coverage.
- Raised Oldham's profile nationally: Won Landscape Institute Award for Collaboration and Partnership, spoke at conferences in London, Lincoln, Leeds, Manchester; hosted visitors from Canada and Czech Republic; involved in multiple academic research projects.



OPERATING AS A CHARITY (2022-24)

- Supporting the Oldham Partnership – members of Local Motion, Green New Deal Board, Cultural Partnership Board, Town Deal Board, Cultural Education Partnership, GM Green Social Prescribing Steering Group, Oldham Food Board, Medlock Valley Nature Partnership.
- Partnerships with a wide range of local, regional and national organisations – environmental, cultural, academic, agricultural, educational, commercial.
- Approx 6,000 local residents engaged in activities on site and in surrounding communities in last two years
- Piloted community champion model of community engagement and co-design.



OPERATING AS A CHARITY (2022-24)

- Invested approx. £240k in Cabins, Garden and Phase 1 farm on Apiary Meadow, and Phase 2 farm.
- Worked with OMBC to secure revised planning permission for VC and FSC; secured reserved matters approval for Phase 2 farm and play area.

Visitor Centre

04.18
Landscape





THE TEAM



ANY QUESTIONS?

www.northern-roots.uk



@NorthernRootsOL
@NorthernRootsCoop
@northernrootsoldham

NORTHERN ROOTS

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Company registration number: 11258080

Charity registration number: 1196806

NORTHERN ROOTS (OLDHAM) LIMITED

UNAUDITED FINANCIAL

STATEMENTS 31 MARCH 2023

Northern Roots (Oldham) Limited

Financial Statements

Year ended 31 March 2023

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Northern Roots (Oldham) Limited

Trustees' Annual Report (Incorporating the Director's Report)

Year ended 31 March 2023

The trustees, who are also the directors for the purposes of company law, present their report and the unaudited financial statements of the charity for the year ended 31 March 2023.

Reference and administrative details

Registered charity name Northern Roots (Oldham) Limited 1196806

Company registration number 11258080

Principal office and registered office Oldham Council Alexandra Park
Kings Road
Oldham
OL82BH

The trustees A Jabbar
J Bland
B Brownbridge
G Koosar
Z Chauhan (Resigned July 2023)
S Lockwood
P Morton
A Selby
A Tyrer
E Taylor (Appointed July 2023)

Company secretary C Brittain (Resigned May 2023)
N Jones (Appointed July 2023)

Independent examiner ATS Accountants
8 Rochdale Road
Royton
Oldham
OL2 6QJ

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Northern Roots (Oldham) Limited
Trustees' Annual Report (Incorporating the Director's Report) *(continued)*
Year ended 31 March 2023

Structure, governance and management

Northern Roots was first incorporated as a company on 15 March 2018.

The registration as a charity was completed on 29 November 2021.

As a registered charity and a company limited by shares, the Company is governed by its Memorandum and Articles of Association, dated August 2019. These have not been changed since incorporation and were transferred over from the company to the charity in November 2021. The members of the Charity are the Trustees who have consented to act and become members and whose names have been entered into the members register. The maximum liability of each member is limited to £1, in the event of the Company being wound up.

It is registered with the Charity Commission with number 1196806.

Recruitment and appointment of Trustees

The Trustees aim for the highest possible standard of governance by ensuring that the charity has a governance framework that is appropriate to a charity of its size/complexity, stage of development, and its charitable objects, and reflects the diversity of its users. This framework is regularly reviewed, along with the Board's performance.

In consultation with the Chief Executive, the Board has the mix of skills and experience it requires to govern the charity well. The Board has access to, and will consider, relevant external professional advice and expertise when required.

All members of the Board receive appropriate induction on their appointment and continue to receive appropriate advice, information and training (both individual and collective). Trustees have a code of conduct and comply with it and there are mechanisms for the removal of Trustees who do not abide by the trustee code of conduct.

There is a minimum of nine Trustees allowed to sit on the Board, with a maximum of thirteen. The Board will have four council appointed Trustees with the remainder independently appointed. Trustees are appointed for a 36-month term. Appointments can be extended at the end of the term to a maximum of three terms. A Chair and Vice Chair will be appointed by the Trustees, for an initial term of three years, with potential to be extended for one further term of three years, to a maximum of six years.

None of the Trustees have any beneficial interest in the company. All the Trustees are members of the company and guarantee to contribute £1 in the event of winding up.

The Trustees, who are directors for the purpose of company law, present their annual report and the financial statements for the year ended 31 March 2023. There were four Board meetings from April 2022 to March 2023.

