



EMERGE 3Rs

Annual Report and Financial Statements

For the year ended 31st March 2023

Company number: 3556346

Charity Number: 1132944

Company number 3556346

Charity number 1132944

Registered office and operational address

Maynard House, New Smithfield Market, Manchester M11 2WJ

Trustees Trustees, who are also directors under company law, who served during the year and up to the date of this report were as follows:

Andrew Chicken
Christopher Shearlock (resigned January 2023)
Anthony Baldwinson
Erinma Bell
Michelle Duncalf
Brigit Egan
Fiona King
Margaret Walker (resigned January 2023)
Shirley Jones
Aileen Edmunds
Robin Barnett
Bertrand Stern-Gillet (appointed 21 September 2022)

Company Secretary Lucy Danger

Key management personnel	Lucy Danger	Chief Executive
	Jayrissa Thompson	Finance Controller
	Elizabeth Lauder	Head of Volunteer & Employability
	Ruth Downes	Head of Development FareShare GM
	Derek Shelton	Head of Operations FareShare GM
	Sandy Middleton	HR & Office Coordinator

Bankers The Co-operative Bank plc
PO Box 101
Manchester M60 4ER

Auditors Naveed Ahmad
Chittenden Horley
HGA accountants Chartered Accountants & Registered Auditors
Hyde Park House
Cartwright Street, SK14 4EH

The Trustees present their report and the audited financial statements for the year ended 31st March 2023.

Reference and administrative information IS set out above on page 2 forms part of this report. The financial statements comply with current statutory requirements, the Memorandum and Articles of Association and the Statement of Recommended Practice - Accounting and Reporting by Charities: SORP applicable to charities preparing their accounts in accordance with FRS 102.

Objectives & Activities

EMERGE 3Rs is an environmental charity whose primary activities include:

- Running FareShare for Greater Manchester, East Cheshire and High Peak (FSGM) and acting as a leading partner with the UK's largest food charity, FareShare, regionally. FSGM seeks to combat food waste and fight hunger and food poverty by redistributing surplus in-date food and other consumables generated mainly by the food industry to local charities, schools, community organisations and public agencies.
- Providing opportunities for work experience and skills' development through our 'Give & Gain' Volunteering and Employability activities, which support local people to gain personal development, on-the-job experience and qualifications, through a variety of accredited courses and training opportunities.

EMERGE 3Rs' purposes, as set out in its Memorandum and Articles are, for the benefit of the public:

1. To promote the conservation, protection and improvement of the physical and natural environment, by the promotion of waste reduction, reuse, recycling, use of recycled products and the sustainable management of resources.
2. To advance the education of the public in the conservation, protection and improvement of the physical and natural environment, in particular all aspects of waste regeneration, resource management and waste reduction, re-use and recycling.
3. The relief of poverty.
4. The preservation and protection of good health, in particular by the promotion of good nutrition.

We work closely with our sister social enterprise, EMERGE Recycling Limited, a separate social enterprise company and a Community Benefit Society, which operates Touch Wood, rescuing unwanted timber from a wide variety of sources, including construction and demolition sites, for onward reuse, recycling and repurposing by the general public. They also create and sell bespoke wooden products.

EMERGE's Vision, last revised in May 2022, is to be a leading charitable group that is, across Greater Manchester:

- **Working hard to make our world a better place**

Our Mission statement is:

Together we make a real difference, inspiring change by

- **rescuing valuable resources and**
- **improving lives**

EMERGE's Values, which we work with our staff team to consistently embed in our day to day operations and ways of working, are:

1. We have **integrity** – we are honest and act in a decent, fair and truthful way.
2. We value **difference and diversity** and treat everyone **respectfully** – we are polite, well-mannered, considerate, obliging and attentive.
3. We **pioneer** innovative solutions: we are explorers, trail-blazers and eager to try out new ways of working.

4. We are **accountable** to our wider community, our customers, our volunteers, staff our board and ourselves: As a social business it's important to us to be answerable to the wider community.
5. We **influence** social and environmental change in Greater Manchester and beyond: We seek to guide and affect positive behaviours.

