

MAC-UK

England & Wales · Charity number 1126144

Details

Other names	MA, MUSIC AND CHANGE
Status	Registered
Legal form	Charitable company
Company number	06693712
Registered	2008-10-02
Register	View on the Charity Commission register

Contact

Address	The Finsbury Business Centre Ltd 40 Bowling Green Lane London EC1R 0NE
Phone	07725555295
Email	info@mac-uk.org
Website	www.mac-uk.org

Activities

Objects: TO ADVANCE IN LIFE AND HELP YOUNG PEOPLE THROUGH;A) THE PROVISION OF RECREATIONAL AND LEISURE TIME ACTIVITIES PROVIDED IN THE INTEREST OF SOCIAL WELFARE, DESIGNED TO IMPROVE THEIR CONDITIONS OF LIFE;B) PROVIDING SUPPORT AND ACTIVITIES WHICH DEVELOP THEIR SKILLS, CAPACITIES AND CAPABILITIES TO ENABLE THEM TO PARTICIPATE IN SOCIETY AS MATURE AND RESPONSIBLE INDIVIDUALS.TO HELP YOUNG PEOPLE, ESPECIALLY BUT NOT EXCLUSIVELY THROUGH LEISURE TIME ACTIVITIES SO AS TO DEVELOP THEIR CAPABILITIES THAT THEY MAY GROW TO FULL MATURITY AS INDIVIDUALS AND MEMBERS OF SOCIETY. C) RAISING AWARENESS OF THE ISSUES AFFECTING EXCLUDED YOUNG PEOPLE BY WORKING WITH THE SYSTEMS AROUND YOUNG PEOPLE FOR THE BENEFIT OF YOUNG OF YOUNG PEOPLE.TO ACT AS A RESOURCE FOR YOUNG PEOPLE UP TO THE AGE OF 30 YEARS LIVING IN THE UNITED KINGDOM BY PROVIDING ADVICE AND ASSISTANCE AND ORGANISING PROGRAMMES OF PHYSICAL EDUCATION AN OTHER ACTIVITIES AS A MEANS OF;A) ADVANCING IN LIFE AND HELPING YOUNG PEOPLE BY DEVELOPING THEIR SKILLS, CAPACITIES AND CAPABILITIES TO ENABLE THEM TO PARTICIPATE IN SOCIETY AS INDEPENDENT, MATURE AND RESPONSIBLE INDIVIDUALS;B) ADVANCING EDUCATION;C) RELIEVING UNEMPLOYMENT;D) PROVIDING RECREATIONAL AND LEISURE TIME ACTIVITY IN THE INTERESTS OF SOCIAL WELFARE FOR PEOPLE LIVING IN THE AREA OF BENEFIT WHO HAVE NEED BY REASON OF THEIR YOUTH, AGE, INFIRMITY OR DISABILITY, POVERTY OR SOCIAL AND ECONOMIC CIRCUMSTANCES WITH A VIEW TO IMPROVING THE CONDITIONS OF LIFE OF SUCH PERSONS.

Activities: Engage excluded young people and the networks around them in meaningful activity to promote wellbeing, employability, health, positive relationships and opportunities for life by providing services with young people , so that the most excluded access psychological support and building learning partnerships to improve services for excluded young people.

Classification

- **How:** Provides Services, Sponsors Or Undertakes Research, Other Charitable Activities
- **What:** Education/training, Arts/culture/heritage/science, Economic/community Development/employment, Human Rights/religious Or Racial Harmony/equality Or Diversity
- **Who:** Children/young People

Geography

- **Area of benefit:** UNDEFINED. IN PRACTICE LOCAL
- Throughout London

Finances

Period end	Income	Expenditure	Assets	Employees
2024-09-30	£428,489	£411,374	-	-
2023-09-30	£334,720	£404,549	-	-
2022-09-30	£285,592	£418,864	-	-
2021-09-30	£472,367	£425,344	-	-
2020-09-30	£405,464	£596,349	-	-

Trustees

Name	Role	Appointed
Paula Harriott	Chair	2021-06-16
Bob Mugisha		2025-09-24
Christopher Edward Baker		2024-07-03
Immanuelle Agyare		2024-04-03
Samantha Yeates		2024-12-04
Sodolamu Oluwatosin Sowemimo		2024-01-31

MAC-UK

England & Wales - Charity number 1126144

Accounts

IMAC

Annual Report for the year ended 30
September 2024 for MAC-UK Ltd

uk



2023/2024

ANNUAL REPORT

CONTENTS

Reference & administrative information || 1

Statement from the Chair || 3

Our funders & supporters || 5

Trustees report: achievements & activities || 6

Charity structure, governance & management || 14

Independent Examiner's report || 18

Financial statements || 20

REFERENCE + ADMINISTRATIVE INFORMATION

Company number

06693712

Registered charity number

1126144

Registered office address

40 Bowling Green Lane, EC1R
ONE

Independent Auditors

MHA Chartered Accountants
MHA House, Charter Court,
Swansea Enterprise Park,
Swansea, SA7 9FS

Bank

HSBC Bank Plc
122 Finchley Road
London NW3 5JD

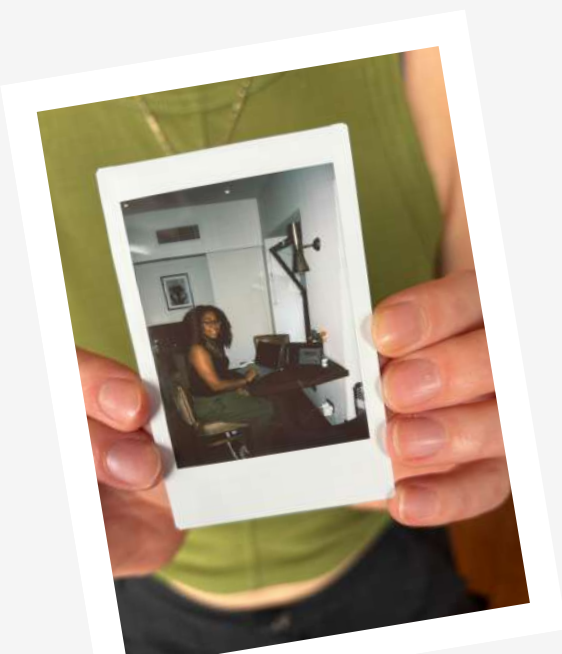
The Trustees (who are directors of the charity for the purposes of the Companies Act) present their annual report together with the audited financial statements of MAC-UK Ltd (the charitable company) for the year ended 30 September 2024.

The Trustees confirm that the Trustees' Report and financial statements of the charitable company comply with the current statutory requirements, the requirements of the charitable company's governing document and the provisions of 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 (The FRS 102 Charities SORP).

CHARITY OBJECTIVES

The purposes of the Charity as per its Memorandum and Articles are to advance in life and help young people through:

- Providing recreational and leisure activities in the interests of social welfare
- Providing support and activities which develop young people's skills, capacities and capabilities, advancing education and relieving unemployment
- Raising awareness of the issues affecting excluded young people by working with the systems around young people for the benefit of young people



TRUSTEES

Paula Harriott - Chair

Stephen Hyams - Treasurer

Ama Afrifa-Tchie - Co-Chair

Stepped down from co-chair position April 2024

Keisha Swaby

Samantha Yeates

Appointed December 2024

Pauline Peters

Appointed January 2024

Julia Mansi

Appointed January 2024

Olu Sowemimo

Appointed January 2024

Immanuel Agyare

Appointed April 2024

Chris Baker

Appointed July 2024

Nick Barnes

Resigned January 2024

Nic Crowe

Resigned April 2024

CO-LEADERSHIP TEAM

Adonis Akra

Laura Casale

Ryan McGillivary

Until March 2024



STATEMENT FROM OUR CHAIR



Reflecting on the past year, we are proud of the resilience, commitment, and collective growth demonstrated across MAC-UK Ltd. While the year brought its share of challenges, it also sparked important conversations and actions—particularly around inclusion, innovation, and our evolving role in society. These experiences have not only strengthened our foundation but have also positioned us to move forward with continued clarity and purpose. Working with the trustees and Co-Leadership team is always a pleasure and a great collaborative learning opportunity.

In the past year we have seen the INTEGRATE principles being applied to a diverse range of settings, in response to the challenges that young people and their communities have shared. Young people have always highlighted that stable and appropriate housing has been a core factor impacting their mental health. This year MAC-UK Ltd have had the opportunity to respond to this, by working with two major housing organisations alongside charity partners to pilot housing services that embed elements of the INTEGRATE approach, including co-production and youth employment as core parts of a mental health framework.

While the work has continued, there have been some changes within the team. Our Head of Youth Employment and Co-Production and a valued member of the Co-Leadership team, said goodbye to MAC-UK Ltd after over 10 years of dedicated service. On behalf of the young people, communities, colleagues and partner organisations who have had the opportunity to work with Ryan, we want to share our massive appreciation for all he gave to the organisation.

*"Our co-leadership model has been an opportunity to **practise what we preach in regards to the sharing of power and expertise, and valuing different people's knowledge and skills.** Obviously we're human beings, we don't always get it right. But it's a way of role modelling, showing systems that we are trying, and want to keep learning."*

- Co-Lead, MAC-UK.

STATEMENT FROM OUR CHAIR



We also want to extend our heartfelt thanks to Nick and Nic, two trustees who have been active supporters of MAC-UK Ltd for almost as long. They have both demonstrated the powerful impact of having long term, trusting, respectful relationships, and their availability, compassion and understanding of the challenges that young people face has been invaluable. After serving just over two terms as trustees, they step down but remain trusted allies. As we said goodbye, we also welcomed our wonderful new trustees. MAC-UK Ltd looked to recruit new trustees with a diverse range of lived and professional experience, passionate about working with young people to create meaningful change to the systems around them. We were so fortunate that our new trustees joined us and have brought their energy and skills to benefit MAC-UK Ltd.

We have no doubt that the year ahead will bring multiple challenges given the global and local state of inequality, discrimination and harm and the impact this has on the mental health of our young people. However, we remain focused on what MAC-UK Ltd can do to create change alongside young people. We look forward to the year ahead; to working in partnerships, testing innovation and sharing what can work to improve mental health and well-being.

A handwritten signature in black ink, appearing to read 'Paula Harriott', written over a white rectangular background.

Paula Harriott, Chair of Trustees

With sincere thanks to all of our funders, partners and supporters who make our work possible:

- Allan & Gill Gray Philanthropy, advised by Tris Lumley
- Art Against Knives
- Barnet, Enfield and Haringey NHS Trust
- Bennelong Foundation
- Berkeley Foundation
- Camden and Islington NHS Trust
- Commonweal
- Depaul Housing
- Finsbury Business Centre
- John Armitage Charitable Trust
- Juvenis
- Lambeth Council
- Lawrence Gomez, Papa L's restaurant, Piccadilly
- Leathersellers' Company Charitable Trust
- Look Ahead
- National Lottery - Reaching Communities
- Partisan
- Project Future
- Project 10/10
- SEJA
- St Giles Trust
- St Martin-in-the-Fields Charity
- The AIM Foundation
- The Dyers' Company Charitable Trust
- True Research
- Tudor Trust
- Youth Realities



**FUNDERS +
SUPPORTERS**

TRUSTEES REPORT:

ACHIEVEMENTS + ACTIVITIES

Over the course of the past year we've continued our work to co-create agile, anti-oppressive services and transform systems in partnership with young people and their communities. We've approached our work in four ways:

1. Provide **Direct Support** to young people to ensure they can inspire and lead change.
2. **Collaborate** with others to co-create more responsive support services and policy.
3. **Share our learning** to accelerate the speed in which learning translates to practice
4. **Strengthen ourselves** to model best practice and true service transformation.

DIRECT SUPPORT

We've continued to directly support young people who are negatively impacted by health, social, environmental and economic inequalities which restrict their access to support services.

We work in this way because we want to see more young people with experience and knowledge of social inequality and exclusion inspire and lead solutions for social change.

We've done the following over the past 12 months to achieve this:

Youth Employment

Young people's experience, knowledge and ideas are central to our work; to ensure this we have continued to employ Youth Consultants who have provided critical input on what works best in order to both shift current services and co-design new ones. Their ideas and perspectives have been essential in guiding the direction of our strategy and partnership work.

Alongside their consultation, our youth employment team have supported them personally and worked with them to develop the skills, passions and interests that are important to them.



TRUSTEES REPORT

This year our youth employment team has:

- Supported a team of Youth Consultants to develop youth employment projects
- Supported them in entering and thriving in the workplace, including; inducting new team members, developing team connection, sharing and building skills and interests. This included a trip out in London based on one of the team's ideas of ways to explore a city.
- Worked with them to co-develop a meaningful approach to evaluating the impact and experience of youth employment at MAC-UK Ltd. This has involved the development of a youth employment questionnaire and a questionnaire for the team to evaluate how youth employment has informed and contributed to MAC-UK Ltd's work.



CASE STUDY:

Silas's Story

I met MAC-UK when I was at Art Against Knives, they came to ask us questions about what needed to change within the school system, during the conversation we had a lot of laughs. After a couple of months I got a call saying that there is a job opportunity with MAC-UK and if I wanted to go for it. It was my first interview, I was nervous at first but I decided just to be honest and try my best. The interview went well and when I came home I got the call saying I had got the job.

Since I've been at MAC-UK I've worked on 3 projects as a Youth Consultant. One of these was the School Exclusions project, I was tasked with writing an article about whether exclusions work or not. I wrote 5 stories that happened to me in school that led me to getting excluded and what could've been done differently.

Before MAC-UK, I didn't know what to do with my life, everything was blurry for me. Over the last 2 years things have gotten a lot clearer. I want to do more work like this where you get to help people and make genuine change, and make sure people don't face what I and others have faced. I also have a better idea of who I want to be: someone with compassion, care, and patience, someone who fights for people. I don't know what's next for me after MAC-UK but it's changed my life, and has given me a lifeline.

MAC
uk

TRUSTEES REPORT

Peer Research

In addition to our team of Youth Consultants we have recruited and supported a Peer Researcher with lived experience to support a research project with our partners Partisan and True Research. Throughout the year the Peer Researcher developed a range of skills whilst also being supported with their holistic needs. The research will support Partisan to explore work and guide future practice with young people and communities.

Strengthening Existing Services

Youth Consultants joined our team that was embedded within the housing organisation, Look Ahead for a 4 month role. They were involved in the recruitment process of staff to one of Look Ahead's new services, an alternative to inpatient services which included informing the development of job applications and interview questions. They have also participated in partnership meetings providing perspectives on what needs changing in the system, developed a presentation on the intersection between housing and mental health for a national conference, contributed to a report on a partnership report focusing on developing alternatives to inpatient services, and facilitated team building spaces with the MAC-UK Ltd and Look Ahead co-production team.

Co-designing New Services

This year, we started a feasibility study funded by Commonweal Housing to explore an alternative housing solution for young people facing homelessness and housing insecurity amongst other challenges. Co-produced with youth consultants with lived experience, the project is developing an innovative co-operative housing model designed to provide not only stable accommodation but also a supportive community fostering autonomy, wellbeing, and long-term opportunity.

Through a year-long process of youth consultation, desk research, interviews with co-operative founders, and field visits, we identified key structural and cultural components needed for sustainable, empowering housing. The work culminated in a detailed blueprint for a co-operative home combining affordable living, peer governance, and embedded mental health and life skills support. This piece of work has already had a significant impact: it has amplified young people's voices in shaping their housing futures, influenced local conversations about housing alternatives, and positioned MAC-UK Ltd as an innovator in co-producing systemic solutions to youth homelessness. We look forward to building on this work in the coming year as we seek to pilot the model and secure investment for its implementation

"I like that you guys listen to us and you don't dismiss our problems. Even if it's just a small problem we might have, you validate us."

Young Person, Barnet

MAC
uk

2. COLLABORATE

We've worked alongside a wide range of partners who are responsible for supporting socially excluded young people, including grassroots community-led organisations, local Children's Services and housing providers. As a result we've been able to support others in creating more flexible and responsive local services, co-designed by young people.

We've done the following over the past 12 months to achieve this:

Collaboration: Co-creating safe spaces for young women, non-binary and trans young people

We've continued to work with our long-standing partners Art Against Knives and Youth Realities to co-design specialist support for girls, young women, non-binary and trans young people at risk of violence, abuse and exploitation, bringing this to them in safe community spaces in Barnet.

The partnership, funded by the The National Lottery Reaching Communities has continued to respond to the impact of Covid and lockdown on young people in Barnet from disenfranchised and socially excluded backgrounds with one of the key areas of focus as mental health.

During this year, the partnership has concluded a critical piece of work that has considered gender and the role of the partnership in adapting to provide an inclusive space for trans, non-binary and gender non-conforming young people.

Activities have evolved, with the launch of a permanent weekly creative space 'The Design Studio' in March 2024. This included a 12 week creative masterclass project which had a focus on music, beauty and fashion. The space continues to run weekly offering a range of creative activities and support, including mentoring and specialist YPVA/IDVA domestic abuse support, practical support (e.g. housing, benefits, school) and support with mental health and wellbeing.

"As a result of the reflective spaces, I am better able to consider where young people are at and I feel we are more empathetic towards each other and able to see where each other are coming from"
Team member, Art Against Knives

As part of this partnership, MAC-UK Ltd has co-facilitated learning spaces in response to the emerging needs of the project. We have supported the team to develop practices for transition for young people over 25, and young people with special educational needs and disabilities (SEND), including learning spaces, consultation and formulation work with the partnership and wider networks. We have provided individual clinical supervision to practitioners and held reflective spaces on topics such as power, intersectionality, working together as a partnership and staff transitions.

TRUSTEES REPORT

Collaboration: Developing a mental health framework within supported housing

This year we have had a team embedded within the organisation Look Ahead, working with young people and their team to co-design a new mental health framework for young homeless people.

This work included engagement with their Senior Leadership, Co-Production and Business Development teams as well as individual staff throughout the organisation, to understand the culture and approach of the organisation. We also visited multiple sites within the Look Ahead mental health, homelessness and young people's services. This enabled us to gain an understanding of relationships with young people, service strengths and gaps, staff capacity and well-being, training needs and connections with local services.

Following this a team began to be embedded in two specific young people's homelessness service; one a generalised service and one a young Mother and Baby hostel and to build relationships with the staff and young people there. We facilitated weekly groups, and co-produced spaces with the young people. We worked on developing art spaces, supporting them to plan a trip to the British Museum and offered ongoing practical support to young people. Reflective spaces were co-created with staff, alongside learning sessions on co-production, values-based approaches, community psychology, and public health.

Collaboration: Co-designing a residential service for young men at high risk of harm

We've worked alongside Lambeth Local Authority and a consortium of charities; St Giles Trust, Depaul and Juvenis to co-design and pilot a new trauma-informed residential support service for young people at risk of serious youth violence..

We are part of a team which includes experts by experience/profession in clinical psychology and educational psychology, therapy youth work, offending, education, training, and employment (ETE) and housing. The aim of the service is to work creatively and holistically to enable young people to exit environments which involve youth violence, identify and reach their goals and aspirations, move on successfully to appropriate independent living, and importantly, to sustain this long term.

“Having a Youth Consultant on board brought a live and direct perspective of the issues affecting young people, they made sure we didn't lose sight of the task at hand and the wider aims of improving accessibility for young people.” - MAC-UK Team Member.

TRUSTEES REPORT

Given the experiences of the young people within the service, the primary goal for the first year has been to build a culture of inclusivity for newcomers, trust and safety. Wherever possible staff and young people co-produce what this service looks like and what activities the young people engage in.

Early Evidence of Impact conducted by the Centre for Regional Economic and Social Research concludes that; evidence indicates that the pilot has the potential to impact positively on the wellbeing of young men who use it. It demonstrates a radical alternative approach that recognises serious youth violence as a systemic public health failure.

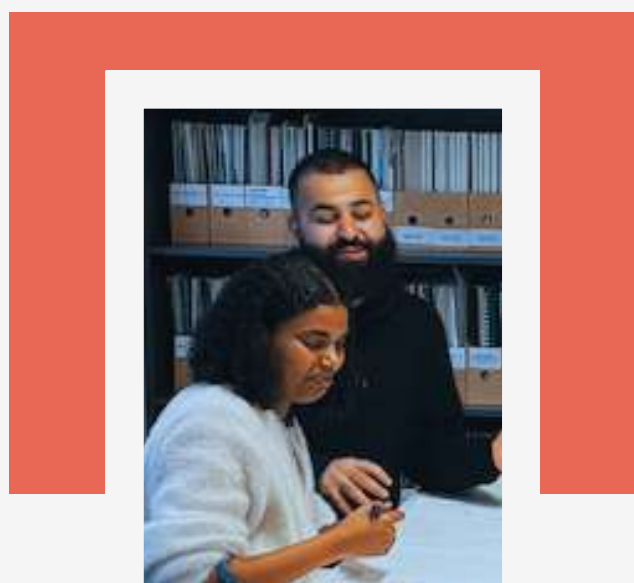
- Young people who were considered 'high risk individuals' have started to address challenging behaviours and develop better relationships with individuals who are there to support them.
- Young people have established trusting, positive relationships with support workers, other services and peers.
- Young people are being supported to better access health services.
- Staff are gaining a better understanding of the trauma that the young men may have experienced and how this affects their behaviours.

3. SHARE LEARNING

We've spent the past year continuing to capture our learning and taking this out and about to support other people in putting this into practice. We've done the following over the past 12 months to achieve this:

Supporting other services to employ young people

A significant part of our partnership work this year has been around supporting other services to employ young people and to develop the governance and infrastructure to do this. This has been with housing services, the NHS and community organisations. We have developed supportive processes to employ young people within organisations and worked to capture our learning so that we can disseminate this further in the future.



TRUSTEES REPORT

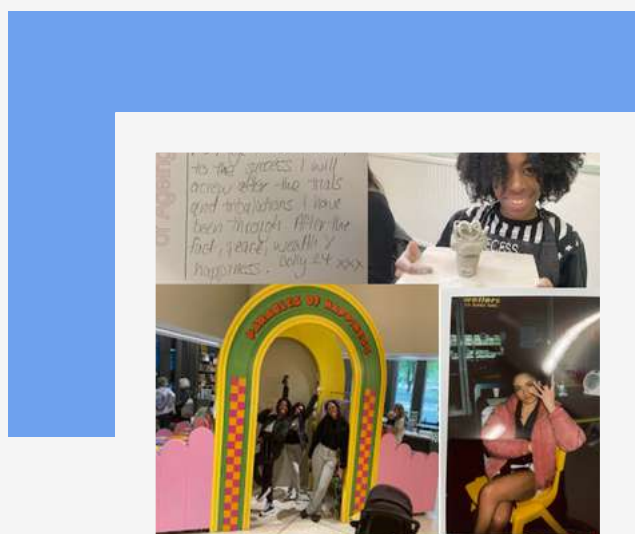
Teaching and Training

We have continued to be invited to teach on Clinical Psychology Doctorate programmes, this year providing teaching on 'Community Psychology in Action' to Lancaster University, The University of Hertfordshire, King's College London University And Surrey University, and 'Co-Production in Practice' training to The University of Hertfordshire.

Alongside Barnet Children's Services, MAC-UK Ltd contributed to two days of AMBIT training to staff working within specialist housing in Barnet.

Book chapter published

We co-wrote a book chapter entitled Youth Community Practice, published in 'Child Psychology: Pathways to Good Practice' by Wiley Publishing company in July 2024.



"The learning spaces have been extremely informative, uplifting and empowering"

In the chapter, we write about the need for alternative mental health provision for marginalised young people, and share MAC-UK Ltd's approach and learning from working alongside young people, aiming to give practical advice to practitioners working in the field of mental health.

Consultation: Camden and Islington Vanguard

We continued to collaborate with Camden and Islington NHS foundation Trust, providing strategic consultation for the Young People's Service and Vanguard project (NHS England and Improvement Reduction Programme - Violence Reduction Unit). Building on work started in April 2023, the work developed and concluded a systems mapping exercise to understand the opportunities and the gaps in services that the newly designed service could support with. Together, we developed a service specification which included operational guidance on the role of the Vanguard service, and how it would work alongside existing statutory and voluntary sector services and supported the onboarding of new team members.

We supported the team to develop their working values and practices, and share the new service to the wider network and the overseeing steering group. We also supported the most closely aligned teams to come together, focused on developing a shared approach to contribute to further strategy development with two learning spaces to share MAC-UK Ltd's INTEGRATE model and to share ideas about community and liberation psychology practices.

TRUSTEES REPORT

This also included space for teams to identify shared challenges and make visible possible ways of working through these together. Feedback from these sessions included an appreciation of “Our positioning within oppressive systems and to consider this more / when to push back” and “Appreciated collaborative approach to the space / very comfortable space”

We concluded the work in April 2024, and reviewing the work together found that the consultation from MAC-UK Ltd enabled the strategic development of the service and the success of working together came through flexibility, openness and in part the historical relationship between C&I and MAC-UK Ltd; we offered the space to slow down, reflect and ask the difficult questions about systemic issues and meet the system where it was at in challenging/pushing the status quo.

“...it's been hugely, hugely helpful to have you [MAC-UK worker] I guess always taking that step back perspective like thinking more strategically, thinking more bigger picture and being able to slow us down when we're, like maybe rushing ahead. You ask the tricky questions that maybe we're missing or that even if we don't know the answers, still making sure we're still thinking about the gaps in the work. So you know like where's the co-production? Where are the young people in this?”

C&I NHS worker

4. STRENGTHENING OURSELVES

In tandem with our direct support and systems change work, we have continued to work to keep ourselves accountable. We have continued to invest in our own organisational development and improved the way we govern, organise and lead so that we can shift power and model best practice to achieve true service transformation. In all areas we continue to commit to anti-oppressive practice, both in our culture of care and by actively addressing our structures, policies and practices which discriminate and harm.

We've done the following over the past 12 months to achieve this:

Co-Leadership Model

We are evaluating our Leadership and Power Sharing approach and use the learning to guide our next steps in what leadership and power looks like at MAC-UK Ltd so that we can continue to work towards shifting power within our charity. We aim to share this journey (and our work so far) so that others can use what we have done to shift where power is held in their own organisations.

TRUSTEES REPORT

Approach Development

MAC-UK Ltd has started the process of critically examining the theoretical foundations and frameworks that underpin our practice. Central to this process has been our INTEGRATE approach, a psychologically informed model that delivers multi-level interventions aimed at creating change in social environments. This approach emphasizes the importance of co-producing services with those who have lived experience, ensuring that our work is both relevant and responsive to the needs of the communities we serve.

In our commitment to continuous improvement, the team has started a series of staff training sessions, workshops, and reflective spaces. These initiatives provide opportunities to critically appraise our core theories and approaches, and examine the knowledge that informs our practice and the influences that guide our actions. By fostering an environment of open dialogue and inquiry, we have been able to identify areas for growth and innovation, ensuring that our services remain effective and aligned with the evolving needs of young people.

This process of critical reflection is strengthening our theoretical understanding and improving our practical application. By engaging in this iterative cycle of review and refinement, MAC-UK Ltd continues to uphold its commitment to delivering services that are both evidence-based and deeply rooted in the lived experiences of those we work alongside and commitment to systemic social change.

"I'm still hopeful that we can influence systems to show that it's possible to build more authentic relationships, but we can't do that without a wider shifting of power and wealth to address inequalities."

- MAC-UK Team Member.

CHARITY STRUCTURE GOVERNANCE + MANAGEMENT



The Trustees' Annual Report contains a Directors' Report as required by company law. The report and accounts comply with the requirements of the Companies Act 2006 and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with FRS102 (effective 1 January 2019).

Company status

MAC-UK Ltd is a charitable company limited by guarantee. It was incorporated on 10 September 2008 and is governed by its Memorandum and Articles of Association dated 10 September 2008 as amended by special resolutions dated 17 May 2017 and 18 July 2019. The charitable company has no share capital, and in the event of a winding up, each member and those that have ceased being a member within the preceding twelve months, has undertaken to contribute £10.

Governance, internal control and trustee recruitment

MAC-UK Ltd is governed by a Board of Trustees who are responsible for the organisation's strategic direction, providing challenge and support to the Co Leadership Team as well as ensuring compliance with charity, employment and other relevant statutory requirements. A skills audit is undertaken annually by the board which informs board recruitment and training.

As of August 2024, the board consists of 9 trustees with a wide range of relevant skills and experience. Page 3 of this report sets out the complete list of trustees who served during the year and up to the date of signature of the financial statements. The governing document does not set a maximum of trustees. The minimum number of trustees is 3. The quorum for trustee meetings is 3 Trustees or 1/3 of the trustees, whichever is the greater.

The Board of Trustees delegate responsibility for day to day management to key management personnel, namely the MAC-UK Ltd Co Leadership Team. The trustees make clear the authorities which are delegated to the key management personnel through a documented schedule of responsibilities.

Induction and training

In line with Charity Commission guidance, Trustees are made aware of their roles and responsibilities and carry out inductions into the many different activities and services provided by MAC-UK Ltd.

Prior to formal appointment, potential trustees attend a strategy and governance session, meet members of the team and observe a board meeting. Once appointed, the trustees have access to a drive of Trustee Resources, including relevant organisational documents, policies and procedures. Additionally, trustees attend an annual board away day and whole organisation away days.

Risks

Trustees have conducted a review of the major risks to which the charity is exposed. MAC-UK Ltd maintains an organisational risk register which is appraised dynamically and reviewed at least every 6 months, though more frequently if required.

Where appropriate, systems and procedures are in place to mitigate the risks the charity faces. Policies and internal controls have been reviewed during the reporting period. Procedures continue to be in place to ensure compliance with safeguarding, data protection, health and safety of staff, volunteers, young people and visitors to the MAC-UK Ltd's projects and these are regularly reviewed.