Northern Roots (Oldham) Limited

Trustees' Annual Report (Incorporating the Director's Report) *(continued)*

Year ended 31 March 2023

Trustees

The Trustees who served during the year are as follows:

A Jabbar
J Bland ¹
B Brownbridge ²
Z Chauhan
S Lockwood ²
G Koosar ²
P Morton ¹
A Selby ²
A Tyrer ¹

The Board approved the formation of two sub committees to ensure the best possible governance and reporting structures from the management team to the Board. These are the Finance and Risk committee chaired by Alan Tyrer and the HR committee chaired by Stuart Lockwood.

1 - Denotes member of Finance and Risk committee

2 - Denotes member of the HR committee

Objectives and activities

The object of the Charity, as set out in its Memorandum and Articles of Association is to provide, maintain, protect, improve and equip the gardens, landscaped areas, woodlands, open spaces, playing fields and recreational amenity spaces within the Northern Roots site, and to advance the health and wellbeing and communal pride of local communities by promoting outdoor activities including horticulture and agriculture, land-based activities, recreation, amateur sport, arts, heritage and culture activities. All the charities activities are undertaken to further the charities purposes for public benefit.

Achievements and performance

Over the last year Northern Roots has made significant progress towards the realisation of the charity's vision and purpose. Revenue funding enabled the company to recruit a full management team, as well as staff to develop growing, landscape management, community engagement and educational activities. With this team the charity delivered five large scale arts and culture events, training programmes and work experience placements for over 100 young people, and a behaviour change programme conveying "What not to flush, what not to pour" messaging to local residents. The team also began the creation of the first phase of the Northern Roots farm, with cabin, storage, workshop, apiary and initial market garden facilities, at the top of the site. They continued to enhance the landscape and habitats of the site by, for example, managing dangerous and diseased trees, litter picking, and planting two kilometres of new hedgerow. The charity ran an initial business support programme to identify and support local residents with ideas for businesses that could be established at Northern Roots. Many projects were delivered in partnership with organisations, including Positive Steps, The Conservation Volunteers, Fatima Women's Association and the Lancashire Wildlife Trust.

Planning permission was approved for two linked planning applications for a Bike Hub facility, and for an area encompassing approximately the top third of site which includes a Visitor Centre, Learning Centre, Market Garden, Forestry Hub and Solar Array. In partnership with Oldham Council a tender process was undertaken to select construction partners to deliver the first phase of the capital build.

Northern Roots (Oldham) Limited
Trustees' Annual Report (Incorporating the Director's Report) (continued)
Year ended 31 March 2023

Financial review

The Board of Trustees have tasked the day to day running of the charity to a management team headed by Anna da Silva as Chief Executive.

The Trustees are pleased with the financial performance of the Charity in the year 2022/23. The results show a surplus of £170,950. The surplus generated is in part attributable to restricted funds received in advance. Northern Roots will complete three restricted funds programmes to a value of £164,256 in 2023/24. Northern Roots was able to increase its continuity fund which may be reinvested in in the near future as agreed by the Board. The Trustees have put in place a robust budget for 2023/24 which will build on the excellent results achieved to date.

Policy on Reserves

The Trustees have an established policy, whereby they designate a reserve fund 'Continuity Fund' which will enable the charity to continue, for a period of time, its current activities in the event of a significant reduction in annual funding. This is reviewed on a regular basis as it is obviously necessary to consider how the funding will be replaced or activities modified should such circumstances arise. The current policy of the Board is a target level of this fund equivalent to six months total budgeted costs and to attempt to increase it gradually to nine months total budgeted costs.

The target of six months' budgeted costs based on the 2022/24 budget, equates to £315,197 and the actual balance of the Continuity Fund at 31 March 2023 was £237,406 (March 22 £59,790). There is a shortfall of £77,791 on the target set by the Trustees for this fund. As a new charity the Trustees are fully aware that the target of six months' running costs will not be achieved easily. The funds that have been received so far may be required for reinvestment during the early building phase of the charity. The Trustees are very happy with the progress and will continue to take such measures that will allow the Continuity Fund to be grown in the future, in line with the charity's objectives.

Principal risks and uncertainties

Northern Roots is a highly ambitious programme. The risks are high in the build phase of the early years. The high-risk elements for 2023/24 will be securing the funding to build the charity in the years leading up to the site becoming self-sustainable. The charity has appointed an experienced Chief Executive to lead its management team and the Trustees are confident that the funding will be secured.