This report provides information on the activities of EMERGE 3Rs from 1st April 2022 to 31st March 2023 and has two parts:

- A review of our impact and activities, governance and management
- A detailed review of our finances for the year

Our Trustees and Team review the aims, objectives and activities of EMERGE 3Rs annually. This year we worked together in May thanks to Jerry Scott, our facilitator, who has been guiding our strategic work over the course of our 3-year plan. This document summarises what the charity has achieved and its outcomes in the reporting period. The review also helps our Trustees ensure that the charity's aims, objectives and activities remain focused on its stated purposes.



The Trustees have referred to the notes contained in the Charity Commission's general guidance on public benefit when reviewing the charity's aims and objectives and in planning its future activities. In particular, the Trustees consider how planned activities will contribute to the aims and objectives that have been set.

EMERGE 3Rs' Activities & Impacts

In the year 2022-2023, our 25th year since registering in 1998, we continued to work towards realising our mission through our services and related projects and initiatives.

We believe that there should be no reason that people go hungry while perfectly good food goes to disposal. Our work in running FareShare Greater Manchester is changing that equation. By rescuing surplus food from growers, suppliers, and manufacturers we make sure it helps to feed those who need it most within our community.

The environmental toll of food waste is substantial – 25% of the UK's annual CO₂e emissions can be attributed to food waste. Meanwhile, 480,000 households in Greater Manchester were grappling with low or very low food security in 2022-23. In response, EMERGE ran FareShare Greater Manchester, operating two warehouses and intercepting over 2300 tonnes of surplus food from the food system, in order to channel this resource to our partner charities, schools and community groups who, in turn, support families and individuals struggling with poverty.

From breakfast clubs to shelters, hospices, food banks, and community pantries, we continued to use the power of food to help create stronger communities. The cost-of-living challenges intensified the struggles faced by families and individuals across the city region and beyond, as is well reported, pushing more people into the grip of food insecurity. Many have been forced to skip meals, feel hunger without eating, or go entire days without food. As the largest food redistributor in the North West, we redistributed essential sustenance by way of 1,955 tonnes contributing 4.65 million meals to 292 charity groups in the reporting period. Please see Figure 1 below for a summary of outputs.

EMERGE operates in the heart of East Manchester, an area with some of the highest rates of poverty in England. An estimated 69.4% experience out of work poverty, and 16.2% experience in-work poverty, due

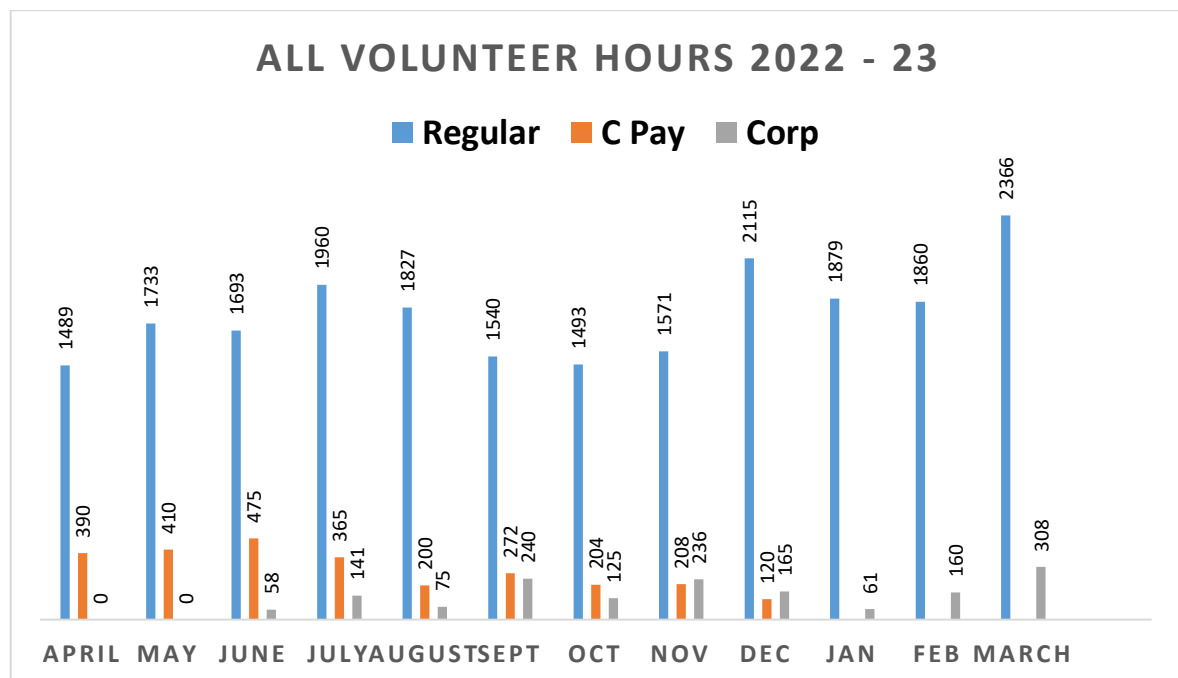
to the increasing costs of food and fuel, worklessness and lower educational attainment. Locally, the five wards around our base, have some of the highest deprivation in the city region, illustrated by higher numbers of benefit claimants. There are six job clubs within a two-mile radius of our location, which signifies the level of need. Through our volunteering and work experience offer, our intention, as always, has been to inspire more people to join us to help out in both FareShare and also Touch Wood, with the chance to increase their skills and work experience in the process.