Public Benefit

In setting objectives and planning for current and future activities, the Trustees have given due consideration to general guidance published by the Charity Commission relating to public benefit, including the guidance 'Public benefit: running a charity (PB2)'.

FINANCIAL REVIEW

During the year, **total income was £428,489** (2022/23: £334,770), of which £380,631 related to unrestricted income.

Total expenditure was £411,734 (2022/23: £404,549) resulting in a surplus for the year of £17,115 (2022/23: deficit of £69,829).

Reserves Policy

The trustees have reviewed and agreed the reserves policy which requires sufficient free reserves (unrestricted funds less unrestricted fixed assets) to be maintained to meet three months' operating expenses. Budgeted expenditure and financial forecasting is being closely monitored and it is expected that in 2024/25 that this level of reserves is to be maintained in general funds.

At the balance sheet date, **free reserves totalled £90,553**. Trustees note the reserves levels exceed the policy but they have agreed that in the current climate and owing to the ongoing challenging fundraising environment, that the excess amount remains appropriate.

Remuneration Policy

The trustees consider the Board of MAC-UK Ltd and the Co Leadership Team as comprising the key management personnel of the charity in charge of directing and controlling the charity and running and operating the charity on a day to day basis. All trustees give of their time freely and no trustee remuneration was paid in the year. There were no related party transactions in the year 2023/24.

Trustees are required to disclose all relevant interests and register them with the Head of Governance and in accordance with MAC-UK Ltd's policy, withdraw from decisions where a conflict of interest arises.

MAC-UK Ltd has a salary banding structure in place for the remuneration of its employees, benchmarked with charities of a similar size and activity, to ensure that the remuneration set is fair and comparable with that generally paid for similar roles. Periodic reviews of the salary banding structure take into account movement in average earnings. Pay reviews for any individual employee take into account the average salary of other employees. In 2023/24, the 3 highest paid members of staff earned between £49,242-£57,555 full-time equivalent.

MAC-UK Ltd welcomes, but is not reliant on, the occasional input of skilled volunteers to assist with projects from time to time. MAC-UK Ltd also hosts part-time and short-term student placements of individuals in further or higher education in a field of study related to our work.

Trustees' Responsibilities in relation to the Financial Statements

The trustees (who are also directors of MAC-UK Ltd for the purposes of company law) are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice). Company law requires trustees 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 and of its income and expenditure for that period.

In preparing these financial statements, the trustees are required to:

1. Select suitable accounting policies and then apply them consistently
2. Observe the methods and principles of the Charities SORP
3. Make judgements and estimates that are reasonable and prudent
4. State whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements
5. Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business

The trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006.

They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Independent Examiner

A resolution to appoint MHA Audit LLP as Independent Examiners was agreed at the MAC-UK Ltd December board meeting.

MAC-UK Ltd Annual Report

The report of the Directors has been prepared taking advantage of the small companies' exemption within the Companies Act 2006.

Signed on its behalf by trustees:

A handwritten signature in black ink, appearing to read 'Paula Harriott', is shown within a white rectangular box.

Paula Harriott, Chair of Trustees

INDEPENDENT EXAMINER'S REPORT

Independent Examiner's Report to the Trustees of MAC-UK LIMITED

I report to the charity Trustees on my examination of the accounts of the Charity for the period ended 30 September 2024.

Responsibilities and Basis of Report

As the charity trustees of the company (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 company 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 company'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 company's 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 Institute of Chartered Accountants in England and Wales, 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 that in any material respect:

1. Accounting records were not kept in respect of the Charity as required by section 130 of the 2011 Act; or
2. the accounts do not accord with those records; or
- 3.3. the accounts do not comply with the applicable requirements concerning the form and content of accounts set out in the Charities (Accounts and Reports) Regulations 2008 other than any requirement that the accounts give a 'true and fair' view which is not a matter considered as part of an independent examination.

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

Signed:



Dated: 25th June 2025

Rachel Doyle ACA DChA

MHA Chartered Accountants

MHA House, Charter Court, Swansea Enterprise Park, Swansea, SA7 9FS

MHA is the trading name of MHA Audit Services LLP, a limited liability partnership in England and Wales (registered number OC455542)



FINANCIAL STATEMENTS

Statement of financial activities including income and expenditure account) for the year ended 30 September 2024

		2024	2024	2024	2023	2023	2023
		Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
		funds	funds	funds	funds	funds	funds
		£	£	£	£	£	£
INCOME							
Voluntary income		172,916	46,656	219,572	196,851	60,657	257,508
Investment income		294	-	294	528	-	528
Income from charitable activities		207,421	1,202	208,623	74,166	2,268	76,434
TOTAL INCOME	2	380,631	47,858	428,489	271,795	62,925	334,720
EXPENDITURE							
Costs of generating funds	3	14,334	-	14,334	22,350	-	22,350
Charitable activities	4	297,461	99,579	397,040	334,094	48,105	382,199
TOTAL EXPENDITURE		311,795	99,579	411,374	356,444	48,105	404,549
Net income/(expenditure)		68,836	(51,721)	17,115	(84,649)	14,820	(69,829)
Transfers between funds		-	-	-	(20,031)	20,031	-
Net movement in funds		68,836	(51,721)	17,115	(104,680)	34,851	(69,829)
Funds brought forward		21,717	54,368	76,085	126,397	19,517	145,914
Funds carried forward	12	90,553	2,647	93,200	21,717	54,368	76,085

All gains and losses have been included in the Statement of Financial Activities.
All activities arise from continuing operations.

FINANCIAL STATEMENTS

BALANCE SHEET AS AT 30 SEPTEMBER 2024

		2024		2023	
		£	£	£	£
Fixed assets					
Tangible assets	8		643		1,184
Current assets					
Debtors	9	52,504		12,771	
Cash at bank and in hand		55,084		71,169	
		<u>107,588</u>		<u>83,940</u>	
Creditors: amounts falling due within one year	10	<u>(15,031)</u>		<u>(9,039)</u>	
Net current assets			<u>92,557</u>		<u>74,901</u>
Net assets			<u>93,200</u>		<u>76,085</u>
Unrestricted funds	12		90,553		21,717
Restricted funds	12		2,647		54,368
Total funds			<u>93,200</u>		<u>76,085</u>

The Charity was entitled to exemption from audit under section 477 of the Companies Act 2006. The members have not required the company to obtain an audit for the year in question in accordance with section 476 of Companies Act 2006.

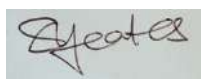
The Directors acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

The financial statements have been prepared in accordance with the provisions applicable to entities subject to the small companies regime.

The Financial Statements were approved by the Board of Trustees on 25 June 2025 and were signed on its behalf by:



Paula Harriott, Co Chair
and by



Samantha Yates, Co Treasurer & Trustee

Company number: 06693712

MAC

FINANCIAL STATEMENTS



NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 SEPTEMBER 2024

MAC-UK LTD is a private charitable company limited by guarantee. It was incorporated on 10 September 2008 and is governed by its Memorandum and Articles of Association dated 10 September 2008, as amended by special resolutions dated 17 May 2017 and 18 July 2019.

1. ACCOUNTING POLICIES

a) The financial statements have been prepared under the historical cost convention, in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102), Companies Act 2006 and Charity SORP "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)". The financial statements have been prepared using its functional currency, of sterling. The Charity meets the definition of a public benefit entity under FRS 102.

b) Going concern policy The trustees have assessed whether the use of the going concern basis is appropriate and have considered possible events or conditions that might cast significant doubt on the ability of the charity to continue as a going concern.

The trustees have made the assessment of going concern for a period of at least one year from the date of approval of the financial statements. In particular the trustees have considered the charity's forecasts and projections and have taken account of pressures on grant income. Trustees have concluded that there is a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. The charity therefore continues to adopt the going concern basis in preparing its financial statements.

c) Income generated from the supply of goods or services is included in the statement of financial activities in the period in which the supply is made.

d) Donations and gifts to the charity are included in the statement of financial activities when the charitable company becomes entitled to the income, it is probable that the income will be received and when the amounts can be measured reliably. Donations and services in kind are recognised as income where the provider of the service has incurred a financial cost. Volunteer time is not included in the financial statements.

e) Income from grants is recognised at fair value when the Charity has entitlement after any performance conditions have been met, it is probable that the income will be received and the amount can be measured reliably. If entitlement is not met then these amounts are deferred.

f) Restricted funds are to be used for specified purposes as laid down by the donor. Expenditure which meets these criteria is allocated to the relevant fund.

g) Unrestricted funds are donations and other income received or generated for core charitable purposes.

h) Expenditure is recognised in the period in which it is incurred. Support costs are allocated to activities on the basis of staff time spent on each activity.

FINANCIAL STATEMENTS

i) Fixed assets and depreciation

Tangible fixed assets costing £100 or more are capitalised and recognised when future economic benefits are probable and the cost or value of the asset can be measured reliably.

Tangible fixed assets are initially recognised at cost. After recognition, under the cost model, tangible fixed assets are measured at cost less accumulated depreciation and any accumulated impairment losses. All costs incurred to bring a tangible fixed asset into its intended working condition should be included in the measurement of cost.

Depreciation is provided on all tangible assets at rates calculated to write each asset down to its estimated residual value evenly over its expected useful life, which is 3 years for fixtures, fittings and equipment.

Depreciation costs are allocated to activities on the basis of the use of the related assets.

1. ACCOUNTING POLICIES (continued)

j) Critical accounting estimates and areas of judgement

In the view of the trustees in applying the accounting policies adopted, no judgements were required that have a significant effect on the amounts recognised in the financial statements nor do any estimates or assumptions made carry a significant risk of material adjustment in the next financial year.

k) Financial instruments

The Charity only holds basic financial instruments. The financial assets and financial liabilities of the Charity are as follows:

Debtors - trade and other debtors (including accrued income) are basic financial instruments and are debt instruments measured at amortised cost as detailed in Note 9. Prepayments are not financial instruments.

Cash at bank - is classified as a basic financial instrument and is measured at face value.

Liabilities - trade creditors, accruals and other creditors will be classified as financial instruments and are measured at amortised cost as detailed in Note 10. Taxation and social security are not included in the financial instruments disclosure. Deferred income is not deemed to be a financial liability, as the cash settlement has already taken place and there is simply an obligation to deliver charitable services rather than cash or another financial instruments.

l) Taxation

The Charity is considered to pass the tests set out in Paragraph 1 Schedule 6 of the Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the Charity is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 Part 11 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

m) Pension

The charitable company operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the charitable company in an independently administered fund. The pension cost charge represents contributions payable under the scheme by the charitable company to the fund. The charitable company has no liability under the scheme other than for the payment of those contributions.

FINANCIAL STATEMENTS

2. INCOME

	<i>Unrestricted</i> 2024 £	<i>Restricted</i> 2024 £	<i>Total funds</i> 2024 £
<i>Voluntary Income</i>			
Donations Receivable	5,717	-	5,717
Grants Receivable (see note 2a)	167,199	46,656	213,855
	172,916	46,656	219,572
<i>Investment Income</i>	294	-	294
<i>Income arising from charitable activities</i>			
Training & Consultation fees	30,502	1,202	31,704
Recharges of staff	176,919	-	176,919
	207,421	1,202	208,623
<i>Other Income</i>			
Fundraising Income	-	-	-
Other Income	-	-	-
	380,631	47,858	428,489
	<i>Unrestricted</i> 2023 £	<i>Restricted</i> 2023 £	<i>Total funds</i> 2023 £
<i>Voluntary Income</i>			
Donations Receivable	5,995	-	5,995
Grants Receivable (see note 2a)	190,856	60,657	251,513
	196,851	60,657	257,508
<i>Investment Income</i>	528	-	528
<i>Income arising from charitable activities</i>			
Training & Consultation fees	46,772	2,268	49,040
Recharges of staff	27,394	-	27,394
	74,166	2,268	76,434
<i>Other Income</i>			
Fundraising Income	-	-	-
Other Income	250	-	-
	250	-	-
	271,795	62,925	334,470

FINANCIAL STATEMENTS

2a. GRANTS RECEIVABLE

	Unrestricted 2024 £	Restricted 2024 £	Total funds 2024 £
Voluntary Income			
Art Against Knives	14,199	-	14,199
John Armitage Charitable Trust	35,000	-	35,000
The Tudor Trust	55,000	-	55,000
The Aim Foundation	30,000	-	30,000
Lambeth	29,500	-	29,500
Commonweal Housing	3,500	-	3,500
St Martin-in-the-Fields		46,656	46,656
	167,199	46,656	213,855

	Unrestricted 2023 £	Restricted 2023 £	Total funds 2023 £
Voluntary Income			
Art Against Knives	12,204	-	12,204
Berkeley Foundation	5,000	-	5,000
John Armitage Charitable Trust	35,000	-	35,000
The Tudor Trust	50,000	-	50,000
The Aim Foundation	60,000	-	60,000
Bennelong Foundation	-	14,000	14,000
SEJA	2,202	-	2,202
Skipton Building Society	1,500	-	1,500
St Martin-in-the-Fields	-	46,657	46,657
Swire	24,950	-	24,950
	190,856	60,657	251,513

3. COSTS FOR GENERATING FUNDS

	Unrestricted 2024 £	Restricted 2024 £	Total funds 2024 £	Total funds 2023 £
Fundraising and communications	14,334	-	14,334	22,350
	14,334	-	14,334	22,350

FINANCIAL STATEMENTS

4. Analysis of Expenditure on Charitable activities

	Unrestricted	Restricted	Total	Total
	2024	2024	2024	2023
Fundraising	14,334	-	14,334	22,350
Staff Salaries & Pension & training	254,699	74,032	328,731	306,377
Premises	5,693	-	5,693	12,325
Staff Travel & Welfare	2,165	-	2,165	2,132
Staff Supervision & HR	2,064	-	2,064	10,539
Depreciation	835	-	835	940
Support & Management Costs	39,440	18,113	57,553	49,886
	319,230	92,145	411,375	404,549

5. Analysis of Support and Governance Costs

	Unrestricted	Restricted	Total	Total
	2024	2024	2024	2023
Book keeping and Finance	20,908	-	20,908	24,608
Independent Examination	5,400	-	5,400	5,400
Office support costs & Mgt Cost	8,831	18,113	26,944	15,829
Professional Indemnity	4,301	-	4,301	4,049
	39,440	18,113	57,553	49,886

6. GOVERNANCE COSTS

	<i>Total funds</i>	<i>Total funds</i>
	<i>2024</i>	<i>2023</i>
	£	£
Audit fees	-	-
Independent Examiner's Fees	2,750	2,750
Legal & professional fees	31,433	6,917
Other governance costs	35	14
	<u>34,218</u>	<u>9,681</u>

7. STAFF COSTS

	<i>Total funds</i>	<i>Total funds</i>
	<i>2024</i>	<i>2023</i>
	£	£
Gross salaries	300,600	283,221
Social Security costs	21,809	17,831
Pension costs	5,490	5,285
	<u>327,899</u>	<u>306,337</u>
Redundancy costs	-	-
Staff training, recruitment and DBS	2,065	10,539
	<u>329,964</u>	<u>316,876</u>

FINANCIAL STATEMENTS

The average number of employees during the year was 12.8 (2023: 15.8).

No Trustees received any remuneration for their services nor reimbursement of expenses (2021: None).

The number of employees whose annual remuneration was £60,000 or more were:

	2024 Number	2023 Number
Between £60,001 and £70,000	<u>-</u>	<u>-</u>

The key management personnel of the charity consists of the Director of Clinical Innovation and Practice, the Head of Governance, the Head of Youth Employment and Co-Production and the Board of Trustees. The total remuneration of the key management personal during the year was £107,155 (2023: £157,376).

8. TANGIBLE FIXED ASSETS

	<i>Fixtures, fittings & equipment</i> £
Cost	
At 1 October 2023	36,280
Additions	416
Disposals	(122)
At 30 September 2024	<u>36,573</u>
Depreciation	
At 1 October 2023	35,096
Charge for the year	835
Disposals	
At 30 September 2024	<u>35,931</u>
Net book value	
At 30 September 2024	<u>643</u>
At 30 September 2023	<u>1,184</u>

9. DEBTORS

	2024 £	2023 £
Trade debtors	47,866	6,896
Prepayments	4,638	5,232
	<u>52,504</u>	<u>12,128</u>

10. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2024 £	2023 £
Trade creditors	3,568	3,894
Taxation and social security	4,901	-
Accruals	5,600	4,140
Deferred income	-	-
Other creditors	962	1,005
	<u>15,031</u>	<u>9,039</u>

FINANCIAL STATEMENTS

11. MOVEMENT IN FUNDS

	<i>At 1 Oct 2023</i>	<i>Income</i>	<i>Expenditure</i>	<i>Transfers</i>	<i>At 30 Sept 2024</i>
	£	£	£	£	£
Unrestricted funds					
General fund	21,717	380,631	(311,795)	-	90,553
Restricted funds					
Berkeley Charitable Foundation	-	1,202	(1,202)		-
St Martin-in-the-Fields	40,368	46,656	(90,942)	-	(3,918)
Bennelong Foundation	14,000	-	(7,435)		6,565
Total Restricted Funds	54,368	47,858	(99,579)	-	2,647
Total funds	76,085	428,489	(411,375)	-	93,200

	<i>At 1 Oct 2022</i>	<i>Income</i>	<i>Expenditure</i>	<i>Transfers</i>	<i>At 30 Sept 2023</i>
	£	£	£	£	£
Unrestricted funds					
General fund	126,397	271,795	(356,444)	(20,031)	21,717
Restricted funds					
Berkeley Charitable Foundation	19,517	2,268	(41,816)	20,031	-
St Martin-in-the-Fields	-	46,657	(6,289)	-	40,368
Bennelong Foundation	-	14,000			14,000
Total Restricted Funds	19,517	62,925	(48,105)	20,031	54,368
Total funds	145,914	334,720	(404,549)	-	76,085

FINANCIAL STATEMENTS

12. ANALYSIS OF NET ASSETS BETWEEN FUNDS

	2024	2024	2024
	<i>General funds</i>	<i>Restricted funds</i>	<i>Total funds</i>
	£	£	£
Tangible fixed assets	643	-	643
Net current assets	89,910	2,647	92,557
	<hr/>	<hr/>	<hr/>
	90,553	2,647	93,200
	<hr/>	<hr/>	<hr/>
	2023	2023	2023
	<i>General funds</i>	<i>Restricted funds</i>	<i>Total funds</i>
	£	£	£
Tangible fixed assets	936	248	1,184
Net current assets	20,781	54,120	74,901
	<hr/>	<hr/>	<hr/>
	21,717	54,368	76,085
	<hr/>	<hr/>	<hr/>

13. CONTROL

The charitable company is controlled by its trustees. There is no one ultimate controlling party.

14. RELATED PARTIES

During the year there were no transactions with related parties (2023: no transactions with related parties).

15. POST BALANCE SHEET EVENTS

There are no post balance sheet events.

MAC-UK

England & Wales - Charity number 1126144

Accounts



2022/23 MAC-UK ANNUAL REPORT

.....

for the year ended 30 September 2023
for MAC-UK Ltd

Contents

Reference and
administrative information // 3

Statement from the Chair
and Vice-Chair // 4

Our funders and supporters // 6

Trustees report:
achievements and activities // 7

Charity structure, governance
and management // 15

Independent Examiner's report // 19

Financial statements // 20

Reference and administrative information

// 3

The Trustees (who are directors of the charity for the purposes of the Companies Act) present their annual report together with the audited financial statements of MAC-UK (the charitable company) for the year ended 30 September 2023.

The Trustees confirm that the Trustees' Report and financial statements of the charitable

company comply with the current statutory requirements, the requirements of the charitable company's governing document and the provisions of 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 (The FRS 102 Charities SORP).

Trustees

- Ama Afrifa-Tchie, Vice-Chair
- Nick Barnes
- Nic Crowe
- Paula Harriott, Chair
- Stephen Hyams, Treasurer
- Keisha Swaby

Co-Leadership Team

- Adonis Akra
- Laura Casale
- Ryan McGillivray

Independent Auditors

MHA McIntyre Hudson
6th Floor
2 London Wall Place
London EC2Y 5AU

Bank

HSBC Bank Plc
122 Finchley Road
London NW3 5JD

Company number

06693712

Registered charity number

1126144

Registered office address

40 Bowling Green Lane, EC1R 0NE

Statement from the Chair and Vice-Chair

We are no longer the ‘new’ chair and vice-chair, having completed our first full year and learnt so much more about the workings of MAC-UK. We really value how the organisation tries to live its values and mission in the way that it operates and governs and have experienced the impact of this over the past year. The Co-Leadership team has modelled that it is possible to share the responsibility and power of leadership, valuing different backgrounds, experiences and knowledge and combining it to strengthen practice. This is also reflected in board meetings, where instead of ‘good news’ stories being the focus, challenges are shared and we work together to co-produce solutions to these; appreciating the diversity of the board and the leadership team in leading to quality solutions. We have been thinking about how to share this model externally, supporting others to move away from some of the problems of traditional models of leadership towards one that promotes equity.

MAC-UK turns the grand old age of 15 this year, and we have seen the impact of having worked in the field for this period of time. There are multiple ongoing relationships with those who have made MAC-UK what it is, from young people and previous staff, to partners who MAC-UK has worked with. This is an outcome of being an organisation with respectful, responsive, trusting relationships at the heart of its approach, with a mission that is shared by so many. This network of support around MAC-UK means it can remain small, while having a wider impact.

While appreciating just some of the strengths of MAC-UK, we have to acknowledge the impact of the national and global crises we have faced.

The purposes of the Charity as per its Memorandum and Articles are to advance in life and help young people through:

- Providing recreational and leisure activities in the interests of social welfare
- Providing support and activities which develop young people’s skills, capacities and capabilities, advancing education and relieving unemployment
- Raising awareness of the issues affecting excluded young people by working with the systems around young people for the benefit of young people

The escalating cost of living crisis has affected us all and has further highlighted the inequalities faced by the young people who we work with.

The impact of inequality and discrimination on all aspects of wellbeing and particularly mental health continues to show itself in our work with young people, grassroots organisations and statutory services. Young people face multiple challenges at home, at school, in community settings, and in getting help. So many of the aspects which support good mental health have been unequally reduced, such as sufficient income to pay for food and heating and sufficient, well-supported staff in schools. This is leading to an enormous increase in the numbers of young people attempting to access mental health support from the NHS, which in itself is under-resourced and managing its own response to the trauma of the covid-19 pandemic. Grassroots organisations are having to cover multiple gaps in basic needs including a place to feel safe. Statutory services are pushed to focus their very limited resources on crisis

Statement from the Chair and Vice-Chair

// 5

response, leaving little room for preventative working. The criminal justice system then takes on the consequence of these unmet basic needs, while it too is under-resourced. As always, MAC-UK tries to work to support those facing challenges while also working to prevent the challenges occurring, working both responsively and preventatively, to create change for both individuals and systems. This multi-pronged/faceted way of working creates sustainable, systemic change and MAC-UK will continue to work to create this change despite the size of the challenge.

The report below demonstrates how we have continued our work in responding to this, through working with individuals, in partnership with organisations and influencing wider systems, always with young people.

Moving Forward

We are very fortunate to have funders who have supported us to share the reality of the work, appreciated the limitations caused by the covid-19 pandemic and have been critical supporters. We look forward to continuing to work with them over the coming year. Fundraising during difficult financial times remains a challenge for MAC-UK and we are grateful for the longer-term support of funders which allow us to focus more on the direct work for young people and communities, and the systems-change work with organisations and wider policy.

We are so pleased that our relationship with previous partners continues, in particular with Camden and Islington NHS and local non-statutory services, and Haringey and Enfield NHS services, and that our relationship with Partisan, AAK and Youth Realities continues to grow. The

staff we work with in these organisations share a common ideology, together with a passion and commitment to the young people they work alongside.

One area of need increasingly being shared with us by young people, grassroots organisations and statutory services is the impact of housing, or lack of appropriate housing and the need for more psychologically-informed housing for those in need of supported housing, including those caught in the care system. We hope to bring our learning and approach more to this area in response to this.

We look forward to the MAC-UK team taking their work and learning to wider audiences in the coming year, through digital forums including the website, and presence at conferences and other events.

Step by step we are working very hard to create the world we want to live in with bold and courageous practice and despite the challenges we encounter we remain committed to our approach and remain optimistic and dedicated to our mission.



Paula Harriott
Chair, MAC-UK



Ama Afrifa-Tchie
Vice-Chair, MAC-UK

With sincere thanks to all of our funders, partners and supporters who make our work possible:

- Allan & Gill Gray Philanthropy, advised by Tris Lumley
 - Art Against Knives
 - Barnet, Enfield and Haringey NHS Trust
 - Berkeley Foundation
 - Camden and Islington NHS Trust
 - Finsbury Business Centre
 - Home Office Trusted Relationships Fund
 - John Armitage Charitable Trust
 - Leathersellers' Company Charitable Trust
 - London Borough of Barnet
 - London Borough of Ealing
 - Partisan
 - Project Future
 - Project 10/10
 - SEJA
 - The AIM Foundation
 - The Dyers' Company Charitable Trust
 - True Research
 - Tudor Trust
 - Youth Realities
-

Trustees report: achievements and activities

// 7

The main activities undertaken in relation to the purposes of the Charity and for the furtherance of Public Benefit have been discussed below.

Teaching and Training

As part of our objective to disseminate our learning and approach, the MAC-UK team have continued to provide teaching and training for clinical psychology doctorates, introducing community psychology in practice, public health approaches and co-production.

This year the team have delivered teaching to five clinical psychology doctorate programmes reaching 196 clinical psychology trainees. We have received positive feedback from the sessions including participants finding practical applications of community psychology useful as well as us involving multiple members of the team from different projects and professional backgrounds in our sessions. Trainees reported that the sessions and chance to connect has provided hope in working in different ways. We continue to seek feedback to adapt our training, and have valued ideas to put into practice next year when sharing our approach with clinical psychology trainees. The team delivered two-day training to 18 professionals within Children's Services, 100% of those completing feedback reported the course was relevant to their needs (37% 'relevant'; 73% very relevant), 100% of participants reported being very satisfied with the course. MAC-UK has also delivered training to several other small organisations. MAC-UK provided 10 6-12 month training placements for final year doctoral trainee psychologists.

Youth Employment

From October 2022, the youth employment team included two Youth Consultants, two Peer

Researchers, one Outreach Worker, one Clinical Psychologist, the Head of Youth Employment and Co-Production, and one Youth Engagement Practitioner. The team met weekly both in the office and virtually to work on projects (see below) internal to MAC-UK and externally as part of our partnership projects as well as opportunities for team connection and learning. The team co-designed 4-6 weekly team days, inviting in external speakers as well as internal learning spaces and project thinking spaces. This included MAC-UK's Youth Engagement Practitioner facilitating a Tree of Life space, and external speakers providing introductions to 'Thinking Environments', international work and education opportunities. As well as bringing the knowledge and skills to projects and meetings there was a focus of rebuilding the youth employment team and supporting each other during our time together.

School Exclusion Project

Following on the work and research done with the mentoring project. Public Health and Prevention Lead and a Youth Consultant merged ideas from the mentoring project and policy work around the education system. We started off by thinking about writing a response to a paper that was published about school exclusions. Utilising some of our team's experience of the school system, we had discussions as to whether school exclusions work. A member of the team took the lead in writing 5 stories which shared the negative impact schools and methods use such as exclusion could have on a young person that does not fit the status quo or come from a background where less opportunity and marginalisation is experienced. Our hope is to post our writing on our website in the near future.

Trustees report: achievements and activities

// 8

Mentoring Project

The youth employment team thought about how we could support young people affected by lack of opportunities and support in the education system. Many members of the team had shared negative experiences of the school system and discussed ways of what needs to change. During the year research was completed as to where in London exclusion rates were high and a plan of action was put together as to how we achieve our goal of co-producing an intervention for young people who would benefit from a non-traditional, collaborative and strength focused approach from individuals with similar backgrounds and experiences. During this time what came to light was that the team wanted to not only engage with students but also those with the power in the local education systems. We devised a plan as to how we would approach meeting with key decision makers who were important in making positive changes in schools (see the school exclusion project).

Recruitment and moving on

Over the course of the year, five new Youth Consultants were employed within the Youth Employment team. Previous Youth Consultants continued their progress within MAC-UK and some into new roles in the sector. A peer researcher role was developed to support a research project led by a partner organisation.

We would like to acknowledge the effort, experience and thoughtfulness that the Youth Consultants brought to MAC-UK. All of the team were vital to the work of the charity over the year and we are very grateful for your contribution.

Next steps

The Youth Employment team will continue to build and work on projects MAC-UK are part of and work with our youth consultants to build on their skills and aspirations for change.

Public Health and Prevention

Over the course of this year the Public Health and Prevention Team have continued their work in different areas of the socio-political context that impacts the young people we work with across London, at an organisational level, an interpersonal level, as well as at policy and systemic levels. The funding allowed us to work intensively with Youth Consultants on developing a campaign message focused around schools and school exclusions, allowed the Public Health and Prevention team to respond to political developments in real time, contributed to the direction of policy in advocacy forums, and continued to develop and contribute to embedding Public Health approaches in our teaching.

We worked with 'Leaders Unlocked' on their research on education, stereotyping, youth violence and policing, we worked with Liberty to produce a book chapter on alternatives to policing, publishing this and campaigning in Parliament around its messaging, contributed to the CRAE report on the UN Rights of the Child¹, and have continued to inform the content of DClinPsy courses across the country, both as part of finalising our report into Community Psychology in universities, and also at an individual level with course leaders.