Northern Roots (Oldham) Limited
Trustees' Annual Report (Incorporating the Director's Report) *(continued)*

Year ended 31 March 2023

Plans for future periods

Over the coming year the Charity will continue to establish phase 1 of the Northern Roots Urban Farm, planting and harvesting the first crops grown on site. It will continue to offer training opportunities for local residents through a range of volunteering, alternate provision and work experience programmes. It will offer school holiday activity programmes for local children. It will introduce its first green social prescribing project, in partnership with Hilltop GP surgery in Fitton Hill. It will deliver three further arts and culture events and a range of other activities for local residents. It will begin to support a few small businesses to operate at and from the site. It will continue to enhance the landscape and habitat of the site. The first phase of capital building will commence. The Charity will continue to apply for further capital and revenue funding, and will seek to finalise a lease on the site from Oldham Council.

Small company provisions

This report has been prepared in accordance with the provisions applicable to companies entitled to the small companies exemption.

The trustees' annual report was approved on and signed on behalf of the board of trustees by:



P Morton
Trustee

**Independent Examiner's Report to the Trustees of Northern Roots (Oldham)
Limited**

Year ended 31 March 2023

I report on the Financial Statements of the Charity for the year ended 31 March 2023 which are set out on pages 6 to 13.

Respective responsibilities of trustees and examiner

The trustees are responsible for the preparation of the accounts. The trustees consider that an audit is not required for this year under section 144 (2) of the Charities Act 2011 (the 2011 Act) or under Regulation 10 (1) (a) to (c) of The Charities Accounts (Scotland) Regulations 2006 (the 2006 Accounts Regulations) and that an independent examination is needed. The charity is required by company law to prepare accrued accounts and I am qualified to undertake the examination by being a qualified member of the Chartered Institute of Public Finance and Accountancy.

Having satisfied myself that the charity is not subject to audit under company law and is eligible for independent examination, it is my responsibility to:

- examine the accounts under section 145 of the 2011 Act);
- to follow the procedures laid down in the general Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act; and
- to state whether particular matters have come to my attention.

Basis of independent examiner's report

My examination was carried out in accordance with the general directions given by the Charity Commission. An examination includes a review of the accounting records kept by the charity and a comparison of the accounts presented with those records. It also includes consideration of any unusual items or disclosures in the accounts and seeking explanations from you as trustees concerning any such matters. The procedures undertaken do not provide all the evidence that would be required in an audit and consequently no opinion is given as to whether the accounts present a 'true and fair view' and the report is limited to those matters set out in the statement below.

Independent examiner's statement

In connection with my examination, no matter has come to my attention:

- (1) Which gives me reasonable cause to believe that in any material respect the requirements
 - to keep accounting records in accordance with section 44(1)(a) of the 2005 Act; and
 - to prepare accounts which accord with the accounting records, comply with the accounting requirements of the section 44(1)(b) of the 2005 Act; and
 - which are consistent with the methods and principles of the Statement of Recommended Practice: Accounting and Reporting by Charities have not been met; or
- (2) to which, in my opinion, attention should be drawn in order to enable a proper understanding of the accounts to be reached.



Tanvir Alam BSc (Hons) CPFA

On behalf of ATS Accountants

Northern Roots (Oldham) Limited
Statement of Financial Activities
(Including Income and expenditure account)

Year ended 31 March 2023

	Note	Unrestricted funds £	2023 Restricted funds £	Total funds £	2022 Total funds £
Income and endowments					
Donations and legacies	4	2	-	2	850
Charitable activities	5	458,321	175,420	633,741	445,045
Total income		458,323	175,420	633,743	445,895
Expenditure					
Expenditure on charitable activities	6,7	280,707	182,086	462,793	214,883
Total expenditure		280,707	182,086	462,793	214,883
Net income/(expenditure)		177,616	(6,666)	170,950	231,012
Transfer between funds		-	-	-	-
Net movement in funds		177,616	(6,666)	170,950	231,012
Reconciliation of funds					
Total funds brought forward		59,790	170,922	230,712	(300)
Total funds carried forward		237,406	164,256	401,662	230,712

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

The notes on pages 9 to 18 form part of these financial statements

Northern Roots (Oldham) Limited

Statement of Financial Position

31 March 2023

	Note	2023 £	2022 £
Fixed assets			
Tangible fixed assets	13	33,328	40,496
Current assets			
Debtors	14	81,661	3,073
Cash at bank and in hand		308,544	289,882
		390,205	292,655
Creditors: amount falling due within one year	15	21,771	102,639
Net current assets		368,074	190,316
Total assets less current liabilities		401,762	230,812
Net assets		401,762	230,812
Funds of the charity			
Share capital		100	100
Restricted funds		164,256	170,922
Unrestricted funds		237,406	59,790
Total charity funds	17	401,762	230,812

For the year ending 31 March 2023 the charity was entitled to exemption from audit under section 477 of the Companies Act 2006 relating to small companies.