Volunteering & Employability

East Manchester employment opportunities have an over-representation of low skilled occupations, as traditional sectors have declined and the growth sectors replacing them include warehousing and logistics. Our FareShare warehouse and Touch Wood enterprise work experience provide various valuable opportunities to become job ready and strengthen CVs in both low and higher skilled types of work. During this year, thanks to two significant funded programmes and the ongoing support from our wonderful corporate supporter, CDL, we were able to refocus our efforts towards recruiting and training volunteers who are disadvantaged and/or unemployed, to provide them with vocational qualifications and with on and off the job support and training, suited to their Personal Development Plan.

We continue to work closely, as we have over the last 20 years, with Job Centre Plus and various agencies locally, including training bodies, to identify the issues locally and in the wider economy, to most appropriately recruit, engage and support local people who are unemployed, to meet the demands of the market place for paid work. We also work with colleges, educational bodies and the VCSE organisations to help people who are furthest from the job market.

From April 2022 – March 2023 we were very grateful to receive a total of 21,526 hours from ‘regular’ (including trainee) volunteers and additionally, 2644 hours from the Community Pay Back (Probation Service) Scheme. We stopped working with the latter at the end of 2022 but hope to work with them again in the future.



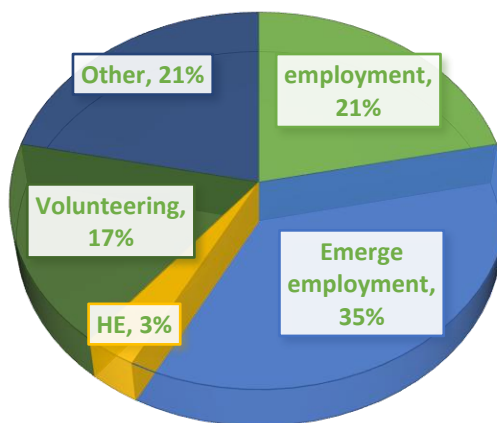
The Green Employment and Skills Programme January – June 2022

We embarked upon a funded 'Green Employment & Skills Partnership' developed and run by One Manchester Housing with various community sector partners, during the year. Paid to work 21 hours per week with us, on the living wage, with a package of training, this was a major boost to our operations. The scheme continued to go from strength to strength across the remainder of 2022, gaining significant momentum and achieving multiple positive outcomes both for EMERGE and the individuals concerned.

Number of trainees on programme:

- 20 recruited across the period (12 was the target in our initial application)
- 11 full placements; 5 short placements; 4 placements not completed

GREEN EMPLOYMENT PROGRESSION



"I really enjoyed working at FareShare... This whole experience was very good for my mental health. Special thanks to Andy!

Always there to help me and guide me through everything". K

I was quite low in confidence before starting at EMERGE and found it quite tough to adapt, but after a while, I really adapted to the role." C



"When preparing wood, I feel like part of the team. It's very satisfying. Breaking pallets is satisfying in terms of the green agenda as each board removed is literally being re-used later in the day". AG