¹ Civil society alternative report 2022 to the UN Committee – England | CRAE

Trustees report: achievements and activities

// 9

We continued our policy influencing work with the Alliance for Youth Justice, inputting heavily in the direction they are taking with regard to children and policing, moving away from a focus on 'child centred policing' to non-policing solutions around child safety.

The Public Health and Prevention Lead continued to work with Art Against Knives, one of MAC-UK's charity partners, working with a group of young people to develop a podcast called One Mic Real Talk, and develop their work in public health and health inequalities. In this work they engaged the systems around young people, specifically young black men, alongside a group of peer leaders to research the ways in which mental health interventions can better serve their community. We also facilitated the creation of a chapter in the Liberty Holding Our Own guide, a book thinking about alternatives to policing when thinking about youth violence, launching this with the nine contributing organisations. The policy influencing around this continues. Over the course of the last year we have also developed partnerships with Lambeth Council, Juvenis, St Giles' Trust and DePaul, as well as with Look Ahead. We worked with Lambeth Council commissioners to contribute to the design of a pilot service, developing a housing project as an alternative to custody for the most at risk young people from the borough.

Community Psychology

Over the course of this year we have been able to finalise our report into community psychology on the DClinPsy courses across universities in England. Following interviews last year, this period was spent transcribing and analysing the data, writing up the findings and developing our position. This work was done with the aim

of being able to transform the way in which clinical psychology is taught in this country and therefore transform the way mental health is thought about across the board. We are now ready to publish our report, which seeks to be a document that will be able to support doctorate courses, mental health services and community services to develop a deeper understanding of the history, the make-up and hopefully the future of mental health in this country. We have been showing it to relevant stakeholders who are excited to be able to use this document as a template to guide university courses, and we plan to disseminate it ourselves to the significant regulatory bodies that hold power over how mental health is not only taught, but conceived of in this country.

The report highlights the role of inequality, neoliberal individualism and medicalisation in mental health, and calls for the resourcing of communities directly to allow them to provide the solutions to mental health challenges while drawing on national and international findings.

Anti-Racism

From October 2022, MAC-UK started a piece of work with an anti-racism consultant. This included them holding one to one spaces with all MAC-UK staff members, eight meetings with the anti-racism committee and two whole team spaces. The aim of this work was to support MAC-UK to identify and work towards anti-racism objectives. Following one to one meetings with the whole team, core themes relevant to anti-racism were identified by the team as needing to be addressed. These were:

1. A review of supervision internally and externally

Trustees report: achievements and activities

// 10

2. The importance of including joy and celebration in and of our work and as a team
3. To examine the history of race in Psychology and how this reflects in MAC-UK's and approach.

These themes were explored through whole team anti-racism spaces as well as within the smaller anti-racism committee. This led to the development of an action tracker which operationalised the themes into core objectives and tangible actions that enable us to embed anti-racism in the organisation. As a result of the anti-racism team spaces, a smaller working group formed to review MAC-UK's supervision framework from an anti-racist lens to review and change our supervision policy and structures.

Within partnership project-based work, we are exploring how we embed anti-racist practice in each project as well as continuing this work internally.

We continue to consider the relationship between anti-racist and anti-oppressive practice to ensure that our work in this area is inclusive and considers the intersectional nature of oppression.

Innovation Hub

The Innovation Hub is a group that comes together to think about how MAC-UK evolves and develops as an organisation. This year's focus has been how to share the work, learning and approach at MAC-UK more widely, particularly through social media. We held spaces throughout the year with the team to discuss various topics such as user journey, who is our audience and what we would want

the impact to be for young people. From this we were able to create a plan for implementing changes. In addition to this, the team has also been working on content to put on the website and twitter.

Current Partnership Work

Reaching Communities – NW9 Nails

Launched in 2022, Reaching Communities - NW9 is a partnership project with Against Knives (AAK) and Youth Realities (YR), funded by the The National Lottery Reaching Communities fund. The project aims to respond to the impact of Covid and lockdown on young people in Barnet from disenfranchised and socially excluded backgrounds, particularly on mental health, economic hardship, relationships and safety. The aims of the project are to expand existing service provision for NW9 Nails, a free drop-in space delivered by AAK for young women and gender-minoritised people that offers opportunities to learn professional nail care and art, graphic design, writing and other creative skills, complimenting the existing delivery with specialist support for individuals aged 17+ including young parents and those not in education or employment and on-site domestic abuse support (Youth Realities).

MAC-UK's role in the project is to support the embedding of psychologically informed environments and support youth employment. Following a mobilisation and outreach period, the project has focused on developing a delivery space in Barnet.

Responding to the requests from staff working in the project, MAC-UK staff have established a reflective practice group for practitioners across AAK and Youth Realities involved in

Trustees report: achievements and activities

// 11

direct delivery. The reflective practice spaces have been focused on developing the space, giving time to consider intersectionality and power, and have been responsive to the needs of the team.

To complement reflective practice, MAC-UK have also facilitated learning spaces that have centred on continued professional development for practitioners, in response to themes arising in the delivery space with young people and working with external organisations.

For example, we have worked together with the partnership to consider gender and inclusivity, to widen the reach of the space from historically being a 'young women's programme', to now being a delivery space that is explicitly for cis women, trans, non-binary and gender non-confirming young people. This has involved careful consideration of the complexity of gender identity, keeping in mind the current socio-political climate and ongoing discrimination and marginalisation for trans young people, and the need to ensure we create spaces for all who are affected by patriarchal violence.

This has seen change in language used in comms for the space, recruitment adverts and highlighted the need for ongoing consultation with young people who hold different identities to guide delivery.

Other learning spaces have also included working with young people who are refugees/ seeking asylum in the UK and developing the partnership's values, shared expectations and working practices. Finally, we provided 1:1 supervision for staff members who are working on the project.

Barnet furthering relationships project – Barnet Berkley foundation

This project built on existing and new relationships with organisations in Barnet, supporting integration, creating reflective and learning spaces across services and working in their office spaces.

We also started the Youth Employment process, agreeing a shared plan for recruitment which took into account any considerations within young people's context. Young people attended recruitment days sharing the opportunities in an informal and safe space. After a process supported by staff at Youth Realities and MAC-UK, three young people were employed by MAC-UK.

MAC-UK worked with three young adults who contributed in multiple ways and who also benefited from the flexibility and support provided by MAC-UK. The staff appreciated their contexts and any challenges they might be facing and responded with flexibility and understanding, appreciating what they were able to bring to their roles rather than focusing on particular outcomes as the priority. This approach was felt by the youth consultants, sharing, "...the people I'm working with are so understanding and I get MAC-UK is very flexible and supportive and all of this stuff, but it just felt that much more extra in those aspects of the support and the flexibility". Their thoughts and opinions were welcomed and acted upon.

'I feel appreciated and valued for the efforts that I can put in, that I am able to put in with the work that has been given to me, and if I can't I'm not made to feel less than...the level of respect, the level of understanding and support'

Trustees report: achievements and activities

// 12

When asked about the experience, one Youth Consultant recognised the impact they had been able to have, saying

'The ideas that I've been able to still share are now embedded into you guys as well. And they're there with you a lot as well. So it's like I've left my mark somehow, even if I finished with MAC-UK soon. That there's just going to be a little piece of me with MAC-UK'.

In addition to offering reflective space for staff, a learning space facilitated by MAC-UK staff allowed colleagues from different organisations to come together and think about the response to self-harming in Barnet. This project allowed MAC-UK to contribute to the integration of services within Barnet, creating longer-term change in the offer of support to young people in Barnet.

Therapeutic Group

MAC-UK and AAK were successful in obtaining funding to run a therapeutic group in Barnet. This arose from AAK staff recognising the need and lack of appropriate therapeutic support for young women of colour in Barnet.

The therapeutic group was co-produced with young women between 11 - 25 years old, throughout the entire process. Co-production ensured the young women were involved, heard and able to create what they needed from a therapeutic intervention. An integral part of this was ensuring practice and activities were culturally appropriate, relevant and meaningful.

The therapeutic groups took place fortnightly, and facilitators planned in between. These spaces included trips, creative activities and a safe, confidential space for authentic

therapeutic conversations. We created and sent care packages to all young women so we were able to stay connected during the holiday periods. We also facilitated and enabled the young women to share their views and experiences of mental health services with NHS leads in Barnet.

When the group came to an end, we planned celebrations and trips to mark the ending of the therapeutic groups. When completing the co-produced outcome measures, all young women who took part reported positive outcomes as a result of being a part of therapeutic groups.

As a result of the young people feeding back their views and experiences to NHS leads in Barent, the NHS commissioners are exploring how to provide further funding to enable the therapeutic groups to continue.

Camden and Islington-based Work

From April 2023, MAC-UK has collaborated with Camden and Islington (CANDI) NHS Foundation Trust. The collaboration has involved a MAC-UK member of staff working one day per week (for one year) to share MAC-UK's learning and approach, and strategic consultation for the Young People's Service and recently commissioned Vanguard Project (NHS England and Improvement Reduction Programme - Violence Reduction Unit).

The Vanguard project, from which Camden has been funded as a prevention site, is a community multi-systems violence reduction programme pilot, aimed at providing psychologically informed care to marginalised young people affected by, and at risk of serious youth violence and for whom traditional mental health services are out of reach.

Trustees report: achievements and activities

// 13

The work to date has involved a comprehensive mapping exercise to understand the network of support services in Camden and to identify gaps in service provision for young people who are socially excluded and who may have mental health and social needs and are not being reached by existing services. Alongside the operational lead in Camden, we have met with professionals from 12 organisations, the information and learning from which is being drawn upon to inform the developing strategy for young people's services and Camden vanguard. Alongside the Vanguard team, MAC-UK are supporting to develop a service specification to define the working practice and values of the team, to be shared with the wider network of support services in Camden.

Youth Ink – SEJA

In 2022, MAC-UK formed a new relationship with SEJA. SEJA is an innovative organisation that supports local leaders to create change in their community. Originally founded in Brazil, the team has expanded to London and reached out to MAC-UK because of our experience of co-producing projects alongside young people. SEJA had already been working with an established charity, Youth-Ink. A small scale partnership project was developed alongside Youth-Ink, SEJA and MAC-UK for MAC-UK to facilitate some sessions with Youth-Ink to support them to work towards their longer term strategy of expansion and broader policy level impact.

MAC-UK met with Youth-Ink through 'getting to know you' days to understand more about each other's organisations, values and approach and co-produce the plan for workshops. Youth-Ink outlined their hopes for:

- “Continuing to influence services and systems through exploring how we talk about mental health”
- “Valuing lived experience whilst working with other systems that perceive and manage risk in a different way”
- Developing the skills and infrastructure to continue working sustainably with young people with lived experience.

MAC-UK delivered workshop days with the team introducing ideas from community psychology, public health, Tree of Life, stakeholder mapping and AMBIT, specifically working with networks, youth employment, and the leadership journey for members of the team. Staff joined MAC-UK team meetings to observe first hand how the values and culture are expressed in formal spaces.

Through this, Youth-Ink chose a specific policy that they hope to change within the Youth Justice system. MAC-UK staff then facilitated a session on how to effect policy change using an asset-based approach.

Formal feedback suggested that the sessions were appropriate, engaging, and the learning could be practically applied to their work at an organisation and policy level. Youth-Ink staff reported *“I didn't realise how much knowledge I had - I know it I couldn't pinpoint it. Recognising what knowledge I do have and then how I can improve on that knowledge.”*. Staff ended by sharing their plan for using their learning to further support their organisation's long term objectives.

Trustees report: achievements and activities

// 14

New Partnerships and Projects

Look Ahead

In 2022 MAC-UK were pleased began a partnership with Look Ahead, a supported housing association. For the 12 months prior, Look Ahead had been working in partnership with the Wates Foundation to research housing-related models of support for young people experiencing mental health crises. The research, along with anecdotal evidence from their services, highlighted a significant gap in service provision for young people experiencing a mental health crisis meaning that young people were being admitted to hospital rather than being supported in the community.

MAC-UK have been supporting with the set up of a new residential housing provision that is an alternative for those experiencing mental health crises, with learning from this guiding a future framework. To enable this, MAC-UK started by carrying out a research piece, finding out from staff working in Look Ahead sites and in other related settings to understand how staff are already supporting young people's mental health to identify areas of good practice, as well as areas for change and additional resourcing.

We are thrilled that this work has led to a larger scale and longer term partnership project funded by St Martins In the Fields homeless charity to co-produce and embed preventative and contextualised mental health support into young people's housing provision within Look Ahead. This work will take place over two years starting in 2023.

Lambeth Young People at Risk Housing Service

In 2023 MAC-UK became part of a four-part consortium, working with Lambeth Housing Commissioners to co-design and co-pilot a new residential service for young Lambeth residents. The specification for this service was based on research with young people in Lambeth as well as professional stakeholders. This service consists of three houses with 4-6 beds in each, each based outside of Lambeth. They will house young men aged 16-24 years who are facing significant risk of violence, exploitation and harm if they do not leave Lambeth.

MAC-UK have been invited to be part of the consortium to draw on INTEGRATE principles and using lived and professional experience to provide an innovative, flexible and creative mental health framework that places mental health within a context of deprivation, inequality and discrimination, and views co-production, social activism and environmental change as essential for well-being. The first house is due to welcome its first resident in early January 2024.

This project is being independently evaluated, and is of interest to many stakeholders including the Mayor's Office for Policing and Crime, and if successful will serve as a blueprint for future services offering an opportunity for young people facing significant risk.

The Trustees' Annual Report contains a Directors' Report as required by company law. The report and accounts comply with the requirements of the Companies Act 2006 and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with FRS102 (effective 1 January 2019).

Company status

MAC-UK is a charitable company limited by guarantee. It was incorporated on 10 September 2008 and is governed by its Memorandum and Articles of Association dated 10 September 2008 as amended by special resolutions dated 17 May 2017 and 18 July 2019. The charitable company has no share capital, and in the event of a winding up, each member and those that have ceased being a member within the preceding twelve months, has undertaken to contribute £10.

Governance, internal control and trustee recruitment

MAC-UK is governed by a Board of Trustees who are responsible for the organisation's strategic direction, providing challenge and support to the Co Leadership Team as well as ensuring compliance with charity, employment and other relevant statutory requirements. A skills audit is undertaken annually by the board which informs board recruitment and training.

As of August 2023, the board consists of 6 trustees with a wide range of relevant skills and experience. Page 4 of this report sets out the complete list of trustees who served during the year and up to the date of signature of the financial statements. The governing document does not set a maximum of trustees. The

minimum number of trustees is 3. The quorum for trustee meetings is 3 Trustees or 1/3 of the trustees, whichever is the greater.

The Board of Trustees delegate responsibility for day to day management to key management personnel, namely the MAC-UK Co Leadership Team. The trustees make clear the authorities which are delegated to the key management personnel through a documented schedule of responsibilities.

Induction and training

In line with Charity Commission guidance, Trustees are made aware of their roles and responsibilities and carry out inductions into the many different activities and services provided by MAC-UK.

Prior to formal appointment, potential trustees attend a strategy and governance session, meet members of the team and observe a board meeting. Once appointed, the trustees have access to a drive of Trustee Resources, including relevant organisational documents, policies and procedures. Additionally, trustees attend an annual board away day and whole organisation away days.

Risks

Trustees have conducted a review of the major risks to which the charity is exposed. MAC-UK maintains an organisational risk register which is appraised dynamically and reviewed at least every 6 months, though more frequently if required.

Where appropriate, systems and procedures are in place to mitigate the risks the charity faces. Policies and internal controls have been reviewed during the reporting period. Procedures

continue to be in place to ensure compliance with safeguarding, data protection, health and safety of staff, volunteers, young people and visitors to the MAC-UK's projects and these are regularly reviewed.

Public Benefit

In setting objectives and planning for current and future activities, the Trustees have given due consideration to general guidance published by the Charity Commission relating to public benefit, including the guidance 'Public benefit: running a charity (PB2)'.

Financial Review

During the year, total income was £334,720 (2022: £285,592), of which £271,795 related to unrestricted income. Total expenditure was £404,549 (2022: £418,864) resulting in a deficit for the year of £69,829 (2022: deficit of £133,272). The boost in income was largely because of a grant secured from new funders during the current financial year.

Since the Covid-19 restrictions eased and the upward trend in receiving funds from the donors after the end of year 2022, MAC-UK managed to compensate the previous year deficit to nearly half this year and therefore in this financial year the trustees agreed a deficit budget with a planned usage of our reserves same as the previous year.

Continuing the trend, from October 2023 we have received income from new sources and also significantly reduced costs in order return to a sustainable business model.

94.4% of the charity's expenditure in the year was spent on the delivery of the charitable objectives, and 5.5% was spent on

governance. The trustees are satisfied that the level of fundraising costs is appropriate to the organisation.

MAC-UK welcomes, but is not reliant on, the occasional input of skilled volunteers to assist with projects from time to time. MAC-UK also hosts part-time and short-term student placements of individuals in further or higher education in a field of study related to our work.

Reserves Policy

The trustees have reviewed and agreed the reserves policy which requires sufficient free reserves (unrestricted funds less unrestricted fixed assets) to be maintained to meet three months' operating expenses. Budgeted expenditure for 2022/23 is £389,699 and therefore the level of reserves to be maintained is £97,425 in general funds.

At the balance sheet date, free reserves totalled £125,461. Trustees note the reserves levels exceed the policy but they have agreed that in the current climate and owing to the ongoing challenging fundraising environment, that the excess amount remains appropriate.

Remuneration Policy

The trustees consider the Board of MAC-UK and the Co Leadership Team as comprising the key management personnel of the charity in charge of directing and controlling the charity and running and operating the charity on a day to day basis. All trustees give of their time freely and no trustee remuneration was paid in the year. There were no related party transactions in the year 2022/23.

Trustees are required to disclose all relevant interests and register them with the Head of Governance and in accordance with MAC-UK's

policy, withdraw from decisions where a conflict of interest arises.

MAC-UK has a salary banding structure in place for the remuneration of its employees, benchmarked with charities of a similar size and activity, to ensure that the remuneration set is fair and comparable with that generally paid for similar roles.

Periodic reviews of the salary banding structure take into account movement in average earnings. Pay reviews for any individual employee take into account the average salary of other employees. In 2022/23, the 3 highest paid members of staff earned between £49,242 - £56,815 full-time equivalent.

Trustees' Responsibilities in relation to the Financial Statements

The trustees (who are also directors of MAC-UK for the purposes of company law) are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires trustees 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 and of its income and expenditure for that period. In preparing these financial statements, the trustees are required to:

- Select suitable accounting policies and then apply them consistently
- Observe the methods and principles of the Charities SORP

- Make judgements and estimates that are reasonable and prudent
- State whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business

The trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006.

They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Audit Information

So far as each of the trustees, at the time the trustees' report is approved, is aware:

- a) There is no relevant information of which the independent examiners are unaware; and
- b) They have taken all relevant steps they ought to have taken to make themselves aware of any relevant information and to establish that the independent examiners are aware of that information.

Charity structure, governance and management

// 18

Independent Examiner

A resolution to reappoint MHA McIntyre Hudson as Independent Examiners will be presented at the MAC-UK December board meeting.

MAC-UK Annual Report

The report of the Directors has been prepared taking advantage of the small companies' exemption within the Companies Act 2006.

Signed on its behalf by trustees:



Paula Harriott

Chair, MAC-UK

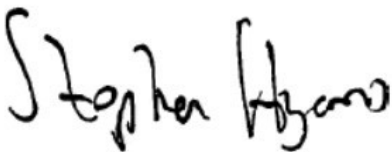
Date: 26/07/2024



Ama Afrifa-Tchie

Vice-Chair, MAC-UK

Date: 26/07/2024



Stephen Hyams

Treasurer, MAC-UK

Date: 26/07/2024

Report to the charity trustees on my examination of the accounts of the company for the year ended 30 September 2023 which are set out on pages 20 to 31.

Responsibilities and basis of report

As the charity trustees of the company (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 company 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 company'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 company's 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 Institute of Chartered Accountants in England and Wales, 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 that in any material respect:

1. accounting records were not kept in respect of the company 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.

Rachel Doyle FCCA ACA DChA

MHA
Chartered Accountants
MHA House
Charter Court
Swansea Enterprise Park
Swansea
SA7 9FS

Date: 26/07/2024

MHA is the trading name of MacIntyre Hudson LLP, a limited liability partnership in England and Wales (registered number OC312313)

Statement of financial activities (including income and expenditure account) for the year ended 30 September 2023

INCOME							
Voluntary income		196,851	60,657	257,508	149,589	51,167	200,756
Investment income		528	-	528	93	-	93
Income from charitable activities		74,166	2,268	76,434	83,214	1,529	84,743
TOTAL INCOME	2	271,795	62,925	334,720	232,896	52,696	285,592
EXPENDITURE							
Costs of generating funds	3	22,350	-	22,350	18,548	-	18,548
Charitable activities	4	334,094	48,105	382,199	342,139	58,177	400,316
TOTAL EXPENDITURE		356,444	48,105	404,549	360,687	58,177	418,864
Net income/(expenditure)		(84,649)	14,820	(69,829)	(127,791)	(5,481)	(133,272)
Transfers between funds		(20,031)	20,031	-	(11,494)	11,494	-
Net movement in funds		(104,680)	34,851	(69,829)	(139,285)	6,013	(133,272)
Funds brought forward		126,397	19,517	145,914	265,682	13,504	279,186
Funds carried forward	12	21,717	54,368	76,085	126,397	19,517	145,914

All gains and losses have been included in the Statement of Financial Activities.

All activities arise from continuing operations.

Financial statements

// 21

Balance sheet as at 30 September 2023

		2023		2022	
		£	£	£	£
Fixed assets					
Tangible assets	8		1,184		2,173
Current assets					
Debtors	9	12,771		13,752	
Cash at bank and in hand		71,169		148,530	
		<hr/>		<hr/>	
		83,940		162,282	
Creditors: amounts falling due within one year	10	(9,039)		(18,541)	
		<hr/>		<hr/>	
Net current assets			74,901		143,741
			<hr/>		<hr/>
Net assets			76,085		145,914
			<hr/>		<hr/>
Unrestricted funds	12	21,717		126,397	
Restricted funds	12	54,368		19,517	
		<hr/>		<hr/>	
Total funds			76,085		145,914
			<hr/>		<hr/>

The Charity was entitled to exemption from audit under section 477 of the Companies Act 2006. The members have not required the company to obtain an audit for the year in question in accordance with section 476 of Companies Act 2006.

The Directors acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

The financial statements have been prepared in accordance with the provisions applicable to entities subject to the small companies regime.

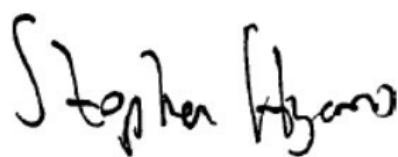
The Financial Statements were approved by the Board of Trustees on XX June 2024 and were signed on its behalf by:



Paula Harriott

Chair, MAC-UK

Date: 12/06/2024



Stephen Hyams

Treasurer, MAC-UK

Date: 12/06/2024

Cash flow statement for the year ended 30 September 2023

	Note	2023 £	2022 £
Cash flows from operating activities:			
Net cash provided by/(used in) operating activities	A	(77,938)	(93,966)
Cash flows from investing activities:			
Investment Income		528	93
Disposals of fixed assets		49	
Purchases of tangible fixed assets		-	(1,962)
Net cash used in investing activities		<u>577</u>	<u>(1,869)</u>
Change in cash and cash equivalents in the year		<u>(77,361)</u>	<u>(95,835)</u>
Cash and cash equivalents at 1 October 2022		148,530	244,365
Cash and cash equivalents at 30 September 2023	B	<u><u>71,169</u></u>	<u><u>148,530</u></u>
A - Reconciliation of net income/expenditure to net cash flow from operating activities			
		2023 £	2022 £
Net (Expenditure)/Income for the year		(69,829)	(133,272)
Adjustments for;			
Depreciation of tangible fixed assets		940	860
Investment Income		(528)	(93)
Decrease in debtors		981	46,226
Decrease in creditors		(9,502)	(7,687)
Net cash provided by/(used in) operating activities		<u><u>(77,938)</u></u>	<u><u>(93,966)</u></u>
B - Analysis of cash and cash equivalents			
Cash at bank and in hand		<u><u>71,169</u></u>	<u><u>148,530</u></u>

Notes to the financial statements for the year ended 30 September 2023

MAC-UK is a private charitable company limited by guarantee. It was incorporated on 10 September 2008 and is governed by its Memorandum and Articles of Association dated 10 September 2008, as amended by special resolutions dated 17 May 2017 and 18 July 2019.

1. ACCOUNTING POLICIES

a) The financial statements have been prepared under the historical cost convention, in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102), Companies Act 2006 and Charity SORP "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)". The financial statements have been prepared using its functional currency, of sterling. The Charity meets the definition of a public benefit entity under FRS 102.

b) Going concern policy

The trustees have assessed whether the use of the going concern basis is appropriate and have considered possible events or conditions that might cast significant doubt on the ability of the charity to continue as a going concern. The trustees have considered the ongoing impact of Covid-19. The trustees consider that the pandemic is likely to continue to cause disruption to the charity's business, however trustees have a reasonable expectation that the charity will have adequate resources to continue to operate in the foreseeable future.

The staff team have put various contingency measures and plans in place to make sure MAC-UK remains as functional as possible, considering factors such as termination or suspension of funding, physical distancing measures, and the loss of key staff to illness. MAC-UK has put substantial efforts into healthy and safe working from home, and into wellbeing initiatives for staff working with those affected by the pandemic. The trustees have made the assessment of going concern for a period of at least one year from the date of approval of the financial statements. In particular the trustees have considered the charity's forecasts and projections and have taken account of pressures on grant income. Trustees have concluded that there is a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. The charity therefore continues to adopt the going concern basis in preparing its financial statements.

c) Income generated from the supply of goods or services is included in the statement of financial activities in the period in which the supply is made.

d) Donations and gifts to the charity are included in the statement of financial activities when the charitable company becomes entitled to the income, it is probable that the income will be received and when the amounts can be measured reliably. Donations and services in kind are recognised as income where the provider of the service has incurred a financial cost. Volunteer time is not included in the financial statements.

e) Income from grants is recognised at fair value when the Charity has entitlement after any performance conditions have been met, it is probable that the income will be received and the amount can be measured reliably. If entitlement is not met then these amounts are deferred.

f) Restricted funds are to be used for specified purposes as laid down by the donor. Expenditure which meets these criteria is allocated to the relevant fund.

g) Unrestricted funds are donations and other income received or generated for core charitable purposes.

Notes to the financial statements for the year ended 30 September 2023

h) Expenditure is recognised in the period in which it is incurred. Support costs are allocated to activities on the basis of staff time spent on each activity.

i) Fixed assets and depreciation

Tangible fixed assets costing £100 or more are capitalised and recognised when future economic benefits are probable and the cost or value of the asset can be measured reliably.

Tangible fixed assets are initially recognised at cost. After recognition, under the cost model, tangible fixed assets are measured at cost less accumulated depreciation and any accumulated impairment losses. All costs incurred to bring a tangible fixed asset into its intended working condition should be included in the measurement of cost.

Depreciation is provided on all tangible assets at rates calculated to write each asset down to its estimated residual value evenly over its expected useful life, which is 3 years for fixtures, fittings and equipment.

Depreciation costs are allocated to activities on the basis of the use of the related assets.

1. ACCOUNTING POLICIES (continued)

j) Critical accounting estimates and areas of judgement

In the view of the trustees in applying the accounting policies adopted, no judgements were required that have a significant effect on the amounts recognised in the financial statements nor do any estimates or assumptions made carry a significant risk of material adjustment in the next financial year.

k) Financial instruments

The Charity only holds basic financial instruments. The financial assets and financial liabilities of the Charity are as follows:

Debtors - trade and other debtors (including accrued income) are basic financial instruments and are debt instruments measured at amortised cost as detailed in Note 9. Prepayments are not financial instruments.

Cash at bank - is classified as a basic financial instrument and is measured at face value.

Liabilities - trade creditors, accruals and other creditors will be classified as financial instruments and are measured at amortised cost as detailed in Note 10. Taxation and social security are not included in the financial instruments disclosure. Deferred income is not deemed to be a financial liability, as the cash settlement has already taken place and there is simply an obligation to deliver charitable services rather than cash or another financial instruments.

l) Taxation

The Charity is considered to pass the tests set out in Paragraph 1 Schedule 6 of the Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the Charity is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 Part 11 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

m) Pension

The charitable company operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the charitable company in an independently administered fund. The pension cost charge represents contributions payable under the scheme by the charitable company to the fund. The charitable company has no liability under the scheme other than for the payment of those contributions.

