

Trustees report and financial statements

for the year ended 30 September 2020



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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

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
 - 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

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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

Charity structure, governance and management

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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 Unrestricted funds £	2020 Restricted funds £	2020 Total funds £	2019 Unrestricted funds £	2019 Restricted funds £	2019 Total funds £
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.

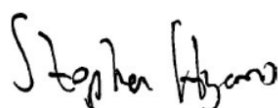
The Financial Statements were approved by the Board of Trustees and were signed on its behalf by:



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
	<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>	<i>Restricted</i>	<i>Total funds</i>
	<i>2020</i>	<i>2020</i>	<i>2020</i>
	<i>£</i>	<i>£</i>	<i>£</i>
<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 Alm Foundation	-	24,021	24,021
	42,000	24,021	66,021

	<i>Unrestricted</i>	<i>Restricted</i>	<i>Total funds</i>
	<i>2019</i>	<i>2019</i>	<i>2019</i>
	<i>£</i>	<i>£</i>	<i>£</i>
<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 2020 £</i>	<i>Restricted 2020 £</i>	<i>Total funds 2020 £</i>
Staff costs	20,908	-	20,908
Fundraising and communications	7,371	-	7,371
	28,279	-	28,279
	<i>Unrestricted 2019 £</i>	<i>Restricted 2019 £</i>	<i>Total funds 2019 £</i>
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
	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

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	<u>17,249</u>	<u>17,680</u>
	<u>467,995</u>	<u>533,999</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	<u>(17,712)</u>
At 30 September 2020	<u>34,304</u>
Depreciation	
At 1 October 2019	46,858
Charge for the year	2,971
Disposals	<u>(17,712)</u>
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/>
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/>

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 Foundation of the Duke and Duchess 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/>
	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/>

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.



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