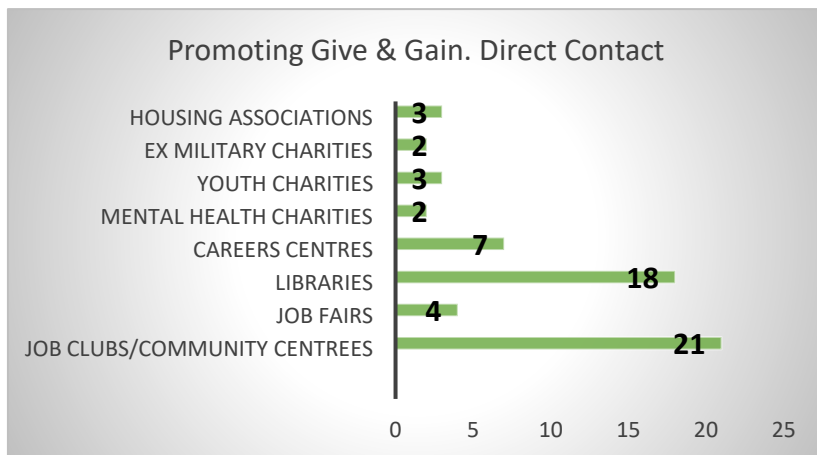
"Rewarding, satisfying and uplifting. Enormous regret about the Green Jobs initiative coming to an end". Francis

"I have enjoyed my placement, it has helped me build my confidence and social skills. I feel independent and able to achieve my goals". T

CAF – Give & Gain Programme

We were thrilled to have secured support from Charities Aid Foundation for a major project working with young people aged 16-25, providing volunteering, work experience, training and employability which spanned the prior year and this period.

Promotion & Recruitment

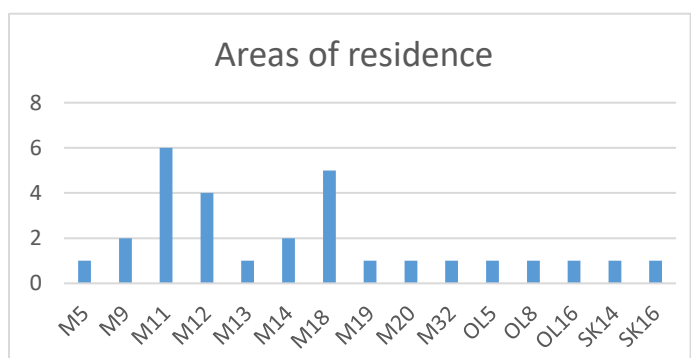


In total 73 volunteers engaged with the programme.

As you can see from the list, we gained trainees through a wide range of organisations and also through events. Recruitment involves a lot of work publicising our programme in a variety of ways in order to reach far and wide, not only relying on social media or our website.

It proved challenging to only recruit volunteers in our immediate locality, so we extended the opportunity further afield, through our various partners, through social media activities and referrals.

Many of the volunteers we recruited to the Green Jobs scheme were graduates. Despite possessing this level of education, they still faced barriers into employment. In most cases the volunteer had completed their degree in their home country before moving to the United Kingdom. As a consequence, they either lacked UK-based employment experience and references, or the necessary English skills to secure work. The other trainees were from a variety of educational backgrounds. Many had finished school with some GCSES and had also studied some vocational courses. Several displayed signs of additional learning needs, and two had a diagnosis of autism. Additional support was provided by the project administrator, with supervision by our Head Volunteering & Employability.



Several volunteers took part in cookery workshops with our friendly trainer-chef Jason Palin, during the course of the year. This also enabled us to offer meals to our staff and volunteers which was a well-deserved and welcome boost to the working day.



Our Volunteer Awards 2022 were beautifully catered for by Jason and volunteers with an array of tasty treats, in our wonderful staff canteen which came in to its own this year as we hosted several events and gatherings as well as regular lunches.

Corporate Volunteering picked up again in 2022-23 and we were very lucky to secure support from the Zochonis Trust, who kindly funded a new role, coordinating employer supported volunteers. A fantastic 29 companies provided 301 volunteers who gave us 1569 hours of support 😊

FareShare Greater Manchester

Our partnerships with VCSE organisations span the entire spectrum of life – from birth to hospice care. The 292 Community Food Members (CFMs - beneficiary organisations) we support represent a diverse array of groups, catering to the needs of the elderly, young families, the BAME community, disabled individuals, and those facing homelessness. In the year 2022-23 alone, we were able to provide food to 33,240 individuals thanks to our CFMs.