Notes to the financial statements for the year ended 30 September 2023

2. INCOME

	<i>Unrestricted</i> 2023 £	<i>Restricted</i> 2023 £	<i>Total funds</i> 2023 £
<i>Voluntary Income</i>			
Donations Receivable	5,995	-	5,995
Grants Receivable (see note 2a)	190,856	60,657	251,513
	196,851	60,657	257,508
<i>Investment Income</i>			
	528	-	528
<i>Income arising from charitable activities</i>			
Training & Consultation fees	46,772	2,268	49,040
Recharges of staff	27,394	-	27,394
	74,166	2,268	76,434
<i>Other Income</i>			
Fundraising Income	-	-	-
Other Income	250	-	250
	250	-	250
	271,795	62,925	334,720
	271,795	62,925	334,720
	<i>Unrestricted</i> 2022 £	<i>Restricted</i> 2022 £	<i>Total funds</i> 2022 £
<i>Voluntary Income</i>			
Donations Receivable	6,995	-	6,995
Grants Receivable (see note 2a)	142,594	51,167	193,761
	149,589	51,167	200,756
<i>Investment Income</i>			
	93	-	93
<i>Income arising from charitable activities</i>			
Training & Consultation fees	59,797	1,529	61,326
Recharges of staff	23,417	-	23,417
	83,214	1,529	84,743
<i>Other Income</i>			
Fundraising Income	-	-	-
Other Income	-	-	-
	-	-	-
	232,896	52,696	285,592
	232,896	52,696	285,592

Notes to the financial statements for the year ended 30 September 2023

2a. GRANTS RECEIVABLE

	<i>Unrestricted</i> 2023 £	<i>Restricted</i> 2023 £	<i>Total funds</i> 2023 £
<i>Voluntary Income</i>			
Art Against Knives	12,204	-	12,204
Berkerley Foundation	5,000	-	5,000
John Armitage Foundation	35,000	-	35,000
Network for Social Change	-	-	-
The Tudor Trust	50,000	-	50,000
Allan & Gill Gray Philanthropy	-	-	-
The Aim Foundation	60,000	-	60,000
Bennelong Foundation	-	14,000	14,000
SEJA	2,202	-	2,202
Skipton Building Society	1,500	-	1,500
St Martins	-	46,657	46,657
Swire	24,950	-	24,950
	190,856	60,657	251,513

	<i>Unrestricted</i> 2022 £	<i>Restricted</i> 2022 £	<i>Total funds</i> 2022 £
<i>Voluntary Income</i>			
Art Against Knives	5,094	-	5,094
Berkerley Foundation	-	51,167	51,167
John Armitage Foundation	60,000	-	60,000
Network for Social Change	20,000	-	20,000
The Tudor Trust	57,500	-	57,500
The Aim Foundation	-	-	-
	142,594	51,167	193,761

3. COSTS FOR GENERATING FUNDS

	<i>Unrestricted</i> 2023 £	<i>Restricted</i> 2023 £	<i>Total funds</i> 2023 £
Fundraising and communications	22,350	-	22,350
	22,350	-	22,350

	<i>Unrestricted</i> 2022 £	<i>Restricted</i> 2022 £	<i>Total funds</i> 2022 £
Staff costs	18,548	-	18,548
	18,548	-	18,548

Notes to the financial statements for the year ended 30 September 2023

4. CHARITABLE EXPENDITURE

	Direct Services £	Dissemination £	Influencing £	Total 2023 £
Direct Costs	119,758	204,601	3,063	327,422
Support Costs (see note 5)	20,035	34,230	513	54,778
	139,793	238,831	3,576	382,200

	Direct Services £	Dissemination £	Influencing £	Total 2022 £
Direct Costs	115,701	158,605	22,697	297,003
Support Costs (see note 5)	40,247	55,171	7,895	103,313
	155,948	213,776	30,592	400,316

5. SUPPORT COSTS

	Direct Services £	Dissemination £	Influencing £	Total 2023 £
Staff costs	3,566	6,092	91	9,749
Office costs	6,516	11,132	167	17,815
Other support costs	6,413	10,957	164	17,534
Governance costs (see note 6)	3,540	6,049	91	9,680
	20,035	34,230	513	54,778

	Direct Services £	Dissemination £	Influencing £	Total 2022 £
Staff costs	16,522	22,649	3,241	42,412
Office costs	12,099	16,585	2,373	31,057
Other support costs	8,720	11,953	1,711	22,384
Governance costs (see note 6)	2,906	3,984	570	7,460
	40,247	55,171	7,895	103,313

Notes to the financial statements for the year ended 30 September 2023

6. GOVERNANCE COSTS

	<i>Total funds</i> 2023 £	<i>Total funds</i> 2022 £
Audit fees	-	-
Independent Examiner's Fees	2,750	2,750
Legal & professional fees	6,916	4,697
Other governance costs	14	13
	-	-
	-	-
	<hr/> 9,680	<hr/> 7,460
	<hr/> <hr/>	<hr/> <hr/>

7. STAFF COSTS

	<i>Total funds</i> 2023 £	<i>Total funds</i> 2022 £
Gross salaries	283,221	293,087
Social Security costs	17,831	18,213
Pension costs	5,285	5,726
	<hr/> 306,337	<hr/> 317,026
Redundancy costs	-	-
Staff training, recruitment and DBS	10,539	11,047
	<hr/> 316,876	<hr/> 328,073
	<hr/> <hr/>	<hr/> <hr/>

The average number of employees during the year was 15.8 (2022: 16.5).

No Trustees received any remuneration for their services nor reimbursement of expenses (2021: None).

The number of employees whose annual remuneration was £60,000 or more were:

	2023 <i>Number</i>	2022 <i>Number</i>
Between £60,001 and £70,000	<hr/> <hr/> -	<hr/> <hr/> -

The key management personnel of the charity consists of the Director of Clinical Innovation and Practice, the Head of Governance, the Head of Youth Employment and Co-Production and the Board of Trustees. The total remuneration of the key management personal during the year was £157,376 (2022: £111,177).

Notes to the financial statements for the year ended 30 September 2023

8. TANGIBLE FIXED ASSETS

	<i>Fixtures, fittings & equipment</i> £
Cost	
At 1 October 2022	36,280
Additions	-
Disposals	-
At 30 September 2023	<u>36,280</u>
Depreciation	
At 1 October 2022	34,107
Charge for the year	940
Disposals	49
At 30 September 2023	<u>35,096</u>
Net book value	
At 30 September 2023	<u><u>1,184</u></u>
At 30 September 2022	<u><u>2,173</u></u>

9. DEBTORS

	2023 £	2022 £
Trade debtors	6,896	7,264
Prepayments	5,232	4,142
	<u>12,128</u>	<u>11,406</u>

10. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2023 £	2022 £
Trade creditors	3,894	11,700
Accruals	4,140	5,538
Other creditors	1,005	1,303
	<u>9,039</u>	<u>18,541</u>

Notes to the financial statements for the year ended 30 September 2023

11. MOVEMENT IN FUNDS

	At 1 Oct 2022 £	Income £	Expenditure £	Transfers £	At 30 Sept 2023 £
Unrestricted funds					
General fund	126,397	271,795	(356,444)	(20,031)	21,717
Restricted funds					
	-	-	-	-	-
Berkerley Charitable Foundation	19,517	2,268	(41,816)	20,031	-
St Martins	-	46,657	(6,289)	-	40,368
Bennelong Foundation	-	14,000	-	-	14,000
Total Restricted Funds	19,517	62,925	(48,105)	20,031	54,368
Total funds	145,914	334,720	(404,549)	-	76,085

	At 1 Oct 2021 £	Income £	Expenditure £	Transfers £	At 30 Sept 2022 £
Unrestricted funds					
General fund	265,682	232,896	(360,687)	(11,494)	126,397
Restricted funds					
The Aim Foundation	-	-	-	-	-
Berkerley Charitable Foundation	13,504	51,167	(45,154)	-	19,517
London Pathways Partnership Project	-	1,529	(13,023)	11,494	-
	-	-	-	-	-
Total Restricted Funds	13,504	52,696	(58,177)	11,494	19,517
Total funds	279,186	285,592	(418,864)	-	145,914

All transfers in the year occurred when the projects came to an end. The remaining balance was transferred to MAC-UK's core funds (deficit or surplus).

Notes to the financial statements for the year ended 30 September 2023

The AIM Foundation - to address the social and health inequalities that leads to serious youth violence through co-producing prevention solutions with excluded young people which can eventually influence policy, legislation and systems change.

The Berkeley Charitable Foundation, the fund is training the INTEGRATE workforce (newly qualified Clinical Psychologists using INTEGRATE framework) to contribute to and improve the systems young people come into contact with and their experience.

Governance Inquiry - Funded by the Berkeley Foundation to carry out an inquiry on power, equality, and diversity within the charity, to develop solutions and to share our learning within the sector to effect systems change.

12. ANALYSIS OF NET ASSETS BETWEEN FUNDS

	2023	2023	2023
	<i>General fund</i>	<i>Restricted funds</i>	<i>Total funds</i>
	£	£	£
Tangible fixed assets	936	248	1,184
Net current assets	20,781	54,120	74,901
	<hr/>	<hr/>	<hr/>
	21,717	54,368	76,085
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>
	2022	2022	2022
	<i>General fund</i>	<i>Restricted funds</i>	<i>Total funds</i>
	£	£	£
Tangible fixed assets	936	1,237	2,173
Net current assets	125,461	18,280	143,741
	<hr/>	<hr/>	<hr/>
	126,397	19,517	145,914
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>

13. CONTROL

The charitable company is controlled by its trustees. There is no one ultimate controlling party.

14. RELATED PARTIES

During the year there were no transactions with related parties (2020: no transactions with related parties).

15. POST BALANCE SHEET EVENTS

There are no post balance sheet events.



40 Bowling Green Lane, EC1R 0NE

info@mac-uk.org

www.mac-uk.org

@macukcharity

Registered Charity No. 1126144

MAC-UK

England & Wales - Charity number 1126144

Accounts



Trustees' report and financial statements

for the year ended 30 September 2022
for MAC-UK Ltd

Contents

Reference and
administrative information // 3

Statement from the Chair
and Vice-Chair // 4

Our funders and supporters // 8

Trustees report:
achievements and activities // 9

Charity structure, governance
and management // 16

Independent Examiner's report // 20

Financial statements // 21

Reference and administrative information

// 3

The Trustees (who are directors of the charity for the purposes of the Companies Act) present their annual report together with the financial statements of MAC-UK (the charitable company) for the year ended 30 September 2022.

The Trustees confirm that the Trustees' Report and financial statements of the charitable

company comply with the current statutory requirements, the requirements of the charitable company's governing document and the provisions of 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 (The FRS 102 Charities SORP).

Trustees

- Ama Afrifa-Tchie, Vice-Chair
- Nick Barnes
- Nic Crowe
- Fiona Dawe (*resigned 08/12/2021*)
- Julia Eisenstadt, Treasurer (*resigned 08/12/2021*)
- Paula Harriott, Chair
- Stephen Hyams, Treasurer
- Keisha Swaby
- Steph Taylor (*resigned 14/09/2022*)
- Julian Thompson (*resigned 16/03/2022*)

Co-Leadership Team

- Adonis Akra
- Laura Casale
- Ryan McGillivray

Independent Examiners

MHA
6th Floor
2 London Wall Place
London EC2Y 5AU

Bank

HSBC Bank Plc
122 Finchley Road
London NW3 5JD

Company number

06693712

Registered charity number

1126144

Registered office address

40 Bowling Green Lane, EC1R 0NE

Statement from the Chair and Vice-Chair

This year it was a relief to have been able to return to a 'new normal' for MAC-UK, with staff moving into new offices and working face to face more consistently with colleagues, partners and young people. Despite facing challenges related to the impact of the covid-19 pandemic, this increased personal connection with others has meant the staff team have been able to really engage with communities and co-produce change at both preventative and responsive levels.

We as the new Chair and Vice-Chair have enjoyed settling into our roles and having our experience and ideas welcomed. We have appreciated the balance on the Board of new and more experienced trustees who have been open to learning from each other. Along with the Board and co-leadership team we want to take this opportunity to thank the previous Chair Steph Taylor and Vice-Chair Julian Thompson so much again for their dedication and encouragement over their years with MAC-UK. Their legacy of relational leadership continues to have an impact.

We also want to sincerely thank Fiona Dawe and Julia Eisenstadt for their expertise and commitment to MAC-UK in their roles as trustees. They both gave so much of themselves to support the work of MAC-UK and we wish them all the best in their next steps.

Settling back into work meant staff had a chance to reflect on the previous two years, and it was noted just how challenging it had been to work throughout the pandemic while juggling the personal effect of covid alongside the impact

The purposes of the Charity as per its Memorandum and Articles are to advance in life and help young people through:

- Providing recreational and leisure activities in the interests of social welfare
- Providing support and activities which develop young people's skills, capacities and capabilities, advancing education and relieving unemployment
- Raising awareness of the issues affecting excluded young people by working with the systems around young people for the benefit of young people

on young people and the organisations working with them. It further highlighted the impact of inequality and discrimination on mental health, with The Centre For Mental Health articulating that *"the Covid-19 crisis has had a profound effect on the nation's mental health. While most of us will emerge without lasting negative effects on our mental health, some communities and people with specific characteristics are at far greater risk of worsening mental health."*¹

The gaps and challenges in current mental health provision alongside the ongoing impact of inequality on the criminal justice system, means that the already significant disparities in those who have access to services and effective mental health provision has been exacerbated.

¹https://www.centreformentalhealth.org.uk/sites/default/files/2020-07/CentreforMentalHealth_CovidInequalities_0.pdf

We have continued our work in responding to this, through working with individuals, in partnership with organisations and influencing wider systems, which is shared in detail in this report below. The goal of MAC-UK continues to be to work alongside young people to change the systems that they are a part of, and in doing so to address the multiple factors that affect mental health.

A brief summary of the work we started, continued and stopped over the year is below:

External Systems Change

Public Health and Prevention

Our work to promote a Public Health and Prevention approach to mental health for young people and communities who experience social inequality continues. We have been continuing our research on the benefit of having a Community Psychology approach embedded more in the Clinical Psychology syllabus in line with a move towards preventive and community based interventions. We continue to disseminate our learning and ideas to multiple higher education institutions interested in our work. Trainee placements remain an innovative way of sharing our approach to future Clinical Psychologists who will be providing therapeutic interventions within services.

MAC-UK continues to employ young adults as experts by experience, as Youth Consultants. This year Youth Consultants have worked alongside staff on projects supporting research, developing ideas and activities linked to the charity's work and values. Despite the social and economic climate Youth Consultants continue to invest in themselves and make steps that support their journey.

Longer Term Place-Based Work (Barnet)

MAC-UK continued multiple aspects of work in Barnet, working alongside other organisations. Highlights of the Trusted Relationships partnership include the Local Authority adopting a co-produced risk assessment tool for young people at risk of exploitation, including criminal exploitation or violence and changing the structure and positioning of young people's experiences in strategic exploitation panel meetings. We have worked alongside Art Against Knives (AAK) and have offered support through supervision, developing bespoke formulation sessions, consultations and collaborative learning spaces. Further significant work in Barnet funded by the Berkeley Foundation has meant that we have been able to continue and build upon this work, working closely with one of the Local Authority Early Help teams and local grassroots organisations including Youth Realities, leading to employment opportunities for young people, learning spaces and supporting the working relationship between local statutory and non-statutory organisations. As a result of these ongoing collaborations, MAC-UK are now part of the Reaching Communities partnership in Barnet working with AAK and Youth Realities, with support from the Early Help team. This project aims to expand the provision of AAK's former 'NW9 Nails' space to re-engage and redesign the service to expand its reach. MAC-UK is supporting development of psychologically informed environments (supervision, reflective spaces, learning spaces, consultation), youth employment and co-production. MAC-UK and AAK have also been able to collaboratively design and co-facilitate two bespoke creative, therapeutically informed groups for young women and girls in Barnet, of whom many have experienced relational, racial and systemic trauma. This work has highlighted the value in

investing in longer-term, place-based work with the benefits of having trusting relationships and knowledge of the local community, systems and pressures.

Co-Production of Statutory Services

Through our work with the London Pathways Partnership (NHS and Probation Services) young adults with experiences of the health and criminal justice system planned and presented a proposal to senior figures within the partnership. This outlined what a service should include in order to support individuals and groups that are currently not accessing their services. Thank you to the young leaders and all the professionals involved in the proposal development.

Supporting Grassroots Organisers

MAC-UK are excited to have started to work with SEJA, delivering bespoke training to local social leaders that is psychologically informed and values-led, using the INTEGRATE approach to guide this. We look forward to working together further in the future and to the impact that this partnership will have.

Internal Systems Change

Anti-Racism Work

The Anti-Racism working group have continued to spearhead the work and successfully brought on board an external consultant to help us continue on our journey into becoming a more explicitly anti-racist organisation. We recognised the challenges of an internal working group trying to facilitate sessions and effect change, so with the support of our external consultant who has an outside perspective of the charity, we have been able to uncover that lived experience, clinical psychology and supervision are common themes that the team felt were



important to discuss and think about MAC-UK's relationship with them.

Co-Leadership

Drawing on a combination of lived and professional experience, the Co-Leadership Team have continued to work together as a trio going from strength to strength despite it being a challenging time for staff, young people and the sector as a whole. Many organisations have expressed interest in our Co-Leadership model and our collaborative, sociocratic approach, which extends the decision making process to the whole team. The Board of Trustees have worked closely with the Co-Leadership Team to ensure that MAC-UK continues to fulfil its charitable objectives and have supported the model recognising how important it is. Given our approach of disseminating our learning, we hope that the journey into transitioning to a Co-Leadership model will continue to inspire other organisations.

Place-Based Community Building

As the world slowly began to reopen and return to some sort of normality following

Statement from the Chair and Vice-Chair

// 7

the unprecedented circumstances, MAC-UK returned back to office working. Post pandemic we have adopted a hybrid work model and are now based at The Finsbury Business Centre (FBC) in Farringdon 2 days a week. The recommencement of face to face working has been great for staff morale and wellbeing and we would like to thank the team at The Finsbury Business Centre for their hospitality, friendliness and welcoming approach, including of course our friends and supporters at the cafe and EK Bakery.

We are working with our hosts, Directors Hugh Hudson and Ian Hudson to support their Community Interest Company which will enable more charities and social entrepreneurs to have an affordable place to work in London, as well as further the culture of community and support for the current resident organisations at FBC.

Moving Forward

We are very fortunate to have funders who have supported us to share the reality of the work, appreciated the limitations caused by the covid-19 pandemic and have been critical supporters. We look forward to continuing to work with them over the coming year. Fundraising during difficult financial times remains a challenge for MAC-UK and we are grateful for the longer-term support of funders which allow us to focus more on the direct work for young people and communities.

We are so pleased that our relationship with previous partners continues, in particular with Camden and Islington, and Haringey and Enfield services, and that our relationship with Partisan continues to grow.

One area of need increasingly being shared with us by young people, grassroots organisations and statutory services is the impact of housing, or lack of appropriate housing and the need for more psychologically-informed housing for those in need of supported housing, including those caught in the care system. We hope to bring our learning and approach more to this area in response to this. We look forward to the MAC-UK team taking their work and learning to wider audiences in the coming year, through digital forums including the website, and presence at conferences and other events.



Paula Harriott

Chair, MAC-UK



Ama Afrifa-Tchie

Vice-Chair, MAC-UK

Our funders and supporters

With sincere thanks to all of our funders, partners and supporters who make our work possible:

- Allan & Gill Gray Philanthropy, advised by Tris Lumley
 - Art Against Knives
 - Barnet, Enfield and Haringey NHS Trust
 - Berkeley Foundation
 - Camden and Islington NHS Trust
 - Finsbury Business Centre
 - Home Office Trusted Relationships Fund
 - John Armitage Charitable Trust
 - Leathersellers' Company Charitable Trust
 - London Borough of Barnet
 - London Borough of Ealing
 - Project Future
 - Project 10/10
 - The AIM Foundation
 - The Dyers' Company Charitable Trust
 - Tudor Trust
 - Youth Realities
-

Trustees report: achievements and activities

// 9

The main activities undertaken in relation to the purposes of the Charity and for the furtherance of Public Benefit have been discussed below.

Youth Employment

With a reduction in lockdown and social distancing measures, the team were able to focus on recruiting, forming and structuring the new Youth Employment team. We were able to recruit five new Youth Consultants who were embedded in different projects. Regular weekly team meetings gave the team an opportunity to connect, build relationships and start to think about current important issues for young people. This led to many conversations about education and the current obstacles and barriers for young people to access opportunities that support personal and career development and progression.

Projects

The outcome of these conversations led to a number of new project ideas that were led by members of the team based on their passions, interests and experiences.

One previous Youth Consultant who had moved into a longer-term role within MAC-UK supported newly recruited Youth Consultants in bringing their project ideas to life and getting them off the ground. Another project involved tackling the impact of the education system on young people and thinking about ways of engaging with young people in schools.

Sharing our learning

A key aspect to our work is sharing our learning. A charity we worked with in a previous project reached out to MAC-UK for further support on how to improve engagement with young people

in their charity. Four members of the Youth Employment Team co-developed a proposal for this with the charity over four consultation sessions. Youth Consultants also provided feedback on a training presentation designed for professionals within health and justice services on working with young people who have experienced trauma.

Furthering Relationships Project

The internal Youth Employment Team provided consultation and support to the Barnet team to support setting up a team infrastructure, recruitment processes and induction for young adults in developmental roles, whilst capturing learning for future Youth Employment processes.

The Barnet team worked with Youth Realities to achieve this, which resulted in MAC-UK employing three young adults; two as Peer Researchers and one in an Outreach Worker role. The team, including the three Youth Consultants, co-created new ideas that would address problems young people in their community were facing.

Recruitment and moving on

Over the course of the year, five new youth consultants were employed within the Youth Employment team. One of our previous Youth Consultants continued their progress into a new role in the sector.

We would like to acknowledge the effort, experience and thoughtfulness that the Youth Consultants brought to MAC-UK. All of the team were vital to the work of the charity over the year and we are very grateful for your contribution.

Trustees report: achievements and activities

// 10

Next steps

The Youth Employment team will continue to build and work on projects around the education system and work with the Youth Consultants to build on their skills and aspirations.

Public Health and Prevention

Community Psychology

The Public Health and Prevention (PHP) Team continued its work on Community Psychology over this period. With 13 completed interviews with various Clinical Psychology Doctorate Programmes, analysis of these interviews was completed and a full report about the place of Community Psychology on the Clinical Doctorate drafted. The key preliminary findings of the analysis were presented at The Group of Trainers in Clinical Psychology (GTiCP) conference and the team also ran a workshop at the event to support practitioners to think about the barriers and feasibility in incorporating more community psychology into teaching and placements. This final report is ongoing and we hope to publish findings soon.

The PHP team has worked with a Trainee Clinical Psychologist from the University of Hertfordshire to explore the feasibility of providing Community Psychology placements in a particular locality. This involved engaging with local community members and local organisations. Links made with key stakeholders have the potential to provide an opportunity for further collaboration and embedding of Community Psychology for the University of Hertfordshire and provide a useful model for other universities considering this.

As part of this work the wider MAC-UK team has continued to contribute to Doctoral

teaching for Clinical Psychology at universities across England, linking our work in Community Psychology with our Public Health approach. While some have been online, we have been pleased to present to some courses face to face, and have appreciated the generally very positive feedback received, alongside requests to provide further, and earlier teaching on the courses.

We were also pleased to extend our teaching to undergraduate psychology students internationally this year, taking part in teaching at the Porto Clinical Psychology Conference for undergraduate psychology students about the work of MAC-UK, and at an event at the University in Aberdeen, who shared that they appreciated learning about Community Psychology and career routes to practice.

Reducing Barriers

We also finished and published our work focusing on the impact the Disclosure and Barring Service had on young people with a criminal record who were trying to secure employment. From this a booklet for young people was co-produced with information, tips and advice on making job applications with a criminal record.

Influencing National Systems and Policies

The PHP Team continued to work with Alliance for Youth Justice (AYJ) (formerly the Standing Committee for Youth Justice). The Alliance is made up of not-for-profit organisations who work towards change in the Youth Justice system. We attended and contributed to quarterly meetings, bringing our knowledge of co-producing solutions with young people who have been involved in the criminal justice system.

Trustees report: achievements and activities

// 11

The team continues to influence the wider system by contributing to calls for evidence and other consultations. For example, the team was consulted by The Mayor's Office for Policing And Crime (MOPAC) on their Trust and Accountability process. We shared some key resources around experiences of marginalised young people and their experiences of the criminal justice system and policing with them. We also contributed to the Department of Health and Social Care consultation on their Mental Health and Wellbeing plan. Finally, we responded to a call to evidence and were subsequently featured in the New Local Government Network's report 'A Community-Powered NHS'.

Anti-Racism

We would like to note our thanks to The Tudor Trust for providing funding specifically for our work to combat racism.

As a result we were able to commission an external Anti-Racism Consultant. They have begun to support us in working towards structural change to reduce the impact of racism in MAC-UK, and to think about how we share our learning and change in approach.

Our consultant has also met with the whole team twice in order to understand the issues the team considered important to address.

Topics and themes that these session have covered include:

- bringing and considering intersectional difference
- developing a shared language for discussing race and racism

- How we can try to ensure that our work does not promote and reinforce dominant racist narratives
- understanding where and how racism continues to exist within the organisation's infrastructure (e.g. decision making, recruitment, supervision, progression, equality of voice)
- exploring changes to the recruitment process
- considering the psychological models that are referred to in the organisation from an anti-racist perspective

We will continue to work with the consultant to move towards these changes.

Innovation Hub

The Innovation Hub is a group that comes together to think about how MAC-UK evolves and develops as an organisation. The group has dedicated time to think creatively about new ideas and areas of need within the organisation. During this period, the Innovation Hub spent time consulting the wider team on the gaps and areas for development and innovation at MAC-UK. We created a survey which the team completed, and identified a number of areas for work, including synthesising learnings from past evaluations, developing the INTEGRATE principles and creating standardised content for teaching materials.

From this, multiple wider team meetings were held to think together about how we could move forward. Some of these meetings were used to explore the continued development and implementation of the MAC-UK INTEGRATE

Trustees report: achievements and activities

// 12

approach, aiming to form an understanding of how the team feels about the future direction of INTEGRATE. The group also discussed the role of MAC-UK in the provision of Community Psychology placements and began to explore dilemmas with this, which linked in with the Community Psychology report (see Public Health and Prevention Section). The Innovation Hub also began work on updating MAC-UK's website and social media presence, including consulting with the wider team around MAC-UK's online presence, and producing content. This work is ongoing.

Place-Based Work - Barnet

Barnet Trusted Relationships

In March 2022, the four year Trusted Relationships project, funded by the Home Office and in partnership with Barnet Children's Services, AAK and Growing Against Violence came to an end.

The final months of the partnership were spent working towards developing a sustainability plan for the embedding of learning from the project and sustaining AAK's role within the Local Authority working in partnership to support young people at risk of exploitation. We finalised our work with the Vulnerable Adolescents team, implementing changes to the panel meetings to ensure young people's ideas and voices were sought, and structures in place to support streamlining of processes ensuring that actions were followed up regarding risk and intervention plans for young people. In addition, the final part of the project saw the roll out of the co-produced exploitation risk assessment tool, sharing the final tool with early help in Barnet Local Authority and training practitioners on how to use it.

We presented at the nationwide Trusted Relationships learning event, hosted by ATQ. Recognising the success and emphasis of youth voice/co-production, Barnet TR project were invited to present on this aspect of our work to other projects across the country. Focusing on the development of a risk assessment tool on exploitation, we shared the value and importance of co-production across the project, acknowledging the challenges during covid and with capacity/resource issues across partnerships and shared feedback from young people who had been involved alongside the project about their involvement and impact this had on them (e.g., being able to have conversations with practitioners that they wouldn't usually have and supporting building of relationships, and their voices being included).

The MAC-UK team shared goodbyes with young people who attend AAK's in our hands programme. We took part in final sessions including 'pancakes n paint' and we ended our time with the programme getting stuck into a football match for Comic Relief and thanking young people for welcoming us into their space.

To celebrate working closely alongside AAK and Barnet Children's Services, we held a closing day to reflect on the journey and learnings from the project and to celebrate the contributions of the staff involved in the project delivery. We created a mural to capture our journey to remember and honour the work that we have achieved.

In April, the TR partnership hosted a wider event to showcase the work that has taken

Trustees report: achievements and activities

// 13

place across the programme, inviting external stakeholders to the event. We held an immersive space, bringing the project alive with staff and young people involved in the project.

The event included an experience of AAK's creative spaces (nail bar, music studio and podcast) alongside other sections which platformed the work that has taken place: evaluation, psychologically informed environments, partnership working, co-production and delivery of workshops in schools. The event was well attended by representatives across community and statutory services within the Borough.

To complement the existing evaluation being carried out by the Behavioural Insights team, we collaborated with partners to develop an internal evaluation and a small internal team interviewed practitioners across the partnership and other organisations and young people about the project, with findings due to be presented later in 2022.

Furthering Relationships

With thanks to the Berkeley Foundation, MAC-UK were able to build on the work that had been started in Barnet, drawing on existing relationships and understanding of the system. MAC-UK staff spent a minimum of one day a week located in Barnet, building new relationships and maintaining existing ones, sharing the INTEGRATE approach in formal and more informal contexts. Members of the team were grateful to be invited to attend hip hop dance and film sessions facilitated by Youth Realities for young people. This enabled the Barnet team to learn more about young people's contexts and

perceptions, and to continue building trusted relationships with young people, practitioners and leaders. MAC-UK joined Barnet's Voluntary Community and Faith Sector (VCFS) safeguarding meetings, attended by statutory and non-statutory organisations across the borough, which considered best practice and challenges around safeguarding young people in Barnet.

To support in the bridging of gaps between non-statutory organisations and the local authority, MAC-UK spent time building relationships with the council's Early Help team. MAC-UK were grateful to both Early Help and Youth Realities' for offering their working spaces to share with MAC-UK weekly, allowing for us all to share knowledge and learning, facilitate dialogue between services, share information about projects and bridge relationships. MAC-UK also provided reflective spaces and consultations for Early Help staff. This led to a series of outcomes and events. MAC-UK co-delivered training where staff from statutory and non-statutory organisations came together, as well as contributing to away days at Youth Realities. In response to needs of non-statutory organisations, Barnet also began to plan a learning space around supporting young people who self-harm for staff from a variety of organisations, as an opportunity to think together about how staff and organisations could share their experiences and ideas for good practice in this area.