Directors' responsibilities

- The members have not required the company to obtain an audit of its financial statements for the year in question in accordance with section 476;
- The directors acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and the preparation of financial statements.

These financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies' regime

These financial statements were approved by the board of trustees and authorised for issue on and are signed on behalf of the board by



P Morton
Trustee

The notes on pages 9 to 18 form part of these financial statements

Northern Roots (Oldham) Limited

Notes to the Financial Statements

Year ended 31 March 2023

1. General Information

The charity is a public benefit entity and a private company limited by shares, registered in England and Wales and a registered charity in England and Wales. The address of the registered office is Oldham Council, Alexandra Park, Kings Road, Oldham, OL8 2BH.

2. Statement of compliance

These financial statements have been prepared in compliance with FRS 102, 'The Financial Reporting Standard applicable in the UK and the Republic of Ireland', the Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (Charities SORP (FRS 102)) and the Companies Act 2006.

3. Accounting policies

Basis of preparation

Northern Roots (Oldham) is a company limited by shares in the United Kingdom. The address of the registered office is given in the company information on page 2 of these financial statements. The nature of the charity's operation and principal activities are set out in the Trustees' report.

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 October 2019) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Northern Roots meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy notes.

Going concern

These accounts have been prepared on the going concern basis and the Trustees consider that no material uncertainties exist, after due regard to the measures put in place by the Trustees in respect of future costs savings and financial projections as highlighted in the Trustees report. The Board have approved a 3 year strategic forecast to ensure the charity continues to grow. As a result the Trustees consider that the charity has sufficient reserves to meet liabilities as they fall due for a period of at least twelve months from the date of signing the accounts.

Northern Roots (Oldham) Limited
Notes to the Financial Statements (continued)
Year ended 31 March 2023

3. Accounting policies (continued)

Judgements and key sources of estimation uncertainty

In the application of the charity's accounting policies, the Trustees are required to make judgments, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experiences and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future period.

The Trustees do not believe that there are any estimates and assumptions which have a significant risk of causing a material adjustment to the carrying amount of assets and liabilities.

Fund accounting

Unrestricted funds are available for use at the discretion of the trustees to further any of the charity's purposes.

Designated funds are unrestricted funds earmarked by the trustees for particular future project or commitment.

Restricted funds are subjected to restrictions on their expenditure declared by the donor or through the terms of an appeal, and fall into one of two sub-classes: restricted income funds or endowment funds.

Northern Roots (Oldham) Limited
Notes to the Financial Statements (continued)
Year ended 31 March 2023

3. Accounting policies (continued)

Incoming resources

All incoming resources are included in the statement of financial activities when entitlement has passed to the charity; it is probable that the economic benefits associated with the transaction will flow to the charity and the amount can be reliably measured. The following specific policies are applied to particular categories of income:

- income from donations or grants is recognised when there is evidence of entitlement to the gift receipt is probable and its amount can be measured reliably.
- legacy income is recognised when receipt is probable and entitlement is established
- income from donated goods is measured at the fair value of the goods unless this is impractical to measure reliably, in which case the value is derived from the cost to the donor or the estimated resale value. Donated facilities and services are recognised in the accounts when received if the value can be reliably measured. No amounts are included for the contribution of general volunteers.
- income from contracts for the supply of services is recognised with the delivery of the contracted service. This is classified as unrestricted funds unless there is a contractual requirement for it to be spent on a particular purpose and returned if unspent, in which case it may be regarded as restricted.

Resources expended

Expenditure is recognised on an accruals basis as a liability is incurred. Expenditure includes any VAT which cannot be fully recovered, and is classified under headings of the statement of financial activities to which it relates:

- expenditure on raising funds includes the costs of all fundraising activities, events, non-charitable trading activities, and the sale of donated goods.
- expenditure on charitable activities includes all costs incurred by the charity in undertaking activities that further its charitable aims for the benefit of its beneficiaries, including those support costs and costs relating to the governance of the charity apportioned to charitable activities.
- other expenditure includes an expenditure that is neither related to raising funds for the charity nor part of its expenditure on charitable activities.