Therapeutic Group - Barnet Innovation Fund

Recognising the limited appropriate mental health support for young women who have experienced relational trauma, alongside AAK, we were successful in obtaining funding from

Trustees report: achievements and activities

// 14

Barnet Innovation Fund to run a therapeutic group in Barnet. The project started in March 2022, with a mobilisation and planning phase to develop a delivery programme for the group, commencing with a co-production phase with young women identified to participate. Practitioners held sessions with young women to co-design the group, learning about their ideas for content, activities and approach to the group. In response, two groups were designed, one for young women aged 16+ who have experienced relational trauma and another preventative focused group for girls/young women aged 10-15, with themes including identity, mental health and healthy relationships.

Both groups included creative activities, such as making vision boards, pottery, nail art, scented candles and slime, along with food and snacks, whilst engaging in conversation about the challenges they are currently facing in their lives. The young women agreed that engaging in creative activities throughout their sessions has allowed them to feel more at ease, in contrast to the usual approach to group or individual therapy they may have attended in statutory services.

So far, the 16y+ cohort has focused on parental mental health, care leaving experiences, and understanding more about the historic and social contexts for young Black and Black mixed-heritage women within mental health systems. This includes an ongoing conversation about the impact of being perceived as “strong Black women”. The 10-15y cohort has focused on navigating mental health systems, the impacts of broader societal narratives, politics, the economy and immigration on their lives, and managing parental expectations as first

and second generation immigrants to the UK. They also continue to reflect on their friendship dynamics and school experiences.

In the first few months of the group, the young women in both groups formed positive peer interactions and closer relationships with each other. They also developed trusting relationships with the facilitators, who continue to reflect on their own lived experiences as women of colour and use these to inform therapeutic conversations and remain authentic with the young women. The importance of consistency in facilitation has been a key learning so far, as well as working flexibly and collaboratively with the young women in order to create therapeutic spaces that are truly tailored to their needs and speak explicitly to the complex issues affecting their lives.

Reaching Communities - NW9 Nails

In April 2022, we commenced a partnership project with Against Knives (AAK) and Youth Realities (YR), funded by the The National Lottery Reaching Communities fund. The project aims to respond to the impact of covid and lockdown on young people in Barnet from disenfranchised and socially excluded backgrounds, specifically the Grahame Park estate, particularly on mental health, economic hardship, relationships and safety. The aims of the project are to expand existing service provision for NW9 Nails, a free drop-in space delivered by AAK for young women and gender minoritised people that offers opportunities to learn professional nail care and art, graphic design, writing and other creative skills, complimenting the existing delivery with specialist support for individuals aged 17+ including young parents and those not in education or employment. This includes on-site domestic abuse support

Trustees report: achievements and activities

// 15

(Youth Realities) and embedding psychologically informed environments and youth employment into the project (MAC-UK).

Specifically, the project team is developing a dedicated, structured programme of learning, creative, play and well-being activities for 11-16 year olds, and co-designing a safe space/programme with 17-25 year-old young women and non-binary individuals.

Phase 1: Mobilisation (April-June 2022)

The partnership came together to plan the mobilisation of the partnership, including employment of staff, developing partnership agreements and planning time to develop a strategy to mobilise the project.

Phase 2: Outreach (July-September 2022)

Across the summer, the team focused on outreach in the west Barnet area, holding pop up nail bars/creative activities in targeted community spaces, having conversations with young people about their lives, issues affecting them and ideas for designing a delivery space

and programme. Mental health was a significant challenge for young people, in a complex social, political and economic climate. Other themes included relationships and violence, and education and employment.

Across these sessions, we engaged with approximately 120 young people in the community. We also liaised with several professionals across the sector, including youth clubs/community provision and Early Help hubs to discuss opportunities for joint working/connection as the project moves forward.

The Trustees' Annual Report contains a Directors' Report as required by company law. The report and accounts comply with the requirements of the Companies Act 2006 and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with FRS102 (effective 1 January 2019).

Company status

MAC-UK is a charitable company limited by guarantee. It was incorporated on 10 September 2008 and is governed by its Memorandum and Articles of Association dated 10 September 2008 as amended by special resolutions dated 17 May 2017 and 18 July 2019. The charitable company has no share capital, and in the event of a winding up, each member and those that have ceased being a member within the preceding twelve months, has undertaken to contribute £10.

Governance, internal control and trustee recruitment

MAC-UK is governed by a Board of Trustees who are responsible for the organisation's strategic direction, providing challenge and support to the Co Leadership Team as well as ensuring compliance with charity, employment and other relevant statutory requirements. A skills audit is undertaken annually by the Board which informs Board recruitment and training. As of June 2023, the Board consists of 6 trustees with a wide range of relevant skills and experience. Page 3 of this report sets out the complete list of trustees who served during the year and up to the date of signature of the financial statements. The governing document does not set a maximum of trustees. The minimum number of trustees is 3. The quorum

for trustee meetings is 3 trustees or a third of the trustees, whichever is the greater. The Board of Trustees delegate responsibility for day to day management to key management personnel, namely the MAC-UK Co Leadership Team. The trustees make clear the authorities which are delegated to the key management personnel through a documented schedule of responsibilities.

Induction and training

In line with Charity Commission guidance, trustees are made aware of their roles and responsibilities and carry out inductions into the many different activities and services provided by MAC-UK. Prior to formal appointment, potential trustees attend a strategy and governance session, meet members of the team and observe a Board meeting. Once appointed, the trustees have access to a drive of Trustee Resources, including relevant organisational documents, policies and procedures. Additionally, trustees attend an annual Board away day and whole organisation away days.

Risks

Trustees have conducted a review of the major risks to which the charity is exposed. MAC-UK maintains an organisational risk register which is appraised dynamically and reviewed at least every 6 months, though more frequently if required. Where appropriate, systems and procedures are in place to mitigate the risks the charity faces. Policies and internal controls have been reviewed during the reporting period. Procedures continue to be in place to ensure compliance with safeguarding, data protection, health and safety of staff, volunteers, young people and visitors to the MAC-UK's projects and these are regularly reviewed.



business model. 98.2% of the charity's expenditure in the year was spent on the delivery of the charitable objectives, 1.8% was spent on governance. The trustees are satisfied that the level of fundraising costs is appropriate to ensure MAC-UK remains a sustainable organisation.

MAC-UK welcomes, but is not reliant on, the occasional input of skilled volunteers to assist with projects from time to time. MAC-UK also hosts part-time and short-term student placements of individuals in further or higher education in a field of study related to our work.

Public Benefit

In setting objectives and planning for current and future activities, the trustees have given due consideration to general guidance published by the Charity Commission relating to public benefit, including the guidance 'Public benefit: running a charity (PB2)'.

Financial Review

During the year, total income was £285,592 (2021: £472,367), of which £232,896 related to unrestricted income. Total expenditure was £418,864 (2021: £425,344) resulting in a deficit for the year of £133,272 (2021: surplus of £47,023). Income decreased largely because our two Trusted Relationship contracts with Barnet and Enfield were completed at the start of the year.

Whilst the Covid-19 restrictions ceased by 1 October 2021, the legacy of the the restrictions has been a more challenging environment to raise funds and therefore in this financial year agreed a deficit budget with a planned usage of our reserves. Since the year end we have received income from new sources and also significantly reduced costs in order return to a sustainable

Reserves Policy

The trustees have reviewed and agreed the reserves policy which requires sufficient free reserves (unrestricted funds less unrestricted fixed assets) to be maintained to meet | three months' operating expenses. Budgeted expenditure for 2022/23 is £389,699 and therefore the level of reserves to be maintained is £97,425 in general funds. At the balance sheet date, free reserves totalled £126,397. Trustees note the reserves levels exceed policy but they have agreed that in the current climate and owing to the ongoing impact of Covid-19 and its uncertainty, that the excess amount remains appropriate.

Remuneration Policy

The trustees consider the Board of MAC-UK and the Co Leadership Team as comprising the key management personnel of the charity in charge of directing and controlling the charity and running and operating the charity on a day to day basis. All trustees give of their time freely and no trustee remuneration was paid in the year. There were no related party transactions in the year 2021/22.

Trustees are required to disclose all relevant interests and register them with the Head of Governance and in accordance with MAC-UK's policy, withdraw from decisions where a conflict of interest arises.

MAC-UK has a salary banding structure in place for the remuneration of its employees, benchmarked with charities of a similar size and activity, to ensure that the remuneration set is fair and comparable with that generally paid for similar roles. Periodic reviews of the salary banding structure take into account movement in average earnings. Pay reviews for any individual employee take into account the average salary of other employees.

Trustees' Responsibilities in relation to the Financial Statements

The trustees (who are also directors of MAC-UK for the purposes of company law) are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires trustees 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 and of its income and expenditure for that period. In preparing these financial statements, the trustees are required to:

- Select suitable accounting policies and then apply them consistently
- Observe the methods and principles of the Charities SORP

- Make judgements and estimates that are reasonable and prudent
- State whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business

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

MAC-UK's team planned for different risk factors including funding termination, failure to secure new funding, safe remote working and the loss of key staff to illness. The team continues to consider these risks as we move into 2022/2023. Project teams apply this to work with external partners, to ensure delivery can continue where possible. MAC-UK has continued the focus on wellbeing and team connection, and particularly considered factors relating to healthy and safe working from home. We believe that our activities will sustain via a blend of online, face to face and outdoors.

The trustees are confident that the Charity can continue as a going concern for a period of at least twelve months from the date of approval

of these financial statements. The trustees have a reasonable expectation that the Charity will have adequate resources to continue in operation for the foreseeable future, although the extent of operation will be affected by fundraising success and adaptations would have to be made if funds were not sufficient.

Independent Examiner

A resolution to reappoint MHA as Independent Examiners will be presented at the MAC-UK December Board meeting.

MAC-UK Annual Report

The report of the Directors has been prepared taking advantage of the small companies' exemption within the Companies Act 2006.

Signed on its behalf by trustees:



Paula Harriott

Chair, MAC-UK

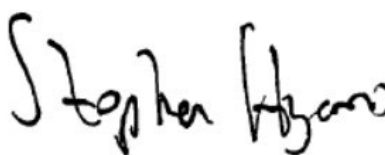
Date: 27/06/2023



Ama Afrifa-Tchie

Vice-Chair, MAC-UK

Date: 27/06/2023



Stephen Hyams

Treasurer, MAC-UK

Date: 27/06/2023

Report to the charity trustees on my examination of the accounts of the company for the year ended 30 September 2022 which are set out on pages 21 to 32.

Responsibilities and basis of report

As the charity trustees of the company (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 company 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 company'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 company's 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 Institute of Chartered Accountants in England and Wales, 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 that in any material respect:

1. accounting records were not kept in respect of the company 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.

Stuart McKay BSc FCA DChA

MHA
Chartered Accountants
6th Floor
2 London Wall Place
London
EC2Y 5AU

Date: 28/06/2023

Statement of financial activities (including income and expenditure account) for the year ended 30 September 2022

		2022	2022	2022	2021	2021	2021
		Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
		funds	funds	funds	funds	funds	funds
		£	£	£	£	£	£
INCOME							
Voluntary income		149,589	51,167	200,756	189,592	75,189	264,781
Investment income		93	-	93	20	-	20
Income from charitable activities		83,214	1,529	84,743	182,566	25,000	207,566
TOTAL INCOME	2	232,896	52,696	285,592	372,178	100,189	472,367
EXPENDITURE							
Costs of generating funds	3	18,548	-	18,548	19,691	-	19,691
Charitable activities	4	342,139	58,177	400,316	293,782	111,871	405,653
TOTAL EXPENDITURE		360,687	58,177	418,864	313,473	111,871	425,344
Net income/(expenditure)		(127,791)	(5,481)	(133,272)	58,705	(11,682)	47,023
Transfers between funds		(11,494)	11,494	-	5,949	(5,949)	-
Net movement in funds		(139,285)	6,013	(133,272)	64,654	(17,631)	47,023
Funds brought forward		265,682	13,504	279,186	201,028	31,135	232,163
Funds carried forward	11	126,397	19,517	145,914	265,682	13,504	279,186

All gains and losses have been included in the Statement of Financial Activities.
All activities arise from continuing operations.

Balance sheet as at 30 September 2022

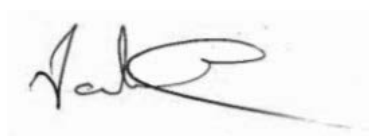
		2022		2021	
		£	£	£	£
Fixed assets					
Tangible assets	8		2,173		1,071
Current assets					
Debtors	9	13,752		59,978	
Cash at bank and in hand		148,530		244,365	
			162,282		304,343
Creditors: amounts falling due within one year	10	(18,541)		(26,228)	
Net current assets			143,741		278,115
Net assets			145,914		279,186
Unrestricted funds	11	126,397		265,682	
Restricted funds	11	19,517		13,504	
Total funds			145,914		279,186

The Charity was entitled to exemption from audit under section 477 of the Companies Act 2006. The members have not required the company to obtain an audit for the year in question in accordance with section 476 of Companies Act 2006.

The Directors acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

The financial statements have been prepared in accordance with the provisions applicable to entities subject to the small companies regime.

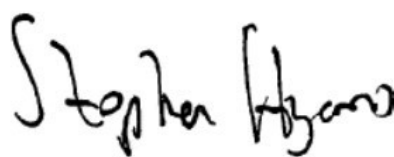
The Financial Statements were approved by the Board of Trustees on 12 June 2013 and were signed on its behalf by:



Paula Harriott

Chair, MAC-UK

Date: 27/06/2023



Stephen Hyams

Treasurer, MAC-UK

Date: 27/06/2023

Cash flow statement for the year ended 30 September 2022

	Note	£	£
Cash flows from operating activities:			
Net cash provided by/(used in) operating activities	A	(93,966)	15,578
Cash flows from investing activities:			
Investment Income		93	20
Purchases of tangible fixed assets		(1,962)	(14)
Net cash used in investing activities		(1,869)	6
Change in cash and cash equivalents in the year		(95,835)	15,584
Cash and cash equivalents at 1 October 2021		244,365	228,781
Cash and cash equivalents at 30 September 2022	B	148,530	244,365

A - Reconciliation of net income/expenditure to net cash flow from operating activities

	2022 £	2021 £
Net (Expenditure)/Income for the year	(133,272)	47,023
Adjustments for;		
Depreciation of tangible fixed assets	860	1,130
Investment Income	(93)	(20)
Decrease/(Increase) in debtors	46,226	(32,951)
Decrease/(Increase) in creditors	(7,687)	396
Net cash provided by/(used in) operating activities	(93,966)	15,578

B - Analysis of cash and cash equivalents

Cash at bank and in hand	148,530	244,365
--------------------------	----------------	----------------

Notes to the financial statements for the year ended 30 September 2022

MAC-UK is a private charitable company limited by guarantee. It was incorporated on 10 September 2008 and is governed by its Memorandum and Articles of Association dated 10 September 2008, as amended by special resolutions dated 17 May 2017 and 18 July 2019.

1. ACCOUNTING POLICIES

a) The financial statements have been prepared under the historical cost convention, in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102), Companies Act 2006 and Charity SORP "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)". The financial statements have been prepared using its functional currency, of sterling. The Charity meets the definition of a public benefit entity under FRS 102. The financial statements are presented in sterling which is the functional currency of the charity and rounded to the nearest pound.

b) Going concern policy

The trustees have assessed whether the use of the going concern basis is appropriate and have considered possible events or conditions that might cast significant doubt on the ability of the charity to continue as a going concern. The staff team have put various contingency measures and plans in place to make sure MAC-UK remains as functional as possible, considering factors such as termination or suspension of funding and the loss of key staff to illness. MAC-UK has put substantial efforts into healthy and safe working from home, and into wellbeing initiatives for staff. The trustees have made the assessment of going concern for a period of at least one year from the date of approval of the financial statements. In particular the trustees have considered the charity's forecasts and projections and have taken account of pressures on grant income. Trustees have concluded that there is a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. The charity therefore continues to adopt the going concern basis in preparing its financial statements.

c) Income generated from the supply of goods or services is included in the statement of financial activities in the period in which the supply is made.

d) Donations and gifts to the charity are included in the statement of financial activities when the charitable company becomes entitled to the income, it is probable that the income will be received and when the amounts can be measured reliably. Donations and services in kind are recognised as income where the provider of the service has incurred a financial cost. Volunteer time is not included in the financial statements.

e) Income from grants is recognised at fair value when the Charity has entitlement after any performance conditions have been met, it is probable that the income will be received and the amount can be measured reliably. If entitlement is not met then these amounts are deferred.

f) Restricted funds are to be used for specified purposes as laid down by the donor. Expenditure which meets these criteria is allocated to the relevant fund.

g) Unrestricted funds are donations and other income received or generated for core charitable purposes.

h) Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity.

Notes to the financial statements for the year ended 30 September 2022

1. ACCOUNTING POLICIES (continued)

i) Fixed assets and depreciation

Tangible fixed assets costing £100 or more are capitalised and recognised when future economic benefits are probable and the cost or value of the asset can be measured reliably.

Tangible fixed assets are initially recognised at cost. After recognition, under the cost model, tangible fixed assets are measured at cost less accumulated depreciation and any accumulated impairment losses. All costs incurred to bring a tangible fixed asset into its intended working condition should be included in the measurement of cost.

Depreciation is provided on all tangible assets at rates calculated to write each asset down to its estimated residual value evenly over its expected useful life, which is 3 years for fixtures, fittings and equipment.

Depreciation costs are allocated to activities on the basis of the use of the related assets.

j) Critical accounting estimates and areas of judgement

In the view of the trustees in applying the accounting policies adopted, no judgements were required that have a significant effect on the amounts recognised in the financial statements nor do any estimates or assumptions made carry a significant risk of material adjustment in future financial reporting periods.

k) Financial instruments

The Charity only holds basic financial instruments. The financial assets and financial liabilities of the Charity are as follows:

Debtors - trade and other debtors (including accrued income) are basic financial instruments and are debt instruments measured at amortised cost as detailed in Note 9. Prepayments are not financial instruments.

Cash at bank - is classified as a basic financial instrument and is measured at face value.

Liabilities - trade creditors, accruals and other creditors will be classified as financial instruments and are measured at amortised cost as detailed in Note 10. Taxation and social security are not included in the financial instruments disclosure. Deferred income is not deemed to be a financial liability, as the cash settlement has already taken place and there is simply an obligation to deliver charitable services rather than cash or another financial instruments.

l) Taxation

The Charity is considered to pass the tests set out in Paragraph 1 Schedule 6 of the Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the Charity is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 Part 11 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

m) Pension

The charitable company operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the charitable company in an independently administered fund. The pension cost charge represents contributions payable under the scheme by the charitable company to the fund. The charitable company has no liability under the scheme other than for the payment of those contributions.

Notes to the financial statements for the year ended 30 September 2022

2a. GRANTS RECEIVABLE

	<i>Unrestricted</i> 2022 £	<i>Restricted</i> 2022 £	<i>Total funds</i> 2022 £
<i>Voluntary Income</i>			
Art Against Knives	5,094	-	5,094
Berkerley Foundation	-	51,167	51,167
John Armitage Foundation	60,000	-	60,000
Network for Social Change	20,000	-	20,000
The Tudor Trust	57,500	-	57,500
	142,594	51,167	193,761

	<i>Unrestricted</i> 2021 £	<i>Restricted</i> 2021 £	<i>Total funds</i> 2021 £
<i>Voluntary Income</i>			
Art Against Knives	6,000	-	6,000
Berkerley Foundation	-	51,168	51,168
The London Community Response	9,483	-	9,483
Leathersellers Company	10,000	-	10,000
The Tudor Trust	52,000	-	52,000
Allan & Gill Gray Philanthropy	73,442	-	73,442
The Aim Foundation	-	24,021	24,021
	150,925	75,189	226,114

3. COSTS FOR GENERATING FUNDS

	<i>Unrestricted</i> 2022 £	<i>Restricted</i> 2022 £	<i>Total funds</i> 2022 £
Fundraising and communications	18,548	-	18,548
	18,548	-	18,548

	<i>Unrestricted</i> 2021 £	<i>Restricted</i> 2021 £	<i>Total funds</i> 2021 £
Staff costs	19,691	-	19,691
	19,691	-	19,691

Notes to the financial statements for the year ended 30 September 2022

4. CHARITABLE EXPENDITURE

	Direct Services £	Dissemination £	Influencing £	Total 2022 £
Direct Costs	115,701	158,605	22,697	297,003
Support Costs (see note 5)	40,247	55,171	7,895	103,313
	155,948	213,776	30,592	400,316
	Direct Services £	Dissemination £	Influencing £	Total 2021 £
Direct Costs	112,362	159,829	61,989	334,180
Support Costs (see note 5)	24,031	34,184	13,258	71,473
	136,393	194,013	75,247	405,653

5. SUPPORT COSTS

	Direct Services £	Dissemination £	Influencing £	Total 2022 £
Staff costs	16,522	22,649	3,241	42,412
Office costs	12,099	16,585	2,373	31,057
Other support costs	8,720	11,953	1,711	22,384
Governance costs (see note 6)	2,906	3,984	570	7,460
	40,247	55,171	7,895	103,313
	Direct Services £	Dissemination £	Influencing £	Total 2021 £
Staff costs	12,065	17,162	6,656	35,883
Office costs	4,342	6,177	2,396	12,915
Other support costs	4,174	5,938	2,303	12,415
Governance costs (see note 6)	3,450	4,907	1,903	10,260
	24,031	34,184	13,258	71,473

Notes to the financial statements for the year ended 30 September 2022

6. GOVERNANCE COSTS

	<i>Total funds</i>	<i>Total funds</i>
	2022	2021
	£	£
Independent Examiner's Fees	2,750	2,750
Legal & professional fees	4,698	7,434
Other governance costs	12	76
	<hr/>	<hr/>
	7,460	10,260
	<hr/> <hr/>	<hr/> <hr/>

7. STAFF COSTS

	<i>Total funds</i>	<i>Total funds</i>
	2022	2021
	£	£
Gross salaries	293,087	331,964
Social Security costs	18,213	22,483
Pension costs	5,726	7,038
	<hr/>	<hr/>
	317,026	361,485
Staff training, recruitment and DBS	<hr/>	<hr/>
	11,047	6,231
	<hr/> <hr/>	<hr/> <hr/>
	328,073	367,716

The average number of employees during the year was 16.7 (2021: 17.5).

No Trustees received any remuneration for their services nor reimbursement of expenses (2021: None).

No employee earned more than £60,000 in either reporting period.

The key management personnel of the charity consists of the Director of Clinical Innovation and Practice, the Head of Governance, the Head of Youth Employment and Co-Production and the Board of Trustees. The total remuneration of the key management personal during the year was £111,177 (2021: £146,369).

Notes to the financial statements for the year ended 30 September 2022

8. TANGIBLE FIXED ASSETS

	<i>Fixtures, fittings & equipment</i>
	£
Cost	
At 1 October 2021	34,318
Additions	1,962
Disposals	-
At 30 September 2022	<u>36,280</u>
Depreciation	
At 1 October 2021	33,247
Charge for the year	860
Disposals	-
At 30 September 2022	<u>34,107</u>
Net book value	
At 30 September 2022	<u><u>2,173</u></u>
At 30 September 2021	<u><u>1,071</u></u>

9. DEBTORS

	2022	2021
	£	£
Trade debtors	7,264	30,579
Prepayments	4,141	4,399
VAT Recoverable	2,347	-
Accrued income	-	25,000
	<u>13,752</u>	<u>59,978</u>

10. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2022	2021
	£	£
Trade creditors	4,801	3,329
Taxation and social security	6,899	9,552
Accruals	5,538	11,710
Other creditors	1,303	1,637
	<u>18,541</u>	<u>26,228</u>

Notes to the financial statements for the year ended 30 September 2022

11. MOVEMENT IN FUNDS

	At 1 Oct 2021 £	Income £	Expenditure £	Transfers £	At 30 Sept 2022 £
Unrestricted funds					
General fund	265,682	232,896	(360,687)	(11,494)	126,397
Restricted funds					
The Aim Foundation	-	-	-	-	-
Berkerley Charitable Foundation	13,504	51,167	(45,154)	-	19,517
London Pathways Partnership Project	-	1,529	(13,023)	11,494	-
Total Restricted Funds	13,504	52,696	(58,177)	11,494	19,517
Total funds	279,186	285,592	(418,864)	-	145,914
	At 1 Oct 2020 £	Income £	Expenditure £	Transfers £	At 30 Sept 2021 £
Unrestricted funds					
General fund	201,028	372,178	(313,473)	5,949	265,682
Restricted funds					
The Aim Foundation	6,201	24,021	(36,875)	6,653	-
Berkerley Charitable Foundation	-	51,168	(37,664)	-	13,504
London Pathways Partnership Project	-	25,000	(26,382)	1,382	-
Royal Foundation of the Duke and Duchess of Cambridge	24,934	-	(10,950)	(13,984)	-
Total Restricted Funds	31,135	100,189	(111,871)	(5,949)	13,504
Total funds	232,163	472,367	(425,344)	-	279,186

All transfers in the year occurred when the projects came to an end. The remaining balance was transferred to MAC-UK's core funds (deficit or surplus).

Notes to the financial statements for the year ended 30 September 2022

The AIM Foundation - to address the social and health inequalities that leads to serious youth violence through co-producing prevention solutions with excluded young people which can eventually influence policy, legislation and systems change.

The Berkeley Charitable Foundation, the fund is training the INTEGRATE workforce (newly qualified Clinical Psychologists using INTEGRATE framework) to contribute to and improve the systems young people come into contact with and their experience.

Governance Inquiry - Funded by the Berkeley Foundation to carry out an inquiry on power, equality, and diversity within the charity, to develop solutions and to share our learning within the sector to effect systems change.

London Pathways Partnership Project - a 12 month period project where 2 practitioners worked with the Partnership in order to share the INTEGRATE approach.

12. ANALYSIS OF NET ASSETS BETWEEN FUNDS

	2022	2022	2022
	<i>General fund</i>	<i>Restricted funds</i>	<i>Total funds</i>
	£	£	£
Tangible fixed assets	936	1,237	2,173
Net current assets	125,461	18,280	143,741
	<hr/>	<hr/>	<hr/>
	126,397	19,517	145,914
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>
	2021	2021	2021
	<i>General fund</i>	<i>Restricted funds</i>	<i>Total funds</i>
	£	£	£
Tangible fixed assets	936	135	1,071
Net current assets	264,746	13,369	278,115
	<hr/>	<hr/>	<hr/>
	265,682	13,504	279,186
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>

13. CONTROL

The charitable company is controlled by its trustees. There is no one ultimate controlling party.

14. RELATED PARTIES

During the year there were no transactions with related parties (2021: no transactions with related parties).

15. POST BALANCE SHEET EVENTS

There are no post balance sheet events.



40 Bowling Green Lane, EC1R 0NE

info@mac-uk.org

www.mac-uk.org

@macukcharity

Registered Charity No. 1126144

MAC-UK

England & Wales - Charity number 1126144

Accounts



Trustees' report and financial statements

for the year ended 30 September 2021
for MAC-UK Ltd

Contents

Reference and
administrative information // 3

Statement from the
Chair and Vice Chair // 4

Our funders and supporters // 8

Trustees report:
achievements and activities // 9

Charity structure, governance
and management // 15

Independent examiner's report // 19

Financial statements // 20

Reference and administrative information

// 3

The Trustees (who are directors of the charity for the purposes of the Companies Act) present their annual report together with the financial statements of MAC-UK (the charitable company) for the year ended 30 September 2021.

The Trustees confirm that the Trustees' Report and financial statements of the charitable company comply with the

current statutory requirements, the requirements of the charitable company's governing document and the provisions of 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 (The FRS 102 Charities SORP).

Trustees

- Ama Afrifa-Tchie, Current Vice-Chair
- Nick Barnes
- Venetia Boon (*resigned 10/07/2021*)
- Nic Crowe
- Fiona Dawe (*resigned 08/12/2021*)
- Julia Eisenstadt, Treasurer (*resigned 08/12/2021*)
- Paula Harriott, Current Chair
- Stephen Hyams, Treasurer
- Jerome Hughes (*resigned 28/03/2021*)
- Keisha Swaby
- Steph Taylor, Previous Chair
- Julian Thompson, Vice-Chair (*resigned 16/03/2022*)

Co-Leadership Team

- Adonis Akra
- Laura Casale
- Ryan McGillivray
- Philippa de Lacy (*resigned 24/09/2021*)

Independent Examiners

MHA McIntyre Hudson
6th Floor
2 London Wall Place
London EC2Y 5AU

Bank

HSBC Bank Plc
122 Finchley Road
London NW3 5JD

Company number

06693712

Registered charity number

1126144

Registered office address

40 Bowling Green Lane, EC1R 0NE

Statement from the Chair and Vice Chair

This was a tumultuous year for the charity sector, with the world moving from lockdown to opening up again, and with the Covid-19 pandemic increasing inequality, experiences of trauma and community distress. There was a need to adapt to restrictions and changes as individuals, as an organisation, as part of the charity sector and as part of wider society. As the year has come to an end, we reflect on the challenges and opportunities that MAC-UK has experienced, and celebrate the achievements of the communities we aim to work alongside.

Over the course of this year those staff that were on furlough returned to work. This marked a move back to more familiar working territory, and brought new opportunities to support the communities we have been embedded in over the years. Staff were able to return to some of the important work that had been halted by the onset of the pandemic, however many challenges remained.

Although the whole team was finally back, arrangements were still to work from home, and as an organisation we were working on how to adjust our strategy to fit the context of our work in an international pandemic. This was a year that we needed to be flexible, dynamic and responsive to the social context in which we were operating, looking at our internal processes and our external work.

Internally, we continued to move away from having a single CEO as a leadership approach. We tried to emulate the non-hierarchical decision making processes we advocate for externally, and adopted a co-leadership team (CLT) approach. As part of this we began to

look at the benefits of using sociocracy as the framework for how we operate.

The CLT at this time was going through some changes; at the end of this period our incredible Head of Strategic Development left us, and we were so pleased to be joined by Adonis Akra, who completed his developmental training and joined as our new Head of Governance. Because of this, and other changes in the team, staff have had the opportunity to take on new challenges and opportunities, being supported to evolve and develop to better serve the communities that we have served over the last 12 years.

Continuing this transitional period of leadership, adaptation and undertaking new challenges, a new chair and vice chair were appointed.

Long standing trustees who have passionately supported the organisation over the years decided to step down, however they stay as supporters of MAC-UK and the work we do. We thank the current trustees and those that have recently stepped down for all their work and contribution during this challenging social period.

Amongst smaller pieces of work, some specific areas of work that took place internally this year include the research into sociocracy, an increasing focus on anti-racism and an ongoing consideration of wellbeing for the team.

The team conducted research into the role of community psychology within psychology doctorate courses, and contributed to systems change both directly and in written format.

Statement from the Chair and Vice Chair

// 5

We were also pleased to continue our work with partners in Barnet and with the London Pathways Partnership.

Sociocracy

This was the year with our permanent transition to having a Co-leadership Team instead of a CEO, we also started to investigate even more ways to operate non-hierarchical decision making, creating a more democratic culture and structure for MAC-UK to operate in. This took the form of working on how to transform the organisation into a sociocracy.

This involved researching what sociocracy was, what it looks like in other organisations, and consulting with people who have made the transition. Sociocracy is a way of decision making which sees different groups break into circles and take responsibility for different

The purposes of the Charity as per its Memorandum and Articles are to advance in life and help young people through:

- Providing recreational and leisure activities in the interests of social welfare
- Providing support and activities which develop young people's skills, capacities and capabilities, advancing education and relieving unemployment
- Raising awareness of the issues affecting excluded young people by working with the systems around young people for the benefit of young people

tasks. In these circles consent based decision making is used to come to an agreement on how to proceed with their given tasks, and then taking it back to representatives from the other decision making circles.

As an organisation MAC-UK operates in an open and democratic way already and so we found that there was overlap with existing processes. We are still in the process of formalising and exploring this as a decision making process.

Anti-Racism

This year also saw the development of our anti-racism work. MAC-UK has always strived to challenge systems that are institutionally and historically racist, however we have never truly interrogated what it means to be an anti-racist organisation, and to describe ourselves as such. This has meant that we have been looking at our internal policies and procedures to make sure that we codify our values, and we have also started the process of employing an external consultant to hold anti-racism spaces to support us in how we ensure that we are embodying the principles of anti-racism in all of our work.

Community psychology research

Over the course of this year the Public Health and Prevention Team started a project examining the place of Community Psychology in the Clinical Psychology Doctoral Programme. We have been thinking about ways in which we can support change in the field so communities that are most under-resourced are able to access the same level of support as others, which is part of our systems change work within Clinical Psychology.

Statement from the Chair and Vice Chair

Working with services

During 2021 MAC-UK partnered with The London Pathways Partnership to share our approach on developing a provision with young people and adults who are not currently accessing the service. Teaming up with professionals within the services and four young leaders a proposal was put together of what an effective provision for young people and adults within the health and justice service could be.

Partnership Working with Art Against Knives

Over the course of 2021 we were able to deepen our connection with Art Against Knives through our work with Trusted Relationships and their Studio Project, the podcast One Mic Real Talk.

One Mic Real Talk was developed by the young people accessing the Art Against Knives Studio spaces, a dynamic and lively podcast focusing on a wide range of topics, from stop and search policies, Apartheid in South Africa to the music business and education.

This was entirely co-produced with young people, who lead on the ideas, and was produced by MAC-UK's Public Health and Prevention Lead.

This was the third year of the Trusted Relationship project where despite working predominantly virtually, we were able to build on the relationships formed over previous years.

The focus of the work continued to be sharing our approach to working with young people and services. We worked closely with

Art Against Knives and Barnet Children's Services to achieve various tasks; including to support co-production of an exploitation risk assessment tool, consider the language used to describe young people connected to the services, changing the structure and content of multi-disciplinary meetings, and delivering learning spaces to staff.

We were able to build on our partnership work in Barnet over the past six years, by forming new relationships with grassroots organisations to share our approach, and supporting communication between young people and services.

Doctoral Teaching

Over the course of the year MAC-UK has continued our Doctoral Programme teaching, working with universities to share our INTEGRATE Approach, as part of the Community Psychology teaching days in universities syllabus'. We continue to influence the ways in which doctoral students conceptualise Clinical Psychology, putting it in the much needed social context in which it exists.

Wellbeing

Our HR and Operations Manager has ensured that the team's spirits have been kept high by putting the team's wellbeing at the forefront of the organisation's mind. We have had the opportunity to access a wellbeing budget which saw wellbeing packs being sent to all the teams, and implemented a wellbeing hour, where staff were encouraged to do things that would support us through the difficult times.

This meant staff were supported to take part in yoga, go for walks and runs, rest or do

Statement from the Chair and Vice Chair

anything that would contribute to improving the wellbeing of the staff. Space was opened up to ensure that staff felt able to manage their lives, for example if they had small children, against their work.

In the summer we all met up in person for the first time after such a long time apart, and had a picnic in Hampstead Heath. This was the first step in getting back to socialising and working together, and proved to be a really valuable moment for the team to bond.

We continue to have positive wellbeing for staff as an ongoing area of focus and practice. We hope to role model both in value and action the importance of wellbeing to each other, the young people and adults we work with and professionals within projects.

Systems Change

Of course one of MAC-UK's overriding ambitions is always to create systems change, so we can move towards a society that is fairer and more equitable, where we see true social justice for communities that are historically under-resourced and marginalised from society.

Over the course of the pandemic we have seen inequality rise hugely, with already concentrated wealth increasing substantially while others are finding it increasingly difficult to make ends meet.

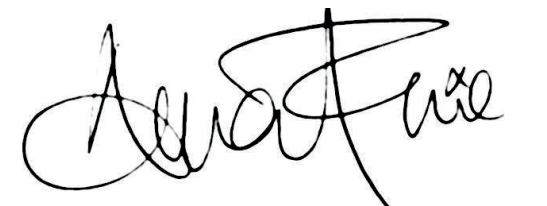
Over the course of the year we have continued to challenge harmful systems and policies that target those who have the least recourse to dispute. This has taken the form of both being involved with national policies through

our public health work, right through to local policies, in our work in Barnet and through youth employment.

It is always a balance to ensure we are challenging where it's necessary and important, but also supporting young people with their material reality as well. It is an ongoing challenge, but one we are committed to.



Paula Harriott
Chair, MAC-UK



Ama Afrifa-Tchie
Vice-Chair, MAC-UK

Our funders and supporters

With sincere thanks to all of our funders, partners and supporters who make our work possible:

- The AIM Foundation
 - Allan & Gill Gray Philanthropy, advised by Tris Lumley
 - John Armitage Charitable Trust
 - Berkeley Foundation
 - Citi Foundation
 - The Dyers' Company Charitable Trust
 - Leathersellers' Company Charitable Trust
 - London Community Foundation
 - Royal Foundation of the Duke and Duchess of Cambridge
 - Tudor Trust
-

- Art Against Knives
 - Barnet, Enfield and Haringey NHS Trust
 - Home Office Trusted Relationships Fund
 - London Borough of Barnet
 - Project 10/10
 - London Pathways Partnership
-

Trustees report: achievements and activities

The main activities undertaken in relation to the purposes of the Charity and for the furtherance of Public Benefit have been discussed below.

Sharing throughout the Pandemic

We have continued to develop our team to be able to deliver teachings at various prestigious universities and share our approach with different organisations, informing and influencing people about our INTEGRATE approach and Co-Production to help support and strengthen their work with young people.

We have presented at a number of universities and organisations including:

- University of Hertfordshire - Teaching on Co-production to trainee psychologists
- University of Aberdeen Networking event - Teaching about MAC-UK and Community Psychology to trainee psychologists
- King's College London - Teaching about Community Psychology for trainee psychologists

Public Health and Prevention

The PHP team had just come off furlough and had, over the summer of 2020, been writing a report with Redthread and Street Doctors about life in lockdown for the young people that we worked with. This report urged policy decision makers to think about those who were at risk of serious youth violence and violence in the home, when creating policy during the surges of COVID-19. Having co-produced this report, the Public Health and Prevention Team spent the autumn of 2020 presenting it with Redthread and Street Doctors, convening Police Commissioners

and members of VRU's across the country to engage in conversations around policy with regard to young people who were at risk of violence. We also presented at Redthread's HIVE events, which convened health professionals from A&Es around the country to think about some of the contextual factors contributing to youth violence.

We were also asked to present at The Public Policy Exchange for an event focusing on youth violence, at which there were members of Parliament, Police Commissioners and other influential figures in the policy world. We spoke alongside academics and other youth charities, looking at the impact a public health approach to youth violence, and drug policy, could make.

In the new year our Public Health and Prevention Intern embarked on a project, focusing on the impact the Disclosure and Barring Service had on young people with a criminal record who were trying to secure employment. This project entailed a lot of research, unpacking the intricacies of the law and understanding the ways in which employers can support young people who might be looking to gain employment after having been criminalised. This has been an ongoing project, and has seen us working with Unlock, a charity that supports people with their DBS, to produce a leaflet both for young people and for employers to support them with feeling more confident about either applying for jobs, or employing people who have a criminal record.

During this time MAC-UK's Public Health and Prevention Lead was seconded part time to Art Against Knives (AAK) to produce their podcast, One Mic Real Talk, which you can find on

Trustees report: achievements and activities

// 10

Spotify, Apple Podcast and all other podcast platforms. This work was entirely co-produced with young people and created a space for them to explore a wide range of issues that are important to them, thinking about the impact of over-policing and the PCSC Bill, to the music industry and drill, to thinking about Apartheid in South Africa. This project has also enabled the young people at AAK to develop their skills in media, sound editing, branding and supporting their move to independent work in the media.

Throughout the year we also continued to contribute to doctoral teaching for Clinical Psychology Doctoral students, linking our work in Community Psychology with our public health approach.

In the Spring/Summer of 2021 the team identified a common theme in the feedback of our Doctoral teaching, which was that students regularly responded extremely positively to our teaching days, but almost always commented that they felt they didn't get enough (if any) teaching on Community Psychology. We decided at this moment to investigate the landscape of Clinical Psychology Doctorates to analyse exactly how much community psychology was being taught, and what placement opportunities there were for trainees to actually work in communities, using the Community Psychology framework.

This project has seen us interview 13 out of 31 universities about their Clinical Psychology Doctoral Programme, and thinking about the ways in which we can support the expansion of community psychology in the

Clinical Psychology Doctoral programmes. This project is still ongoing, and has the potential to support huge changes in Psychology as a whole. The Public Health and Prevention Team has also been working on fundraising bids throughout the course of this year.

Trusted Relationships Barnet

Crossing the third and fourth year of the Barnet Trusted Relationships project, the focus of 2020-2021 has been to provide ongoing support to AAK and supporting the organisation through a change of leadership and team expansion.

Towards the end of the year, we have focused on consolidation of learning to embed change within children's social care, evaluation of impact and sustainability of the partnership beyond trusted relationships.

Working with Art Against Knives

MAC-UK has continued to work closely with AAK to embed psychologically informed environments and the INTEGRATE model. MAC-UK has continued to provide ongoing 1-2-1 supervision for delivery and non-delivery staff, as well as facilitating monthly reflective spaces for practitioners from the creative spaces to pause and think together about the personal and professional impact of their work.

We have also held bespoke reflective spaces in response to issues that have been encountered by young people and staff within AAK's creative spaces and school delivery, such as addressing homophobia, and have supported with case consultation within safeguarding meetings.

MAC-UK and AAK have also co-facilitated learning spaces that have responded to needs of young people/practitioners within AAK. These have included attachment and relationships for young people who have experienced relational trauma; working with asylum seeking and refugee young people; supporting young people with additional needs and sexuality.

We have co-developed a series of reflective and learning spaces around sexuality and addressing homophobia in response to challenges experienced by practitioners working in creative spaces and schools.

The co-facilitation of formulation spaces with AAK has been ongoing and successfully involved external agencies, inviting a joined up approach to care planning and interventions for young people, taking a preventative and contextual approach to exploitation. We have celebrated several spaces being led/co-led with parents and young people.

Working with Barnet Children's Services

The embedding of psychologically informed environments and INTEGRATE has also continued within Barnet Children's Services. MAC-UK had a continued presence at strategic and child level. We saw progress in adapting referral and monitoring processes for interventions being offered to young people at risk of exploitation, and a shift towards using questions that centre young people's views and experience. Members of the group have commented on the shift in both the focus of the panel and the narratives around young people, and shared positive reflections on the overall impact of bringing in their voices.

Co-Production

The MAC-UK team continued with co-production within the local authority, encouraging meaningful involvement of young people into existing systems. The team have now completed the early help exploitation risk assessment tool and it is ready to be rolled out within Barnet local authority early help services. The tool, designed to be completed with a young person, as opposed to on their behalf, was co-produced with practitioners from the local authority and young people who access AAK's creative spaces. Young people provided insight into the ways contextual factors impacted upon many areas of their lives, therefore increasing the risk of exploitation. They provided guidance on the most appropriate language, questioning and interactive activities to engage young people completing the tool. Mechanisms for its feedback and ongoing development will also be implemented.

Evaluation and Sustainability

Across the partnership, we have established an evaluation working group and built a collaborative evaluation framework to measure the impact of the trusted relationships programme at multiple levels, from young people to systems change. This will be carried out in year 4 of the project to support ongoing learning from dissemination projects and the sustainability of the partnership working in Barnet.

Alongside AAK, we have been developing plans to consider sustainability of the partnership, alongside Barnet Children's services. Though there was no further funding beyond year 4 of the TR project, all agreed

the benefits of the project and partnership working, the project being described by a senior member of the council as a “catalyst for change” within social care.

Though at the end of September 2021 the future for the partnership was unclear, we are positive about a commitment to ensure the legacy of the project is embedded and ongoing collaborative working for the benefit of young people in the Borough.

Berkeley Foundation

In late 2020 MAC-UK started a new project supported by the Berkeley Foundation. The aim was to build upon our pre-existing relationships and projects within Barnet, to co-create further change within the borough.

We mobilised to initially learn from local staff about the contextual challenges to Barnet. The team started by conducting research to understand what services were available, what was working well, and some of the challenges. We met with staff from various voluntary and statutory organisations for semi-structured interviews. Analysis of these interviews gave a lot of useful information to guide our work. In particular there was a common theme of mixed feelings about the relationship between some grassroots services and the council, which negatively impacted on the support they could offer to young people. The gaps in working partnerships were perceived to negatively impact socially excluded young people’s wellbeing, and increase their risk of exploitation and criminality. There appeared to be a need for more co-production and partnership working between local community services and statutory services.

The aims of the project therefore specifically included: to strengthen relationships between the local authority and community, empower young people through employment and co-produced activity, and share our learning with grassroots organisations.

Working under lockdown during a national pandemic presented significant challenges to the project. We appreciated the significant challenges that staff were facing in trying to provide services with massively increased need alongside staffing inconsistencies due to covid. We faced similar challenges internally.

As lockdown was eased the team began to for the first time initiate working on the ground and meeting face to face, forming new relationships and starting to work towards the goals of the project more directly.

Direct services with young people: Youth Employment

With the COVID-19 health pandemic still impacting many and lockdown measures in place, the youth employment team continued to focus on well-being and to develop ways to maintain work with young people and adults despite the limitations that were in place. Social inequalities and lack of suitable provisions amplified by the pandemic continued to be a barrier for many young people, in their pursuit of accessing opportunities and pathways to employment and increased wellbeing.

‘Mentoring project’

The youth employment team with the support of other members of staff continued to develop the mentoring project (its current

name). The aim of the mentoring project is to support young people who come from diverse backgrounds who might experience barriers in education and employment due to intersecting social, economical or cultural factors.

We interviewed young people/adults about their experiences and asked for possible solutions and how MAC-UK as an organisation can help in tackling the negative experiences they shared which many others may be still experiencing. We met weekly to think about the next steps and how we can get young people or adults to be part of the development of the initiative. In the autumn we went back to the young people and adults to share our findings and in line with our approach asked them for help as we believe young people and adults hold ideas and solutions to best tackle issues they face.

Progress and work is ongoing. We are developing employment opportunities for young people/adults to be part of the working group and seeking out funding to make the project a reality.

Working with young people

The Covid-19 health pandemic changed the world and also changed how services would have to engage and work with young people. We at MAC-UK pride ourselves on already being dynamic and flexible in how we work with and engage with young people and adults but we were no exception to the changes the pandemic brought. The youth employment team thought about how we would now recruit and support youth consultants, what would need to be in place, and how we would still ensure we provide employment roles which

are personal and professional development opportunities.

With lockdown measures in full effect we developed a hybrid model of meeting and working with young people wherever possible and on online platforms to still co-produce tasks and activities as well as interviewing young people and adults for development roles within the charity. We adapted to the change the government measures dictated and as best as we could aimed to meet young people where they were at, physically and emotionally to work with and provide support. We were successful in our recruitment and continue to work thoughtfully with new members of the team.

Consultants to Leaders

During the challenging year, we as a team and organisation had to 'level up'. Tasks or areas of work that were not our usual day to day focus became an additional part of our weekly and daily tasks and areas of work. We all accepted the challenge and with that we grew in our roles. The youth employment team was not excluded from this. In the year we saw former youth consultants and young people develop projects and activities to support other young adults and people new to the youth employment roles and projects. They brought their lived experiences and used it as a mechanism to create ideas and opportunities to make a difference for their peers or those slightly younger.

As they navigate their own journey, they continue to lead by example and show others what is possible despite the difficulties and obstacles they have faced. In the months

to come we hope these new leaders that have emerged continue to work hard in their roles and projects and this only be a chapter in a much bigger and brilliant story of their personal and professional journey.

Co-production of a youth service

London Pathways Partnership (LPP), a group of NHS Trusts aiming to provide psychological support to young adults labelled as 'complex' and 'high risk offenders', recognised that their services were not currently accessible to racially minoritised young adults, and asked MAC-UK for their support with designing a new youth service.

Initially, we were able to use our previous experience of working alongside young adults for whom statutory services are inaccessible, to suggest changes to the parameters of the project - for example, rather than trying to design one central hub for young adults across London, focussing on a pilot service tailored to the local community within one borough.

An important part of our work was resisting the urge to rush into involving young adults in the project, which would have led to a more consultative or tokenistic role. Instead the team modelled a process of genuine relationship building. This involved MAC-UK facilitating sessions with LPP staff to mentalise all of the different stakeholders within the system, which helped identify probation officers as the best-placed gatekeepers to the young adults and people we were aiming to connect with. We then shared our approach with several probation teams, building relationships with particular probation officers who introduced us to young adults on

their caseload who were labelled as having 'offender personality disorder', and who they felt would benefit from being involved. We presented the project as an opportunity for young people to harness their skills, genuinely co-produce a project and use their experience of the health and justice systems in a strengths-focussed way.

We endeavoured to meet young people where they were at, geographically, emotionally, and in a way that acknowledged their personal contexts. We worked hard to avoid replicating potential past experiences of exclusive services, by being in regular contact and respectful of circumstances which impacted young people's capacity to meet with us. We asked for their help, and gave them multiple opportunities to tell their stories in their own way, and at their own pace, while they were getting to know us and our approach. One significant challenge within the process of co-production was that the group of young adults we built relationships with did not feel comfortable meeting each other in person.

We adapted our approach accordingly, and started a 'sketchbook' of service design ideas that each young adults contributed to, before it was passed on to the next person. The final write-up of our proposal was done in a similar way. This typifies the way that we strive to be creative and flexible when working alongside young people to co-produce projects. Young adults involved in the proposal also worked with the team to plan and present the proposal to senior figures within the service we were commissioned to work with. Thank you to the four young leaders and all the professionals involved in the proposal development.

The Trustees' Annual Report contains a Directors' Report as required by company law. The report and accounts comply with the requirements of the Companies Act 2006 and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with FRS102.

Company status

MAC-UK is a charitable company limited by guarantee. It was incorporated on 10 September 2008 and is governed by its Memorandum and Articles of Association dated 10 September 2008 as amended by special resolutions dated 17 May 2017 and 18 July 2019. The charitable company has no share capital, and in the event of a winding up, each member and those that have ceased being a member within the preceding twelve months, has undertaken to contribute £10.

Governance, internal control and trustee recruitment

MAC-UK is governed by a Board of Trustees who are responsible for the organisation's strategic direction, providing challenge and support to the Co Leadership Team as well as ensuring compliance with charity, employment and other relevant statutory requirements. A skills audit is undertaken annually by the board which informs board recruitment and training. As of August 2021, the board consists of 10 trustees with a wide range of relevant skills and experience. Page 3 of this report sets out the complete list of trustees who served during the year and up to the date of signature of the financial statements. The governing document does not set a maximum of trustees. The minimum number of trustees is 3. The quorum for trustee meetings is 3 Trustees or 1/3 of

the trustees, whichever is the greater. The Board of Trustees delegate responsibility for day to day management to key management personnel, namely the MAC-UK Co Leadership Team. The trustees make clear the authorities which are delegated to the key management personnel through a documented schedule of responsibilities.

Induction and training

In line with Charity Commission guidance, Trustees are made aware of their roles and responsibilities and carry out inductions into the many different activities and services provided by MAC-UK. Prior to formal appointment, potential trustees attend a strategy and governance session, meet members of the team and observe a board meeting. Once appointed, the trustees have access to a drive of Trustee Resources, including relevant organisational documents, policies and procedures. Additionally, trustees attend an annual board away day and whole organisation away days.

Risks

Trustees have conducted a review of the major risks to which the charity is exposed. MAC-UK maintains an organisational risk register which is appraised dynamically and reviewed at least every 6 months, though more frequently if required. Where appropriate, systems and procedures are in place to mitigate the risks the charity faces. Policies and internal controls have been reviewed during the reporting period. Procedures continue to be in place to ensure compliance with safeguarding, data protection, health and safety of staff, volunteers, young people and visitors to the MAC-UK's projects and these are regularly reviewed.

Public Benefit

In setting objectives and planning for current and future activities, the Trustees have given due consideration to general guidance published by the Charity Commission relating to public benefit, including the guidance 'Public benefit: running a charity (PB2)'.

Financial Review

During the year, total income was £472,367 (2020: £405,464), of which £372,178 related to unrestricted income. Total expenditure was £425,344 (2020: £596,349) resulting in a surplus for the year of £47,023 (2020: deficit of £190,885). Our surplus increased because we have received more voluntary income and at the same time made savings on our expenditures.

The year started during the challenging environment of continued government restrictions as a result of the Covid-19 pandemic. Nevertheless we managed to increase our income when compared to the previous year as we received new grant funding from The Tudor Trust, Allan and Gill Gray Philanthropy and the Berkeley Foundation. Our expenditure also decreased during the year with our direct delivery costs reducing by about £150,000, of which about £100,000 being due to a reduction in staff costs. Given the continued challenges of Covid-19, we are continuing to monitor costs and make adjustments to our business model appropriately.

93% of the charity's expenditure in the year was spent on the delivery of the charitable objectives, 4.6% was spent on governance. The trustees are satisfied that the level of fundraising costs is appropriate to ensure

MAC-UK remains a sustainable organisation. With thanks to our partners and supporters, MAC-UK was in receipt of £2,800 (2020: £3,750) of in-kind income. This took the form of specialist pro-bono advice and consultancy across the areas of legal, business planning, strategy development and impact management.

MAC-UK welcomes, but is not reliant on, the occasional input of skilled volunteers to assist with projects from time to time. MAC-UK also hosts part-time and short-term student placements of individuals in further or higher education in a field of study related to our work.

Reserves Policy

The trustees have reviewed and agreed the reserves policy which requires sufficient free reserves (unrestricted funds less unrestricted fixed assets) to be maintained to meet three months' operating expenses. Budgeted expenditure for 2021/22 is £447,518 and therefore the level of reserves to be maintained is £111,879 in general funds. At the balance sheet date, free reserves totalled £264,746. Trustees note the reserves levels exceed the policy but they have agreed that in the current climate and owing to the ongoing impact of Covid-19 and its uncertainty, that the excess amount remains appropriate. At 30 September 2021 unrestricted funds was £265,682 (2020 - £201,028) and restricted funds was £13,504 (2020 - £31,135).

Remuneration Policy

The trustees consider the Board of MAC-UK and the Co Leadership Team as comprising the key management personnel of the charity in charge of directing and controlling the

charity and running and operating the charity on a day to day basis. All trustees give of their time freely and no trustee remuneration was paid in the year. There were no related party transactions in the year 2020/21.

Trustees are required to disclose all relevant interests and register them with the Head of Governance and in accordance with MAC-UK's policy, withdraw from decisions where a conflict of interest arises.

MAC-UK has a salary banding structure in place for the remuneration of its employees, benchmarked with charities of a similar size and activity, to ensure that the remuneration set is fair and comparable with that generally paid for similar roles.

Periodic reviews of the salary banding structure take into account movement in average earnings. Pay reviews for any individual employee take into account the average salary of other employees.

Trustees' Responsibilities in relation to the Financial Statements

The trustees (who are also directors of MAC-UK for the purposes of company law) are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires trustees 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 and of its income and expenditure for that period. In preparing these financial statements, the trustees are required to:

- Select suitable accounting policies and then apply them consistently
- Observe the methods and principles of the Charities SORP
- Make judgements and estimates that are reasonable and prudent
- State whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business

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

Examination Information

So far as each of the trustees, at the time the trustees' report is approved, is aware:

- a) There is no relevant information of which the independent examiners are unaware; and
- b) They have taken all relevant steps they ought to have taken to make themselves aware of any relevant information and to establish that the independent examiners are aware of that information.

Impact of Covid-19 Pandemic

The Trustees have considered the ongoing impact of the Covid-19 pandemic and government regulations. Trustees consider that the disruption to the charity's business is ongoing as the impact of Covid-19 is long-term.

MAC-UK now has a well-established hybrid working policy and practice, and the embedded culture of risk assessment, risk planning and risk management has enabled the Charity to adapt to the changes of 2020/2021. The majority of our activities during late 2020 and throughout 2021 were carried out remotely. MAC-UK's team planned for different risk factors including funding termination, failure to secure new funding, safe remote working and the loss of key staff to illness. The team continues to consider these risks as we move into 2021/2022 and 2022/2023. Project teams apply this to work with external partners, to ensure delivery can continue where possible. MAC-UK has continued the focus on wellbeing and team connection, and particularly considered factors relating to healthy and safe working from home. We believe that our activities will sustain via a blend of online, face to face and outdoors.

The trustees have assessed whether the use of the going concern basis is appropriate and have considered possible events or conditions that might cast significant doubt on the ability of the charity to continue as a going concern over a 12-month period from the date of approval of these financial statements. The Trustees have a reasonable expectation that the Charity will have adequate resources to continue in operation over that period, although the extent of operation

will be affected by fundraising success and adaptations would have to be made if funds were not sufficient

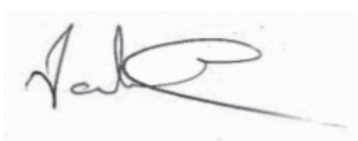
Independent Examiner

A resolution to reappoint MHA McIntyre Hudson as Independent Examiner will be presented at the MAC-UK December board meeting.

MAC-UK Annual Report

The report of the Directors has been prepared taking advantage of the small companies' exemption within the Companies Act 2006.

Signed on its behalf by Trustees:



Paula Harriott

Chair, MAC-UK

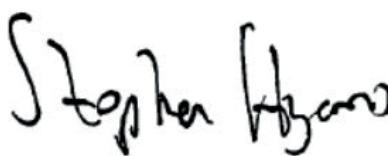
Date: 27/06/2022



Steph Taylor

Trustee, MAC-UK

Date: 27/06/2022



Stephen Hyams

Treasurer, MAC-UK

Date: 27/06/2022

Report to the charity trustees on my examination of the accounts of the company for the year ended 30 September 2021 which are set out on pages 20 to 33.

Responsibilities and basis of report

As the charity trustees of the company (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 company 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 company'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 company's 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 Institute of Chartered Accountants in England and Wales, 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 that in any material respect:

1. accounting records were not kept in respect of the company 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.

Stuart McKay BSc FCA DChA

MHA MacIntyre Hudson
Chartered Accountants
6th Floor
2 London Wall Place
London
EC2Y 5AU

Date:

Statement of financial activities (including income and expenditure account) for the year ended 30 September 2021

		2021 Unrestricted funds £	2021 Restricted funds £	2021 Total funds £	2020 Unrestricted funds £	2020 Restricted funds £	2020 Total funds £
INCOME							
Voluntary income		189,592	75,189	264,781	106,168	24,021	130,189
Investment income		20	-	20	417	-	417
Income from charitable activities		182,566	25,000	207,566	274,858	-	274,858
TOTAL INCOME	2	372,178	100,189	472,367	381,443	24,021	405,464
EXPENDITURE							
Costs of generating funds	3	19,691	-	19,691	28,279	-	28,279
Charitable activities	4	293,782	111,871	405,653	470,618	97,452	568,070
TOTAL EXPENDITURE		313,473	111,871	425,344	498,897	97,452	596,349
Net income/(expenditure)		58,705	(11,682)	47,023	(117,454)	(73,431)	(190,885)
Transfers between funds		5,949	(5,949)	-	(16,757)	16,757	-
Net movement in funds		64,654	(17,631)	47,023	(134,211)	(56,674)	(190,885)
Funds brought forward		201,028	31,135	232,163	335,239	87,809	423,048
Funds carried forward	12	265,682	13,504	279,186	201,028	31,135	232,163

All gains and losses have been included in the Statement of Financial Activities.