All costs are allocated to expenditure categories reflecting the use of the resource. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs are apportioned between the activities they contribute to on a reasonable, justifiable and consistent basis.

Tangible assets

Tangible assets are initially recorded at cost, and subsequently stated at cost less any accumulated depreciation and impairment losses. Any tangible assets carried at revalued amounts are recorded at the fair value at the date of revaluation less any subsequent accumulated depreciation and subsequent accumulated impairment losses.

Northern Roots (Oldham) Limited
Notes to the Financial Statements (continued)

Year ended 31 March 2023

3. Accounting policies (continued)

Tangible assets (continued)

An increase in the carrying amount of an asset as a result of a revaluation, is recognised in other recognised gains and losses, unless it reverses a charge for impairment that has previously been recognised as expenditure within the statement of financial activities. A decrease in the carrying amount of an asset as a result of revaluation, is recognised in other recognised gains and losses, except to which it offsets any previous revaluation gain, in which case the loss is shown within other recognised gains and losses on the statement of financial activities.

Depreciation

Depreciation is calculated so as to write off the cost or valuation of an asset, less its residual value, over the useful economic life of that asset as follows:

Plant and machinery	25% straight line
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Impairment of fixed assets

A review for indicators of impairment is carried out at each reporting date, with the recoverable amount being estimated where such indicators exist. Where the carrying value exceeds the recoverable amount, the asset is impaired accordingly. Prior impairments are also reviewed for possible reversal at each reporting date.

For the purposes of impairment testing, when it is not possible to estimate the recoverable amount of an individual asset, an estimate is made of the recoverable amount of the cash-generating unit to which the asset belongs. The cash-generating unit is the smallest identifiable group of assets that includes the asset and generates cash inflows that largely independent of the cash inflows from other assets or groups of assets.

For impairment testing of goodwill, the goodwill acquired in a business combination is, from the acquisition date, allocated to each of the cash-generating units that are expected to benefit from the synergies of the combination, irrespective of whether other assets or liabilities of the charity are assigned to those units.

Financial Instruments

A financial asset or a financial liability is recognised only when the entity becomes a party to the contractual provisions of the instrument.

Basic financial instruments are initially recognised at the amount receivable or payable including any related transaction costs, unless the arrangement constitutes a financing transaction, where it is recognised at the present value of the future payments discounted at a market rate of interest for a similar debt instrument.

Current assets and current liabilities are subsequently measured at the cash or other consideration expected to be paid or received and not discounted.

Northern Roots (Oldham) Limited
Notes to the Financial Statements *(continued)*

Year ended 31 March 2023

3. Accounting policies *(continued)*

Defined contribution plans

Contributions to defined contribution plans are recognised as an expense in the period in which the related service is provided. Prepaid contributions are recognised as an asset to the extent that the prepayment will lead to a reduction in future payments or a cash refund.

When contributions are not expected to be settled wholly within 12 months of the end of the reporting date in which the employees render the related service, the liability is measured on a discounted present value basis. The unwinding of the discount is recognised as an expense in the period in which it arises.

4. Donations and legacies

	Unrestricted Funds 2023 £	Total Funds 2023 £	Unrestricted Funds 2022 £	Total Funds 2022 £
Donations	2	2	850	850

5. Charitable activities

	Unrestricted Funds £	Restricted Funds £	Total Funds 2023 £
Partnership income	45,125	-	45,125
Grants	409,930	175,420	585,350
Events and sales	654	-	654
Other Income	2,612	-	2,612
	458,321	175,420	633,741

	Unrestricted Funds £	Restricted Funds £	Total Funds 2022 £
Partnership income	30,289	-	30,289
Grants	146,104	265,426	411,530
Events and sales	3,226	-	3,226
Other Income	-	-	-
	179,619	265,426	445,045

Northern Roots (Oldham) Limited
Notes to the Financial Statements *(continued)*

Year ended 31 March 2023

6. Expenditure on charitable activities by fund type

	Unrestricted Funds £	Restricted Funds £	Total Funds 2023 £
Charitable activity	241,664	177,842	419,506
Support costs	39,043	4,244	43,287
	280,707	182,086	462,793
	Unrestricted Funds £	Restricted Funds £	Total Funds 2022 £
Charitable activity	132,611	76,351	208,961
Support costs	5,003	918	5,922
	137,614	77,269	214,883

7. Expenditure on charitable activities by activity type

	Activities undertaken directly £	Support costs £	Total funds 2023 £	Total fund 2022 £
Charitable activity	419,506	43,287	462,793	214,883