All activities arise from continuing operations.

Balance sheet as at 30 September 2021

		2021		2020	
		£	£	£	£
Fixed assets					
Tangible assets	8		1,071		2,187
Current assets					
Debtors	9	59,978		27,027	
Cash at bank and in hand		244,365		228,781	
			304,343		255,808
Creditors: amounts falling due within one year	10	(26,228)		(25,832)	
Net current assets			278,115		229,976
Net assets			279,186		232,163
Unrestricted funds	12	265,682		201,028	
Restricted funds	12	13,504		31,135	
Total funds			279,186		232,163

The Charity was entitled to exemption from audit under section 477 of the Companies Act 2006. The members have not required the company to obtain an audit for the year in question in accordance with section 476 of Companies Act 2006.

The Directors acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

The financial statements have been prepared in accordance with the provisions applicable to entities subject to the small companies regime.

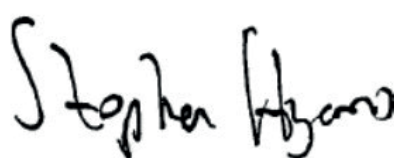
The Financial Statements were approved by the Board of Trustees on 16 June 2022.
and were signed on its behalf by:



Paula Harriott

Chair, MAC-UK

Date: 27/06/2022



Stephen Hyams

Treasurer, MAC-UK

Date: 27/06/2022

Cash flow statement for the year ended 30 September 2021

	Note	2021 £	2020 £
Cash flows from operating activities:			
Net cash provided by/(used in) operating activities	A	15,578	(177,023)
Cash flows from investing activities:			
Investment Income		20	417
Purchases of tangible fixed assets		(14)	(4,222)
Net cash used in investing activities		6	(3,805)
Change in cash and cash equivalents in the year		15,584	(180,828)
Cash and cash equivalents at 1 October 2020		228,781	409,609
Cash and cash equivalents at 30 September 2021	B	244,365	228,781

A - Reconciliation of net income/expenditure to net cash flow from operating activities

	2021 £	2020 £
Net Expenditure for the year	47,023	(190,885)
Adjustments for;		
Depreciation of tangible fixed assets	1,130	2,971
Investment Income	(20)	(417)
Decrease in debtors	(32,951)	21,536
Decrease in creditors	396	(10,228)
Net cash provided by/(used in) operating activities	15,578	(177,023)

B - Analysis of cash and cash equivalents

Cash at bank and in hand	244,365	228,781
--------------------------	----------------	----------------

Notes to the financial statements for the year ended 30 September 2021

MAC-UK is a private charitable company limited by guarantee. It was incorporated on 10 September 2008 and is governed by its Memorandum and Articles of Association dated 10 September 2008, as amended by special resolutions dated 17 May 2017 and 18 July 2019.

1. ACCOUNTING POLICIES

a) The financial statements have been prepared under the historical cost convention, in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102), Companies Act 2006 and Charity SORP "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)". The financial statements have been prepared using its functional currency, of sterling. The Charity meets the definition of a public benefit entity under FRS 102.

b) Going concern policy

The trustees have assessed whether the use of the going concern basis is appropriate and have considered possible events or conditions that might cast significant doubt on the ability of the charity to continue as a going concern over a 12-month period from the date of approval of these financial statements. The Trustees have a reasonable expectation that the Charity will have adequate resources to continue in operation over that period, although the extent of operation will be affected by fundraising success and adaptations would have to be made if funds were not sufficient.

c) Income generated from the supply of goods or services is included in the statement of financial activities in the period in which the supply is made.

d) Donations and gifts to the charity are included in the statement of financial activities when the charitable company becomes entitled to the income, it is probable that the income will be received and when the amounts can be measured reliably. Donations and services in kind are recognised as income where the provider of the service has incurred a financial cost. Volunteer time is not included in the financial statements.

e) Income from grants is recognised at fair value when the Charity has entitlement after any performance conditions have been met, it is probable that the income will be received and the amount can be measured reliably. If entitlement is not met then these amounts are deferred.

f) Restricted funds are to be used for specified purposes as laid down by the donor. Expenditure which meets these criteria is allocated to the relevant fund.

g) Unrestricted funds are donations and other income received or generated for core charitable purposes.

h) Expenditure is recognised in the period in which it is incurred. Support costs are allocated to activities on the basis of staff time spent on each activity.

Notes to the financial statements for the year ended 30 September 2021

i) Fixed assets and depreciation

Tangible fixed assets costing £100 or more are capitalised and recognised when future economic benefits are probable and the cost or value of the asset can be measured reliably. Tangible fixed assets are initially recognised at cost. After recognition, under the cost model, tangible fixed assets are measured at cost less accumulated depreciation and any accumulated impairment losses. All costs incurred to bring a tangible fixed asset into its intended working condition should be included in the measurement of cost.

Depreciation is provided on all tangible assets at rates calculated to write each asset down to its estimated residual value evenly over its expected useful life, which is 3 years for fixtures, fittings and equipment. Depreciation costs are allocated to activities on the basis of the use of the related assets.

j) Critical accounting estimates and areas of judgement

In the view of the trustees in applying the accounting policies adopted, no judgements were required that have a significant effect on the amounts recognised in the financial statements nor do any estimates or assumptions made carry a significant risk of material adjustment in the next financial year.

k) Financial instruments

The Charity only holds basic financial instruments. The financial assets and financial liabilities of the Charity are as follows:

Debtors - trade and other debtors (including accrued income) are basic financial instruments and are debt instruments measured at amortised cost as detailed in Note 9. Prepayments are not financial instruments.

Cash at bank - is classified as a basic financial instrument and is measured at face value.

Liabilities - trade creditors, accruals and other creditors will be classified as financial instruments and are measured at amortised cost as detailed in Note 10. Taxation and social security are not included in the financial instruments disclosure. Deferred income is not deemed to be a financial liability, as the cash settlement has already taken place and there is simply an obligation to deliver charitable services rather than cash or another financial instruments.

l) Taxation

The Charity is considered to pass the tests set out in Paragraph 1 Schedule 6 of the Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the Charity is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 Part 11 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

m) Pension

The charitable company operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the charitable company in an independently administered fund. The pension cost charge represents contributions payable under the scheme by the charitable company to the fund. The charitable company has no liability under the scheme other than for the payment of those contributions.

Notes to the financial statements for the year ended 30 September 2021

2. INCOME

	<i>Unrestricted</i> 2021 £	<i>Restricted</i> 2021 £	<i>Total funds</i> 2021 £
<i>Voluntary Income</i>			
Donations Receivable	3,567	-	3,567
Donated Services	2,800	-	2,800
Government Grants	32,300	-	32,300
Grants Receivable (see note 2a)	150,925	75,189	226,114
	189,592	75,189	264,781
<i>Investment Income</i>	20	-	20
<i>Income arising from charitable activities</i>			
Training & Consultation fees	128,328	25,000	153,328
Recharges of staff	54,238	-	54,238
	182,566	25,000	207,566
	372,178	100,189	472,367
	372,178	100,189	472,367
	<i>Unrestricted</i> 2020 £	<i>Restricted</i> 2020 £	<i>Total funds</i> 2020 £
<i>Voluntary Income</i>			
Donations Receivable	1,930	-	1,930
Gift in Kind Income	3,750	-	3,750
Government Grants	58,488	-	58,488
Grants Receivable (see note 2a)	42,000	24,021	66,021
	106,168	24,021	130,189
<i>Investment Income</i>	417	-	417
<i>Income arising from charitable activities</i>			
Training & Consultation fees	229,608	-	229,608
Recharges of staff	45,250	-	45,250
	274,858	-	274,858
	381,443	24,021	405,464
	381,443	24,021	405,464

Notes to the financial statements for the year ended 30 September 2021

2a. GRANTS RECEIVABLE

	<i>Unrestricted</i> 2021 £	<i>Restricted</i> 2021 £	<i>Total funds</i> 2021 £
<i>Voluntary Income</i>			
Art Against Knives	6,000	-	6,000
Berkerley Foundation	-	51,168	51,168
The London Community Response	9,483	-	9,483
Leathersellers Company	10,000	-	10,000
The Tudor Trust	52,000	-	52,000
Allan & Gill Gray Philanthropy	73,442	-	73,442
The Aim Foundation	-	24,021	24,021
	150,925	75,189	226,114

	<i>Unrestricted</i> 2020 £	<i>Restricted</i> 2020 £	<i>Total funds</i> 2020 £
<i>Voluntary Income</i>			
Art Against Knives	6,000	-	6,000
The Dyers' Company Charitable Trust	1,000	-	1,000
Leathersellers Company	10,000	-	10,000
Armitage Charitable Trust	25,000	-	25,000
The Aim Foundation	-	24,021	24,021
	42,000	24,021	66,021

Notes to the financial statements for the year ended 30 September 2021

3. COSTS FOR GENERATING FUNDS

	<i>Unrestricted</i> 2021 £	<i>Restricted</i> 2021 £	<i>Total funds</i> 2021 £
Staff costs	19,691	-	19,691
Fundraising and communications	-	-	-
	19,691	-	19,691

	<i>Unrestricted</i> 2020 £	<i>Restricted</i> 2020 £	<i>Total funds</i> 2020 £
Staff costs	20,908	-	20,908
Fundraising and communications	7,371	-	7,371
	28,279	-	28,279

4. CHARITABLE EXPENDITURE

	<i>Direct</i> <i>Services</i> £	<i>Dissemination</i> £	<i>Influencing</i> £	<i>Total</i> 2021 £
Direct Costs	112,362	159,829	61,989	334,180
Support Costs (see note 5)	24,031	34,184	13,258	71,473
	136,393	194,013	75,247	405,653

	<i>Direct</i> <i>Services</i> £	<i>Dissemination</i> £	<i>Influencing</i> £	<i>Total</i> 2020 £
Direct Costs	168,948	241,323	73,795	484,066
Support Costs (see note 5)	29,319	41,879	12,806	84,004
	198,267	283,202	86,601	568,070

Notes to the financial statements for the year ended 30 September 2021

5. SUPPORT COSTS

	Direct Services	Dissemination	Influencing	Total 2021
	£	£	£	£
Staff costs	12,065	17,162	6,656	35,883
Office costs	4,342	6,177	2,396	12,915
Other support costs	4,174	5,938	2,303	12,415
Governance costs (see note 6)	3,450	4,907	1,903	10,260
	24,031	34,184	13,258	71,473

	Direct Services	Dissemination	Influencing	Total 2020
	£	£	£	£
Staff costs	12,991	18,556	5,674	37,221
Office costs	6,529	9,326	2,852	18,707
Other support costs	5,989	8,555	2,616	17,160
Governance costs (see note 6)	3,810	5,442	1,664	10,916
	29,319	41,879	12,806	84,004

6. GOVERNANCE COSTS

	Total funds 2021	Total funds 2020
	£	£
Independent Examiner's Fees	2,750	2,750
Legal & professional fees	7,434	6,617
Other governance costs	76	1,549
	10,260	10,916

Notes to the financial statements for the year ended 30 September 2021

7. STAFF COSTS

	<i>Total funds</i> 2021 £	<i>Total funds</i> 2020 £
Gross salaries	331,964	413,136
Social Security costs	22,483	29,189
Pension costs	7,038	8,421
	<hr/> 361,485	<hr/> 450,746
Staff training, recruitment and DBS	6,231	17,249
	<hr/> 367,716	<hr/> 467,995

The average number of employees during the year was 17.5 (2020: 21.7).

No Trustees received any remuneration for their services nor reimbursement of expenses (2020: None).

The number of employees whose annual remuneration was £60,000 or more were:

	2021 <i>Number</i>	2020 <i>Number</i>
Between £60,001 and £70,000	<hr/> -	<hr/> -

The key management personnel of the charity consists of the Head of Strategic Development, the Director of Clinical Innovation and Practice, the Head of Governance, the Head of Youth Employment and Co-Production and the Board of Trustees. The total remuneration of the key management personal during the year was £146,369 (2020: £170,459)

Notes to the financial statements for the year ended 30 September 2021

8. TANGIBLE FIXED ASSETS

	<i>Fixtures, fittings & equipment</i> £
Cost	
At 1 October 2020	34,304
Additions	14
Disposals	-
At 30 September 2021	<u>34,318</u>
Depreciation	
At 1 October 2020	32,117
Charge for the year	1,130
Disposals	-
At 30 September 2021	<u>33,247</u>
Net book value	
At 30 September 2021	<u>1,071</u>
At 30 September 2020	<u>2,187</u>

9. DEBTORS

	2021 £	2020 £
Trade debtors	30,579	5,001
Prepayments	4,399	14,534
Accrued income	25,000	7,492
	<u>59,978</u>	<u>27,027</u>

10. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2021 £	2020 £
Trade creditors	3,329	3,997
Taxation and social security	9,552	12,475
Accruals	11,710	7,750
Other creditors	1,637	1,610
	<u>26,228</u>	<u>25,832</u>

Notes to the financial statements for the year ended 30 September 2021

11. MOVEMENT IN FUNDS

	At 1 Oct 2020 £	Income £	Expenditure £	Transfers £	At 30 Sept 2021 £
Unrestricted funds					
General fund	201,028	372,178	(313,473)	5,949	265,682
Restricted funds					
The Aim Foundation	6,201	24,021	(36,875)	6,653	-
Berkerley Charitable Foundation	-	51,168	(37,664)	-	13,504
London Pathways Partnership Project	-	25,000	(26,382)	1,382	-
Royal Foundation of the Duke and Duchess of Cambridge	24,934	-	(10,950)	(13,984)	-
Total Restricted Funds	31,135	100,189	(111,871)	(5,949)	13,504
Total funds	232,163	472,367	(425,344)	-	279,186
	At 1 Oct 2019 £	Income £	Expenditure £	Transfers £	At 30 Sept 2020 £
Unrestricted funds					
General fund	335,239	381,443	(498,897)	(16,757)	201,028
Restricted funds					
Big Potential	670	-	-	(670)	-
The Aim Foundation	21,854	24,021	(39,674)	-	6,201
NQ Integrate	21,083	-	(36,510)	15,427	-
Governance Inquiry	14,842	-	(16,842)	2,000	-
Royal Foundation of the Duke and Duchess of Cambridge	29,360	-	(4,426)	-	24,934
Total Restricted Funds	87,809	24,021	(97,452)	16,757	31,135
Total funds	423,048	405,464	(596,349)	-	232,163

All transfers in the year occurred when the projects came to an end. The remaining balance was transferred to MAC-UK's core funds (deficit or surplus).

Notes to the financial statements for the year ended 30 September 2021

Big Potential - Big Lottery funded work developing a social impact strategy and methodology, business planning and consideration of social investment.

The AIM Foundation - to address the social and health inequalities that leads to serious youth violence through co-producing prevention solutions with excluded young people which can eventually influence policy, legislation and systems change.

The Berkeley Charitable Foundation, the fund is training the INTEGRATE workforce

(newly qualified Clinical Psychologists using INTEGRATE framework) to contribute to and improve the systems young people come into contact with and their experience.

Governance Inquiry - Funded by the Berkeley Foundation to carry out an inquiry on power, equality, and diversity within the charity, to develop solutions and to share our learning within the sector to effect systems change.

Royal Foundaton of the Duke and Dutchess of Cambridge - to enable young people to develop and innovate their own solutions to youth violence. MAC-UK provides supporting structures to enable youth-led plans.

12. ANALYSIS OF NET ASSETS BETWEEN FUNDS

	2021	2021	2021
	<i>General fund</i>	<i>Restricted funds</i>	<i>Total funds</i>
	£	£	£
Tangible fixed assets	936	135	1,071
Net current assets	264,746	13,369	278,115
	<hr/>	<hr/>	<hr/>
	265,682	13,504	279,186
	<hr/>	<hr/>	<hr/>
	2020	2020	2020
	<i>General fund</i>	<i>Restricted funds</i>	<i>Total funds</i>
	£	£	£
Tangible fixed assets	936	1,251	2,187
Net current assets	200,092	29,884	229,976
	<hr/>	<hr/>	<hr/>
	201,028	31,135	232,163
	<hr/>	<hr/>	<hr/>

13. CONTROL

The charitable company is controlled by its trustees. There is no one ultimate controlling party.

14. RELATED PARTIES

During the year there were no transactions with related parties (2020: no transactions with related parties).

15. POST BALANCE SHEET EVENTS

There are no post balance sheet events.



40 Bowling Green Lane, EC1R 0NE

info@mac-uk.org

www.mac-uk.org

@macukcharity

Registered Charity No. 1126144

MAC-UK

England & Wales - Charity number 1126144

Accounts

Trustees report and financial statements

for the year ended 30 September 2020



Contents

Reference and
administrative information // 3

Chairs statement // 4

Our funders and supporters // 7

Achievements and activities // 8

Charity structure, governance
and management // 13

Independent examiner's report // 17

Financial statements // 18

The Trustees (who are directors of the charity for the purposes of the Companies Act) present their annual report together with the independently examined financial statements of MAC-UK (the charitable company) for the year ended 30 September 2020.

The Trustees confirm that the Trustees' Report and financial statements of the charitable company comply with the current statutory requirements, the requirements of the charitable company's governing document and the provisions of 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 (The FRS 102 Charities SORP).

Trustees

- Ama Afrifa-Tchie (appointed 16/06/2021)
- Nick Barnes
- Venetia Boon
- Nic Crowe
- Fiona Dawe
- Julia Eisenstadt, Treasurer
- Paula Harriott (appointed 16/06/2021)
- Stephen Hyams
- Jerome Hughes (resigned 28/03/2021)
- Duncan Law (resigned 24/06/2020)
- Keisha Swaby
- Steph Taylor, Chair
- Julian Thompson, Vice Chair

Co-Leadership Team

- Adonis Akra (appointed 15/12/2020)
- Laura Casale
- Philippa de Lacy
- Ryan McGillivray

Independent Auditors

MHA McIntyre Hudson
6th Floor
2 London Wall Place
London EC2Y 5AU

Bank

HSBC Bank Plc
122 Finchley Road
London NW3 5JD

Company number

06693712

Registered charity number

1126144

Registered office address

20 East Road, London, N1 6AD

We started the year excited to develop our new strategy, continue strong partnership working and keep focused on the voices of young people and communities we work with.

While we were able to do this, the wider context had an unprecedented impact on the way we worked and how we have had to adapt to achieve the mission and vision in the 'new normal'.

It has been a challenging year both internally for the organisation and externally for the young people who we aim to support. We are immensely proud of the way the staff team, communities and partners responded to the impact of the pandemic despite the challenges it brought.

MAC-UK in many ways was well placed, as an organisation which is designed to work flexibly and respond to changing contexts. In doing so we have continued to innovate and address the impact of health, social and economic inequalities.

Responding to the wider context of 2019-2020

Working through the pandemic

In early 2020 MAC-UK wrote a response to Covid-19 outlining how the organisation would adapt. This has guided how we have worked over the last year with the priority being on maintaining our work and the well-being of the team. Members were furloughed where appropriate or possible, staff were supported to work from home, and regular spaces were held for team well-being. As always, prioritising staff wellbeing has enabled the team to function despite the unexpected and challenging context. Staff continue to report that working at MAC-UK is a positive part of their week, that they maintain commitment



to the work and that much of the work has been able to continue, albeit with some significant limitations. MAC-UK has been involved in Covid-19-related work as well as pre-existing projects. For example the Public Health and Prevention team contributed to a partnership report amplifying the voices of young people and their experiences of the pandemic (see Public Health and Prevention section below) in order to guide understanding and policy responses.

The purposes of the Charity as per its Memorandum and Articles are to advance in life and help young people through:

- Providing recreational and leisure activities in the interests of social welfare
- Providing support and activities which develop young people's skills, capacities and capabilities, advancing education and relieving unemployment
- Raising awareness of the issues affecting excluded young people by working with the systems around young people for the benefit of young people

Working to identify and challenge Inequalities

Racial and ethnic inequalities received increased global attention in the context of lives lost to Covid-19. This was further highlighted by the murder of George Floyd amongst other less high profile but equally important racially-driven losses.

As a result there has been increasing worldwide momentum to challenge this, in the form of the Black Lives Matters movement and other initiatives that oppose racial and social inequality. The relationship between racial, economic and social inequalities also became more widely apparent.

We have seen the direct impact of inequality on the disproportionate rates of lives lost due to Covid-19 according to socioeconomic status, the increase in numbers of people living with food poverty and the disproportionate effect of lockdowns on education and mental health across England and internationally.

Those with less financial resources have had less power to protect themselves and provide

for their families. The impact on young people living with lack of resources and facing the impact of racism has been widespread e.g. young people who have been more likely to be stopped and searched, young people who have not had safe, creative spaces to go to during lockdown and as a result are drawn into the criminal justice system.

Within MAC-UK we acknowledge that as an organisation in England we can be part of unknowingly contributing to such inequality whilst also attempting to challenge it. We have responded by having an anti-racism working group that is ongoing and is implementing different ways of challenging racism and therefore inequality.

Despite these challenges, MAC-UK has been able to develop a new three-year strategy (which can be found on our website). This strategy places emphasis on a public health and preventative approach to inequality, violence and associated mental health needs. The focus is therefore on enabling organisations to involve young people at all stages including commissioning and service design and in turn on increasing excluded young people's access to appropriate services in their communities. The importance of relationships continues to be at the core of all practice. Both internally and in our work with others MAC-UK hopes to advance equalities and inclusion.

At a time of national funding crises for the third sector, we have been able to benefit from having relationships based on shared values and practice with our existing funders and have also secured some additional funding. Our strong working relationships with partners has also continued to create meaningful systemic change despite the challenges that the Covid-19 pandemic has brought.



Moving Forward

There has emerged a clear need for MAC-UK to advocate now more than ever for spaces for social interactions where young people can feel safe, and for real opportunities for young people to change their circumstances.

Within the context of the past year, there is a greater awareness of the injustices that exist in society, and of the impact of these on mental health. Public understanding of mental health as a social issue is increasing. Government and health initiatives such as the Long Term Plan (2019) are strongly reinforcing the need for mental health services to be flexible, responsive and co-produced alongside young people and communities.

As a result disseminating the INTEGRATE approach could not be more timely. MAC-UK will hope to continue to work at multiple levels in partnership with young people, communities and organisations to effect change.

We will continue to think about the best ways of adapting our practices of working to be accessible to communities, young people and partners. This includes finding a safe way to hang out, being mindful of the potential vulnerability of the communities we work with and ensuring we are thoughtful and responsible within our Covid-19 management and engagement with young people, our partners and communities that we aim to work alongside.



Steph Taylor
Chair, MAC-UK



Julian Thompson
Vice Chair, MAC-UK

With sincere thanks to all of our funders, partners and supporters who make our work possible:

- The AIM Foundation
 - Allan & Gill Gray Philanthropy, advised by Tris Lumley
 - John Armitage Charitable Trust
 - Berkeley Foundation
 - Citi Foundation
 - The Dyers' Company Charitable Trust
 - Leathersellers' Company Charitable Trust
 - London Community Foundation
 - Royal Foundation of the Duke and Duchess of Cambridge
 - Tudor Trust
-

- Art Against Knives
 - Barnet, Enfield and Haringey NHS Trust
 - Camden and Islington NHS Trust
 - Home Office Trusted Relationships Fund
 - London Borough of Barnet
 - London Borough of Ealing
 - Mind in Haringey
 - Project Future
 - Project 10/10
-

- Accenture
 - New Philanthropy Capital
 - Trust Law
-

The main activities undertaken in relation to the purposes of the Charity and for the furtherance of Public Benefit have been discussed below.

Sharing throughout the Pandemic

We have continued to support young people to teach at various prestigious universities, informing and influencing the next generation of Clinical Psychologists in our INTEGRATED approach working with young people.

We have presented at a number of conferences including:

- DCP London: Reducing Violent Crime - What can Psychologists do?
- Tackling Youth Violence and Knife Crime in England and Wales - Early Intervention, the public health duty and next steps for policing and prevention
- DCP North West Event: Developing community and clinical psychology practice in times of adversity and inequality
- Children's Society Conference

Influencing: Public Health and Prevention

The Public Health and Prevention Team has participated in various policy forums, influencing people in decision making positions through holding round tables, conducting research and curating projects with a view to widening policy maker's understanding of the social determinants that affect youth violence and mental health.

A Public Health and Prevention Intern has also been employed to the team. Their role has involved co-producing work that supports the wider policy influencing strategy.

“ In my role as public health and prevention intern I've enjoyed having a voice to address social issues, which I think young men from ethnic minority groups are hardly given a voice to speak on. In my role I have been invited to conferences and had the opportunity to speak on social issues which affect young people like myself. I have learnt a range of skills including developing and hosting projects, and working with a diverse group of practitioners. The role has supported me in my professional development and I have learned new ways to be creative in tackling social issues.”

Shaheem Carty
Public Health and Prevention Intern



Achievements in the context of Covid-19

- Co-Production of research with Redthread and SteetDoctors, analysing the impact of Covid-19 on the young people.

For more information, visit:

<https://www.redthread.org.uk/living-through-a-lockdown>

- As a result of disseminating the report round table discussions were held with Violence Reduction Units across the country about the policing strategy over periods of lockdown and alternative methods of policing.
- Research findings were presented to 100 health and social care staff at Redthread online open meeting providing insight into the mental health of young people.
- The team presented at the Public Policy Exchange event of knife Crime and Youth Violence sharing perspectives on the prevention of knife crime.

Partnerships have Included:

- Working alongside a range of organisations from grassroots activists such as NetPol, Stopwatch to frontline charities including RedThread and Streetdoctors.
- Joint up work with Project Future to deliver presentations on youth violence.
- Developing relationships with Art Against Knives and Apple to produce a podcast exploring the issues that affect young people, including topics such as the role of poverty, school exclusions, youth violence and drill music.

Learning:

- Importance of acknowledging the benefits and pitfalls of using a public health approach to youth violence. Although effective and important it has not always been fully implemented across the sector. This approach can overlook issues of structures of inequality and how to tackle these in a way that will both support the continued improvement of our collective mental health, but also contribute to a reduction in violence.



Dissemination: Trusted Spaces Barnet

Achievements in the context of Covid-19

Despite the arrival of Covid-19, Barnet Trusted Relationships project has continued to deliver on all of their project activities. Adjusting quickly to online working, they have been able to maintain strong working relationships and continue to fulfil objectives to embed psychologically informed environments and our INTEGRATE approach and to contribute to systems change. Partnerships include:

- Work with Art Against Knives continuing to provide 1-2-1 supervision for specialists and senior members of the team; group reflective spaces for creative spaces staff members; co-facilitation of formulation spaces which have progressed to involve external partners.
- Working with the Barnet Children's services ongoing embedding of INTEGRATE and psychologically informed environments through presence in local authority spaces, including strategic multi agency child exploitation meetings, vulnerable adolescents at risk panel, child exploitation and missing meetings and the vulnerable adolescents community partnerships steering group.

Co-production

The Barnet TR team have continued to co-produce an early help exploitation risk assessment tool in consultation with practitioners from the local authority and held two consultation sessions with young people who access creative spaces. The team continues to consult on co-production in the local authority, encouraging the embedding of INTEGRATE principles and meaningful involvement of young people into existing systems.

Evaluation

A report carried out between February and May 2020 by the Behavioural Insights Team celebrated many aspects of the trusted relationships project. MAC-UK was recognised as supporting AAK to embed psychologically informed environments within creative spaces. AAK staff reported feeling more supported when working with young people who navigate complex lives and learning new knowledge and skills. MAC-UK were noted to have introduced new strategies and ways of thinking about how best to support young people: MAC-UK were also recognised as supporting

“ [In clinical supervision] I'll get techniques, for example, that encourage me to think about things in different ways... she would encourage me to use tools that we learnt from AMBIT such as localising and talking together.”

Frontline staff

the local authority to embed INTEGRATE principles into their way of working and re-designing the provision of services for young people.

Events have included:

- Presenting alternative narratives of young people and youth violence at a professionals and young people's forum in Barnet
- In Partnership with AAK shaping a Trusted Relationships National Learning Event focusing on young people's ideas of what works in service delivery. The contributions were recognised by the Home Offices Head of Tackling Exploitation and Abuse Unit, commending the co-design of creative spaces and the passion shown in the work.

Direct services with young people: Youth Employment

Adapting to Contextual Changes

The pandemic impacted on the Youth Employment Team's ability to utilise their key strengths of meeting young people where they are at. The move to more remote working, reliance on technology and lack of spaces for young people more widely to be supported led to a strong focus on maintaining the wellbeing of staff. During this period the team has been focusing on supporting the internal recruitment of young people and working with partners to support youth employment and development opportunities with their young people.

Areas of work have included:

- Supporting internal recruitment of the public health and prevention intern
- Developing a new youth employment strategy factoring in the Covid-19 health pandemic and new ways of working
- Sharing expertise and learning about youth employment with partnership organisations

Developing opportunities to address structural inequalities for young people

Post pandemic the number of young people in employment has fallen and unemployment has increased (Powell, 2021). A lack of wider opportunities for young people in conjunction with the media coverage of black people being murdered and assaulted has highlighted more than ever the need to tackle structural inequalities, particularly for those from 'excluded/minority' groups. The team have been reflecting on how they can respond to some of these issues through a mentoring programme. The aim is to develop a mentoring programme that supports young people who come from diverse backgrounds who might experience barriers in education

and employment due to intersecting social, economical or cultural factors. The team have been working on utilising their expertise in co-production to consult with young people about the challenges they experience in their professional development. This will feed into the scoping and design of the program.

Dissemination: Trusted Spaces Ealing

The Project's overarching aim has been to increase young people's access to support and build young people's resilience to reduce their risk of exploitation, violence and exclusion. MAC-UK has supported the intensive work with 94 young people in-directly through group supervision, consultations, joint outreach and schools work and 12 young people directly through outreach.

A psychologically informed environment

MAC-UK have supported staff in the partnership to:

- Develop their understanding of mental health, drawing on psychological theory;
- Improve their understanding of a resilience based approach to support; Support team relationships and staff wellbeing.
- This was through a total of 37 groups of supervisions, 54 formal consultations and 18 informal consultations with the team regarding young people, staff wellbeing, project planning, risk assessments, governance, co-production, four learning spaces, five reflective practice sessions and 45 supervision and project oversight meetings with the project manager.

Co-production

- Weekly outreach to Greenford engaging with two groups of young people to co-produce youth-led ideas that addressed community



needs e.g. localised youth centre and biking competition and building and bridging relationships with local youth services and the community.

- Joining the team to work in schools supporting the contextual safeguarding assessment and other work supporting building relationships between teachers and students
- Supporting the team to facilitate co-production through attending the team and social media meetings, half term activities and bridging the team into Trusted Relationships Hackney to share ideas and learning on co-production and outreach.
- Meeting with the trainee apprentice manager to support the recruitment and induction of the trainee apprentices.

Key strengths and successes

- A relational and reflective approach to all aspects of the projects work through an increased value in individual and team spaces to support each other, slow down and think.

- Staff felt valued and appreciated through a united effort with a respect for a diversity of personal and professional backgrounds and valuing practice based evidence and evidence based practice.
- Co-developing a sustainable psychologically informed environment for the team with consistent, supportive structures that facilitated a contextual understanding of young people and systems, increased understanding of mental health and support mechanisms, and strengthened team relationships and wellbeing.
- A more asset based approach to working with young people.
- Sharing learning and practice with other organisations and professionals including social care, youth centres and schools.
- A flexible and responsive service that sustained it's approach in challenging circumstances, for example Covid-19 and media coverage of social and systemic racial injustice and Black Lives Matter movement.
- Increased value in youth-led activities.



The Trustees' Annual Report contains a Directors' Report as required by company law. The report and accounts comply with the requirements of the Companies Act 2006 and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with FRS102.

Company status

MAC-UK is a charitable company limited by guarantee. It was incorporated on 10 September 2008 and is governed by its Memorandum and Articles of Association dated 10 September 2008 as amended by special resolutions dated 17 May 2017 and 18 July 2019.

The charitable company has no share capital, and in the event of a winding up, each member and those that have ceased being a member within the preceding twelve months, has undertaken to contribute £10.

Governance, internal control and trustee recruitment

MAC-UK is governed by a Board of Trustees who are responsible for the organisation's strategic direction, providing challenge and support to the Co Leadership Team as well as ensuring compliance with charity, employment and other relevant statutory requirements. A skills audit is undertaken annually by the board which informs board recruitment and training. At August 2021, the board consists of 11 trustees with a wide range of relevant skills and experience. Page 3 of this report sets out the complete list of trustees who served during the year and up to the date of signature of the financial statements. The governing document does not set a maximum of trustees. The minimum number of trustees is 3. The quorum for trustee meetings is 2 Trustees or 1/3 of the trustees, whichever is the greater. The Board of Trustees delegate responsibility for day to day management to key management personnel, namely the MAC-UK Co Leadership Team. The trustees make clear the authorities which are delegated to the key management personnel through a documented schedule of responsibilities.

Induction and training

In line with Charity Commission guidance, Trustees are made aware of their roles and responsibilities and carry out inductions into the many different activities and services provided by MAC-UK. Prior to formal appointment, potential trustees attend a strategy and governance session, meet members of the team and observe a board meeting. Once appointed, the trustees have access to a drive of Trustee Resources, including relevant organisational documents, policies and procedures.

Charity structure, governance and management

Additionally, trustees attend an annual board away day and whole organisation away days.

Risks

Trustees have conducted a review of the major risks to which the charity is exposed. MAC-UK maintains an organisational risk register which is appraised dynamically and reviewed at least every 6 months, though more frequently if required. Where appropriate, systems and procedures are in place to mitigate the risks the charity faces. Policies and internal controls have been reviewed during the reporting period. Procedures continue to be in place to ensure compliance with safeguarding, data protection, health and safety of staff, volunteers, young people and visitors to the MAC-UK's projects and these are regularly reviewed.

Public Benefit

In setting objectives and planning for current and future activities, the Trustees have given due consideration to general guidance published by the Charity Commission relating to public benefit, including the guidance 'Public benefit: running a charity (PB2)'.

Financial Review

During the year, total income was £405,464 (2019: £653,608), of which £381,443 related to unrestricted income. Total expenditure was £596,349 (2019: £718,433) resulting in a deficit for the year of £190,885 (2019: deficit of £64,825). Income decreased because of delays in securing funds due to Covid-19.

The trustees kept the financial situation under review during the year. Fundraising results were seriously affected in Spring 2020 by the pandemic and national lockdown. Expenditure

was adjusted accordingly, and income and expenditure realigned by use of the UK Government Jobs Retention Scheme. The trustees agreed a deficit budget for the current financial year (2020-2021), but the budget has since been adjusted so that forecast expenditure better matches the expected income in a Covid-19 funding environment.

93.5% of the charity's expenditure in the year was spent on the delivery of the charitable objectives, 4.7% was spent on fundraising activities and 1.8% was spent on governance. The trustees are satisfied that the level of fundraising costs is appropriate to ensure MAC-UK remains a sustainable organisation.

With thanks to our partners and supporters, MAC-UK was in receipt of £3,750 (2019: £26,250) of in-kind income. This took the form of specialist pro-bono advice and consultancy across the areas of legal, business planning, strategy development and impact management.

MAC-UK welcomes, but is not reliant on, the occasional input of skilled volunteers to assist with projects from time to time. MAC-UK also hosts part-time and short-term student placements of individuals in further or higher education in a field of study related to our work.

Reserves Policy

The trustees have reviewed and agreed the reserves policy which requires sufficient free reserves (unrestricted funds less unrestricted fixed assets) to be maintained to meet three months' operating expenses. Budgeted expenditure for 2020/21 is £440,428 and therefore the level of reserves to be maintained is £110,107 in general funds. At the balance

sheet date, free reserves totalled £201,028. Trustees note the reserves levels exceed policy but they have agreed that in the current climate and owing to the ongoing impact of Covid-19 and uncertainty, that the excess is prudent.

Remuneration Policy

The trustees consider the Board of MAC-UK and the Co Leadership Team as comprising the key management personnel of the charity in charge of directing and controlling the charity and running and operating the charity on a day to day basis.

All trustees give of their time freely and no trustee remuneration was paid in the year. There were no related party transactions in the year 2019/20.

Trustees are required to disclose all relevant interests and register them with the Head of Governance and in accordance with MAC-UK's policy, withdraw from decisions where a conflict of interest arises.

MAC-UK has a salary banding structure in place for the remuneration of its employees, benchmarked with charities of a similar size and activity, to ensure that the remuneration set is fair and comparable with that generally paid for similar roles.

Periodic reviews of the salary banding structure take into account movement in average earnings. Pay reviews for any individual employee take into account the average salary of other employees. In 2019/20, the 3 highest paid members of staff earned between £49,242 - £51,737 full-time equivalent.

Trustees' Responsibilities in relation to the Financial Statements

The trustees (who are also directors of MAC-UK for the purposes of company law) are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires trustees 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 and of its income and expenditure for that period. In preparing these financial statements, the trustees are required to:

- Select suitable accounting policies and then apply them consistently
- Observe the methods and principles of the Charities SORP
- Make judgements and estimates that are reasonable and prudent
- State whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business

The trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies

Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Impact of Covid-19 Pandemic

The Trustees have considered the ongoing impact of the Covid-19 pandemic and government regulations. Trustees consider that the disruption to the charity's business has significantly recovered but that the impact of Covid-19 is long-term.

MAC-UK has a long-established flexible and remote working practice and a deeply embedded culture of risk assessment, risk planning and risk management that has aided our adaptation. The majority of our activities for 2020 were carried out remotely.

MAC-UK's leadership team continues to plan and implement various contingency measures to make sure MAC-UK remains as functional as possible, considering factors such as funding termination or failure to secure new funding, physical distancing, and the loss of key staff to illness. Project teams are doing this work with external partners too, to make sure that delivery can continue, and to support partners through this.

MAC-UK has been focussing on wellbeing and team building since staff started working from home due to Covid-19, and have put substantial efforts into healthy and safe working from home, and into wellbeing initiatives for staff. We believe that our activities will sustain via a blend of online and outdoors, with appropriate protective measures for in-person working.

Going concern

The Trustees are confident that the Charity can continue as a going concern for a period of at least twelve months from the date of approval of these financial statements. The Trustees have a reasonable expectation that the Charity will have adequate resources to continue in operation for the foreseeable future. In the nine months of the new financial year to June 2021, the Charity has secured a new multi-year grant and a major donation from a philanthropist, and expects to record no significant deficit.

MAC-UK Annual Report

The report of the Trustees has been prepared taking advantage of the small companies' exemption within the Companies Act 2006.

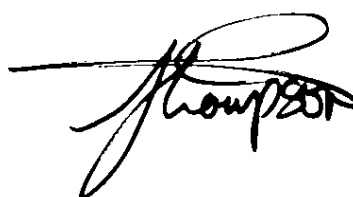
Signed on its behalf by Trustees:



Steph Taylor

Chair, MAC-UK

Date: 07/10/2021



Julian Thompson

Vice Chair, MAC-UK

Date: 07/10/2021



Julia Eisenstadt

Treasurer, MAC-UK

Date: 07/10/2021

I report to the charity trustees on my examination of the accounts of the company for the year ended 30 September 2020 which are set out on pages 18 to 31.

Responsibilities and basis of report

As the charity trustees of the company (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 company 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 company'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 company's 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 Institute of Chartered Accountants in England and Wales, 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 that in any material respect:

1. accounting records were not kept in respect of the company 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.



Stuart McKay BSc FCA DChA

MHA MacIntyre Hudson
Chartered Accountants
6th Floor
2 London Wall Place
London
EC2Y 5AU

Date: 30/11/2021

Statement of financial activities (including income and expenditure account) for the year ended 30 September 2020

		2020 <i>Unrestricted</i> <i>funds</i> £	2020 <i>Restricted</i> <i>funds</i> £	2020 <i>Total</i> <i>funds</i> £	2019 <i>Unrestricted</i> <i>funds</i> £	2019 <i>Restricted</i> <i>funds</i> £	2019 <i>Total</i> <i>funds</i> £
INCOME							
Voluntary income		106,168	24,021	130,189	97,316	183,445	280,761
Investment income		417	-	417	882	-	882
Income from charitable activities		274,858	-	274,858	371,965	-	371,965
Other income		-	-	-	-	-	-
Grants refunded		-	-	-	-	-	-
TOTAL INCOME	2	381,443	24,021	405,464	470,163	183,445	653,608
EXPENDITURE							
Costs of generating funds	3	28,279	-	28,279	9,998	-	9,998
Charitable activities	4	470,618	97,452	568,070	564,728	143,707	708,435
TOTAL EXPENDITURE		498,897	97,452	596,349	574,726	143,707	718,433
Net income/(expenditure)		(117,454)	(73,431)	(190,885)	(104,563)	39,738	(64,825)
Transfers between funds		(16,757)	16,757	-	(13,928)	13,928	-
Net movement in funds		(134,211)	(56,674)	(190,885)	(118,491)	53,666	(64,825)
Funds brought forward		335,239	87,809	423,048	453,730	34,143	487,873
Funds carried forward	12	201,028	31,135	232,163	335,239	87,809	423,048

All gains and losses have been included in the Statement of Financial Activities.
All activities arise from continuing operations.

Balance sheet as at 30 September 2020

		2020		2019	
		£	£	£	£
Fixed assets					
Tangible assets	8		2,187		936
Current assets					
Debtors	9	27,027		48,563	
Cash at bank and in hand		228,781		409,609	
		255,808		458,172	
Creditors: amounts falling due within one year	10	(25,832)		(36,060)	
Net current assets			229,976		422,112
Net assets			232,163		423,048
Unrestricted funds	12		201,028		335,239
Restricted funds	12		31,135		87,809
Total funds			232,163		423,048

The Charity was entitled to exemption from audit under section 477 of the Companies Act 2006. The members have not required the company to obtain an audit for the year in question in accordance with section 476 of Companies Act 2006.

The Directors acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

The financial statements have been prepared in accordance with the provisions applicable to entities subject to the small companies regime.

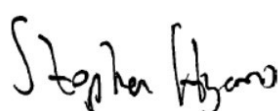
The Financial Statements were approved by the Board of Trustees and were signed on its behalf by:



Steph Taylor

Chair, MAC-UK

Date: 07/10/2021



Stephen Hyams

Trustee, MAC-UK

Date: 07/10/2021

Cash flow statement for the year ended 30 September 2020

	Note	2020 £	2019 £
Cash flows from operating activities:			
Net cash provided by/(used in) operating activities	A	(177,023)	(98,729)
Cash flows from investing activities:			
Investment Income		417	882
Purchases of tangible fixed assets		(4,222)	(120)
Net cash used in investing activities		(3,805)	762
Change in cash and cash equivalents in the year		(180,828)	(97,967)
Cash and cash equivalents at 1 October 2019		409,609	507,576
Cash and cash equivalents at 30 September 2020	B	228,781	409,609
A - Reconciliation of net income/expenditure to net cash flow from operating activities			
		2020 £	2019 £
Net Expenditure for the year		(190,885)	(64,825)
Adjustments for;			
Depreciation of tangible fixed assets		2,971	2,058
Investment Income		(417)	(882)
Decrease in debtors		21,536	(15,827)
Decrease in creditors		(10,228)	(19,253)
Net cash provided by/(used in) operating activities		(177,023)	(98,729)
B - Analysis of cash and cash equivalents			
Cash at bank and in hand		228,781	409,609

Notes to the financial statements for the year ended 30 September 2020

MAC-UK is a private charitable company limited by guarantee. It was incorporated on 10 September 2008 and is governed by its Memorandum and Articles of Association dated 10 September 2008, as amended by special resolutions dated 17 May 2017 and 18 July 2019.

1. ACCOUNTING POLICIES

a) The financial statements have been prepared under the historical cost convention, in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102), Companies Act 2006 and Charity SORP "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)". The financial statements have been prepared using the functional currency, in sterling. The Charity meets the definition of a public benefit entity under FRS 102.

b) Going concern policy

The trustees have assessed whether the use of the going concern basis is appropriate and have considered possible events or conditions that might cast significant doubt on the ability of the charity to continue as a going concern. The trustees have considered the ongoing impact of Covid-19. The trustees consider that the pandemic is likely to continue to cause disruption to the charity's business, however trustees have a reasonable expectation that the charity will have adequate resources to continue to operate in the foreseeable future.

The staff team have put various contingency measures and plans in place to make sure MAC-UK remains as functional as possible, considering factors such as termination or suspension of funding, physical distancing measures, and the loss of key staff to illness. MAC-UK has put substantial efforts into healthy and safe working from home, and into wellbeing initiatives for staff working with those affected by the pandemic. The trustees have made the assessment of going concern for a period of at least one year from the date of approval of the financial statements. In particular the trustees have considered the charity's forecasts and projections and have taken account of pressures on grant income. Trustees have concluded that there is a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. The charity therefore continues to adopt the going concern basis in preparing its financial statements.

c) Income generated from the supply of goods or services is included in the statement of financial activities in the period in which the supply is made.

d) Donations and gifts to the charity are included in the statement of financial activities when the charitable company becomes entitled to the income, it is probable that the income will be received and when the amounts can be measured reliably. Donations and services in kind are recognised as income where the provider of the service has incurred a financial cost. Volunteer time is not included in the financial statements.

e) Income from grants is recognised at fair value when the Charity has entitlement after any performance conditions have been met, it is probable that the income will be received and the amount can be measured reliably. If entitlement is not met then these amounts are deferred.

f) Restricted funds are to be used for specified purposes as laid down by the donor. Expenditure which meets these criteria is allocated to the relevant fund.

Notes to the financial statements for the year ended 30 September 2020

g) Unrestricted funds are donations and other income received or generated for core charitable purposes.

h) Expenditure is recognised in the period in which it is incurred. Support costs are allocated to activities on the basis of staff time spent on each activity.

i) Fixed assets and depreciation

Tangible fixed assets costing £100 or more are capitalised and recognised when future economic benefits are probable and the cost or value of the asset can be measured reliably.

Tangible fixed assets are initially recognised at cost. After recognition, under the cost model, tangible fixed assets are measured at cost less accumulated depreciation and any accumulated impairment losses. All costs incurred to bring a tangible fixed asset into its intended working condition should be included in the measurement of cost.

Depreciation is provided on all tangible assets at rates calculated to write each asset down to its estimated residual value evenly over its expected useful life, which is 3 years for fixtures, fittings and equipment.

Depreciation costs are allocated to activities on the basis of the use of the related assets.

j) Critical accounting estimates and areas of judgement

In the view of the trustees in applying the accounting policies adopted, no judgements were required that have a significant effect on the amounts recognised in the financial statements nor do any estimates or assumptions made carry a significant risk of material adjustment in the next financial year.

k) Financial instruments

The Charity only holds basic financial instruments. The financial assets and financial liabilities of the Charity are as follows:

Debtors - trade and other debtors (including accrued income) are basic financial instruments and are debt instruments measured at amortised cost as detailed in Note 9. Prepayments are not financial instruments.

Cash at bank - is classified as a basic financial instrument and is measured at face value.

Liabilities - trade creditors, accruals and other creditors will be classified as financial instruments and are measured at amortised cost as detailed in Note 10. Taxation and social security are not included in the financial instruments disclosure. Deferred income is not deemed to be a financial liability, as the cash settlement has already taken place and there is simply an obligation to deliver charitable services rather than cash or another financial instruments.

l) Taxation

The Charity is considered to pass the tests set out in Paragraph 1 Schedule 6 of the Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the Charity is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 Part 11 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

m) Pension

The charitable company operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the charitable company in an independently administered fund. The pension cost charge represents contributions payable under the scheme by the charitable company to the fund. The charitable company has no liability under the scheme other than for the payment of those contributions.

Notes to the financial statements for the year ended 30 September 2020

2. INCOME

	<i>Unrestricted</i> 2020 £	<i>Restricted</i> 2020 £	<i>Total funds</i> 2020 £
<i>Voluntary Income</i>			
Donations Receivable	1,930	-	1,930
Gift in Kind Income	3,750	-	3,750
Government Grants	58,488	-	58,488
Grants Receivable (see note 2a)	42,000	24,021	66,021
	106,168	24,021	130,189
<i>Investment Income</i>	417	-	417
<i>Income arising from charitable activities</i>			
Grants Receivable (see note 2a)			
Training & Consultation fees	229,608	-	229,608
Recharges of staff	45,250	-	45,250
	274,858	-	274,858
	381,443	24,021	405,464
<hr/>			
	<i>Unrestricted</i> 2019 £	<i>Restricted</i> 2019 £	<i>Total funds</i> 2019 £
<i>Voluntary Income</i>			
Donations Receivable	30,099	-	30,099
Gift in Kind Income	26,250	-	26,250
Grants Receivable (see note 2a)	40,967	183,445	224,412
	97,316	183,445	280,761
<i>Investment Income</i>	882	-	882
<i>Income arising from charitable activities</i>			
Grants Receivable (see note 2a)	-	-	-
Training & Consultation fees	354,026	-	354,026
Recharges of staff	17,939	-	17,939
	371,965	-	371,965
	470,163	183,445	653,608

Notes to the financial statements for the year ended 30 September 2020

2a. GRANTS RECEIVABLE

	<i>Unrestricted</i> 2020 £	<i>Restricted</i> 2020 £	<i>Total funds</i> 2020 £
<i>Voluntary Income</i>			
Art Against Knives	6,000	-	6,000
The Dyers' Company Charitable Trust	1,000	-	1,000
Leathersellers Company	10,000	-	10,000
Armitage Charitable Trust	25,000	-	25,000
The AIM Foundation	-	24,021	24,021
	42,000	24,021	66,021

	<i>Unrestricted</i> 2019 £	<i>Restricted</i> 2019 £	<i>Total funds</i> 2019 £
<i>Voluntary Income</i>			
Big Lottery Fund	5,947	-	5,947
Mrs Smith & Mount Trust	-	16,667	16,667
Leathersellers Company Charitable Trust	10,000	-	10,000
John Armitage Charitable Trust	25,000	-	25,000
Elliot Simmons Charitable Trust	-	50,000	50,000
Big Potential Big Lottery	-	12,011	12,011
The AIM Foundation	-	25,782	25,782
Berkeley Foundation	-	48,985	48,985
Moore Stephens LLP	20	-	20
Royal Foundation of the Duke and Duchess of Cambridge	-	30,000	30,000
	40,967	183,445	224,412

Notes to the financial statements for the year ended 30 September 2020

3. ACTIVITIES FOR GENERATING FUNDS

	<i>Unrestricted</i> 2020 £	<i>Restricted</i> 2020 £	<i>Total funds</i> 2020 £
Staff costs	20,908	-	20,908
Fundraising and communications	7,371	-	7,371
	28,279	-	28,279
	<i>Unrestricted</i> 2019 £	<i>Restricted</i> 2019 £	<i>Total funds</i> 2019 £
Fundraising and communications	9,998	-	9,998
	9,998	-	9,998

Notes to the financial statements for the year ended 30 September 2020

4. CHARITABLE EXPENDITURE

	Direct Services £	Dissemination £	Influencing £	Total 2020 £
Direct Costs	168,948	241,323	73,795	484,066
Support Costs (see note 5)	29,319	41,879	12,806	84,004
	198,267	283,202	86,601	568,070
	Direct Services £	Dissemination £	Influencing £	Total 2019 £
Direct Costs	223,097	264,363	72,939	560,399
Support Costs (see note 5)	58,933	69,835	19,268	148,036
	282,030	334,198	92,207	708,435

5. SUPPORT COSTS

	Direct Services £	Dissemination £	Influencing £	Total 2020 £
Staff costs	12,991	18,556	5,674	37,221
Office costs	6,529	9,326	2,852	18,707
Other support costs	5,989	8,555	2,616	17,160
Governance costs (see note 6)	3,810	5,442	1,664	10,916
	29,319	41,879	12,806	84,004
	Direct Services £	Dissemination £	Influencing £	Total 2019 £
Staff costs	18,223	21,594	5,958	45,775
Office costs	17,316	20,519	5,661	43,496
Other support costs	18,254	21,631	5,968	45,853
Governance costs (see note 6)	5,140	6,091	1,681	12,912
	58,933	69,835	19,268	148,036

Notes to the financial statements for the year ended 30 September 2020

5. SUPPORT COSTS

	Direct Services	Dissemination	Influencing	Total 2020
	£	£	£	£
Staff costs	12,991	18,556	5,674	37,221
Office costs	6,529	9,326	2,852	18,707
Other support costs	5,989	8,555	2,616	17,160
Governance costs (see note 6)	3,810	5,442	1,664	10,916
	29,319	41,879	12,806	84,004
	<i>Direct Services</i>	<i>Dissemination</i>	<i>Influencing</i>	<i>Total 2019</i>
	£	£	£	£
Staff costs	18,223	21,594	5,958	45,775
Office costs	17,316	20,519	5,661	43,496
Other support costs	18,254	21,631	5,968	45,853
Governance costs (see note 6)	5,140	6,091	1,681	12,912
	58,933	69,835	19,268	148,036

6. GOVERNANCE COSTS

	Total funds 2020	Total funds 2019
	£	£
Audit fees	-	5,400
Independent Examiner's Fees	2,750	-
Legal & professional fees	6,617	4,889
Other governance costs	1,549	2,623
	10,916	12,912

Notes to the financial statements for the year ended 30 September 2020

7. STAFF COSTS

	<i>Total funds</i> 2020	<i>Total funds</i> 2019
	£	£
Gross salaries	413,136	436,245
Social Security costs	29,189	35,816
Pension costs	8,421	7,591
	<u>450,746</u>	<u>479,652</u>
Staff Seconded Costs	-	36,667
Staff training, recruitment and DBS	17,249	17,680
	<u><u>467,995</u></u>	<u><u>533,999</u></u>

The average number of employees during the year was 21.7 (2019: 23.5).

No Trustees received any remuneration for their services nor reimbursement of expenses (2019: None).

The number of employees whose annual remuneration was £60,000 or more were:

	2020	2019
	Number	Number
Between £60,001 and £70,000	<u>-</u>	<u>-</u>

The key management personnel of the charity consists of the Co Leadership Team and the Board of Trustees. The total remuneration of the six key management personal during the year was £170,459, (2019: £118,114)

8. TANGIBLE FIXED ASSETS

	<i>Fixtures, fittings & equipment</i> £
Cost	
At 1 October 2019	47,794
Additions	4,222
Disposals	(17,712)
At 30 September 2020	<u>34,304</u>
Depreciation	
At 1 October 2019	46,858
Charge for the year	2,971
Disposals	(17,712)
At 30 September 2020	<u>32,117</u>
Net book value	
At 30 September 2020	<u><u>2,187</u></u>
At 30 September 2019	<u><u>936</u></u>

Notes to the financial statements for the year ended 30 September 2020

9. DEBTORS	2020	2019
	£	£
Trade debtors	5,001	33,148
Prepayments	14,534	15,415
Accrued income	7,492	-
	<hr/>	<hr/>
	27,027	48,563
	<hr/> <hr/>	<hr/> <hr/>
10. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR	2020	2019
	£	£
Trade creditors	3,997	1,253
Taxation and social security	12,475	16,654
Accruals	7,750	10,643
Other creditors	1,610	7,510
	<hr/>	<hr/>
	25,832	36,060
	<hr/> <hr/>	<hr/> <hr/>

Notes to the financial statements for the year ended 30 September 2020

11. MOVEMENT IN FUNDS

	At 1 Oct 2019 £	Income £	Expenditure £	Transfers £	At 30 Sept 2020 £
Unrestricted funds					
General fund	335,239	381,443	(498,897)	(16,757)	201,028
Restricted funds					
Big Potential	670	-	-	(670)	-
The Aim Foundation	21,854	24,021	(39,674)	-	6,201
NQ Integrate	21,083	-	(36,510)	15,427	-
Governance Inquiry	14,842	-	(16,842)	2,000	-
Royal Foundation of the Duke and Duchess of Cambridge	29,360	-	(4,426)	-	24,934
Total Restricted Funds	87,809	24,021	(97,452)	16,757	31,135
Total funds	423,048	405,464	(596,349)	-	232,163
	At 1 Oct 2018 £	Income £	Expenditure £	Transfers £	At 30 Sept 2019 £
Unrestricted funds					
General fund	453,730	470,163	(574,726)	(13,928)	335,239
Restricted funds					
Mrs Smith & Mount Trust	-	16,667	(16,667)	-	-
Elliot Simmons Charitable Trust	-	50,000	(63,928)	13,928	-
Big Potential Big Lottery Fund	-	12,011	(11,341)	-	670
The Aim Foundation	-	25,782	(3,928)	-	21,854
NQ Integrate Berkeley Foundation	34,143	34,143	(47,203)	-	21,083
Governance Inquiry Berkeley Foundation	-	14,842	-	-	14,842
Royal Foundation of the Duke and Duchess of Cambridge	-	30,000	(640)	-	29,360
Total Restricted Funds	34,143	183,445	(143,707)	13,928	87,809
Total funds	487,873	653,608	(718,433)	-	423,048

All transfers in the year occurred when the projects came to an end. The remaining balance was transferred to MAC-UK's core funds (deficit or surplus).

Mrs Smith & Mount Trust was a grant towards a young people's service in Haringey.

Elliot Simmons Charitable Trust supported excluded young people by providing paid developmental employment opportunities.

Big Potential - Big Lottery funded work developing a social impact strategy and methodology, business planning and consideration of social investment.

The AIM Foundation - to address the social and health inequalities that leads to serious youth violence through co-producing prevention solutions with excluded young people which can eventually influence policy, legislation and systems change.

NQ INTEGRATE - supported by the Berkeley Foundation, the fund is training the INTEGRATE workforce (newly qualified Clinical Psychologists using INTEGRATE framework) to contribute to and improve the systems young people come into contact with and their experience.

Governance Inquiry - Funded by the Berkeley Foundation to carry out an inquiry on power, equality, and diversity within the charity, to develop solutions and to share our learning within the sector to effect systems change.

Royal Foundaton of the Duke and Dutchess of Cambridge - to enable young people to develop and innovate their own solutions to youth violence. MAC-UK provides supporting structures to enable youth-led plans.

Art Against Knives

The Dyers' Company Charitable Trust

Leathersellers Company

Armitage Charitable Trust

Notes to the financial statements for the year ended 30 September 2020

12. ANALYSIS OF NET ASSETS BETWEEN FUNDS

	2020	2020	2020
	<i>General fund</i>	<i>Restricted funds</i>	<i>Total funds</i>
	£	£	£
Tangible fixed assets	936	1,251	2,187
Net current assets	200,092	29,884	229,976
	<hr/>	<hr/>	<hr/>
	201,028	31,135	232,163
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>
	2019	2019	2019
	<i>General fund</i>	<i>Restricted funds</i>	<i>Total funds</i>
	£	£	£
Tangible fixed assets	936	-	936
Net current assets	334,303	87,809	422,112
	<hr/>	<hr/>	<hr/>
	335,239	87,809	423,048
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>

13. CONTROL

The charitable company is controlled by its trustees. There is no one ultimate controlling party.

14. RELATED PARTIES

During the year there were no transactions with related parties (2019: no transactions with related parties).

15. POST BALANCE SHEET EVENTS

There are no post balance sheet events.



20 East Road, London, N1 6AD

info@mac-uk.org

<https://mac-uk.org>