8. Analysis of support costs

	Analysis of support costs activity £	Total 2023 £	Total 2022 £
General office	12,629	12,629	1,812
Governance costs	18,882	18,882	1,722
Support costs - Depreciations	11,776	11,776	2,386
	43,287	43,287	5,920

9. Net income/(expenditure)

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

	2023 £	2022 £
Depreciation of tangible fixed assets	11,776	2,386

Northern Roots (Oldham) Limited
Notes to the Financial Statements *(continued)*

Year ended 31 March 2023

10. Independent examination fees

	2023	2022
	£	£
Fees payable to the independent examiner for:		
Independent examination of financial statements	540	1,200
	540	1,200

11. Staff costs

	2023	2022
	£	£
Wages and salaries	213,498	127,351
Social security costs	13,932	-
Employer contributions to pension plans	2,992	761
	230,422	128,112

The average head count of employees during the year was 6 (2022: 5). The average number of full-time equivalent employees during the year is analysed as follows:

	2023	2022
	No.	No.
Project Management	4	4
Grounds Management	2	1
	6	5

One employee received employee benefits of more than £60,000 during the year (2022: Nil).

The number of employees whose emoluments fell within the following bands was:

	2023	2022
	No.	No.
£60,000 - £70,000	1	0
	1	0

12. Trustee remuneration and expenses

No remuneration or other benefits from employment with the charity were received by the trustees during the year

Northern Roots (Oldham) Limited
Notes to the Financial Statements *(continued)*

Year ended 31 March 2023

13. Tangible fixed assets

	Plant and machinery £
Cost	
At 1 April 2023	42,882
Additions	4,608
At 31 March 2023	47,490
Depreciation	
At 1 April 2022	2,386
Charge for the year	11,776
At March 2023	14,162
Carrying amount	
At 31 March 2023	33,328
At 31 March 2022	40,496

14. Debtors

	2023	2022
	£	£
Prepayments and accrued income	43,014	2,687
Other debtors	38,647	386
	81,661	3,073

15. Creditors: amounts falling due within one year

	2023	2022
	£	£
Trade creditors	325	26,497
Accruals and deferred income	20,563	75,711
Other creditors	883	431
	21,771	102,639

16 Pensions and other post retirement benefits

Defined contribution plans

The amount recognised in income or expenditure as an expense in relation to defined contribution plans was £2,992 (2022: £761).

Northern Roots (Oldham) Limited
Notes to the Financial Statements (*continued*)

Year ended 31 March 2023

17. Analysis of charitable funds

Unrestricted funds

	At 1 April 2022	Income	Expenditure	Transfers	At 31 March 2023
	£	£	£	£	£
General funds	59,790	458,323	(280,707)	-	237,406

	At 1 April 2021	Income	Expenditure	Transfers	At 31 March 2022
	£	£	£	£	£
General funds	(300)	180,469	(137,614)	17,235	59,790

	At 1 April 2022	Income	Expenditure	Transfers	At 31 March 2023
	£	£	£	£	£
Positive Steps	164,203	-	(164,203)	-	-
The Halpin Trust	6,719	-	(6,719)	-	-
The Halpin Trust 2	-	48,520	(11,164)	-	37,356
The Halpin Trust 3	-	66,900	-	-	66,900
Esmee Fairbairn	-	60,000	-	-	60,000
	170,922	175,420	182,086	-	164,256

	At 1 April 2021	Income	Expenditure	Transfers	At 31 March 2022
	£	£	£	£	£
Positive Steps	-	253,669	(72,231)	(17,235)	164,203
The Halpin Trust	-	11,757	(5,038)	-	6,719
	-	265,426	(77,269)	(17,235)	170,922

Northern Roots (Oldham) Limited
Notes to the Financial Statements *(continued)*
Year ended 31 March 2023

18. Analysis of net assets between funds

	Unrestricted Funds	Restricted Funds	Total Funds 2023
	£	£	£
Tangible fixed assets	20,402	12,926	33,328
Current assets	238,875	151,330	390,205
Creditors less than 1 year	(21,771)	-	(21,771)
Net assets	237,506	164,256	401,762

	Unrestricted Funds	Restricted funds	Total Funds 2022
	£	£	£
Tangible fixed assets	23,979	16,517	40,496
Current assets	138,550	154,405	292,955
Creditors less than 1 year	(102,639)	-	(102,639)
Net assets	59,890	170,922	230,812

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