Insight from FareShare UK's Social Return on Investment research demonstrates that ensuring people have access to nourishing food can alleviate long-term burdens on healthcare and social services. For every £1 invested in FareShare, we generate £5.72 in social value, with significant additional benefits. Our partner charities affirm that their service users now have greater access to nutritious, affordable meals and the CFMs save up to £7k on average, per year, by accessing the food through us. As a result, these charities are reaching more individuals, by using funds saved from accessing FareShare food to expand their services.

We operated at maximum capacity over the period, with a waiting list of charity groups awaiting our support. Food supply was under pressure with supermarkets working harder than ever to reduce waste and maximise sales to the public, by discounting more short life food. We saw a general trend towards more catering and surplus foodstuffs from manufacturing, providing us with a range of opportunities and issues to work differently with our CFMs and the wider VCSE. The table below provides an overview of our outputs, compared with the prior year.

FareShare GM Dashboard	Total year Apr22 - Mar23	Compared with total Apr21 - Mar22	Average monthly total 22-23
Food In	2,258 tonnes	2,391 tonnes	188 tonnes
Food Out	1,955 tonnes (86.58%)	2,158 tonnes (90.2%)	163 tonnes (86.5%)
Meals	4,655,318	5,139,265	387,943
Waste	145 tonnes (6.4%)	276 tonnes (11.5%)	12 tonnes (6.4%)
Active CFMs receiving	292	276	213
New CFMs	46	36	4
Approx. beneficiaries	32,996	31,190	26,245
Embedded CO2e emissions saved	3,128 tonnes	3,452 tonnes	261 tonnes
Embedded water saved (litres)	2,932 million	3,237 million	244 million

Highlights

We achieved Gold Standard in our annual food safety and compliance external audit and were heralded to be one of the highest performers in the FSUK network! Here's what the auditor said in an email to our Head of Operations, Derek Shelton: "I was really impressed with you and your set up at Manchester and truly efficient process of reaching out and redistributing to needy, quite humbling really." JT from FSSI (UK) Ltd.

We have clearly benefited from the new warehouse and yard, albeit we made the commitment to employ a full time yard coordinator, on health and safety grounds. We were also delighted to be endorsed on his visited in August 2022; Left: Lindsay Boswell, CEO FSUK (retired 2023). Huge thanks to Lindsay for all his fantastic support over many years.



Slow Cooker Project

We were thrilled to have the opportunity to gain support from James Tagg, MUFC Head Chef and his team, who undertook 'Train the Trainer' training for representatives from 18 of our CFM beneficiary groups in the use of slow cookers. Groups then supplied training to individuals and households together with a slow-cooker, to assist them over the winter months. Massive thanks to John Shiels, CEO at Manchester United Foundation, for arranging the training for FareShare GM, along with 10 tried and tested recipes for slow-cookers and a goodie bag' of ingredients. We are thrilled to enjoy the ongoing help and support from John and his team.

Huge thanks also to the Zochonis Trust who generously gave EMERGE 3Rs additional funds this year, enabling us to buy 1000 slow cookers to distribute through our CFM partners to help the wider community in the difficult winter months.

FareShare Plus

Our 'cash and carry' type service offering, FareShare Plus, continued successfully this year albeit operating out of our old warehouse, E6-8. The model, which enables charities and community groups to come and choose food and drink items from our depot, in bulk, has enabled us to increase our capacity and serve even more beneficiaries; it represents around a fifth of the overall food throughput and income from our CFMs. Very well done to Karina and all the team ☺

The operation moved into F21-25, opposite Maynard House in early 2023, here are the units nearly ready...



Local & Regional Food Sourcing

Ruth continued to develop existing and new business relationships, helping to build our supply base and ensure sustainable and collaborative partnerships. We secured 309 tonnes of food, 13.6% of our overall food from our own sourcing work. We are hugely grateful to all our food donors and delighted to be working with Cranswick Bury, Greencore Warrington, Gusto Warrington, The Bread Factory, Wrights in Crewe, Co-op Lea Green and Warburton's over the last year thanks to Ruth's endeavours. We also received an amazing one off donation from Food Pro Wigan.

We are also hugely appreciative for all the efforts to help us sustain food supplies by the FareShare UK teams, especially food sourcing team; thanks also to Tesco's for the PCP donations.

'Finishing' Maynard House

The Break-out room was used more and more for training, corporate bookings, hosting network (FSUK and Community Wood Network) and various meetings. We upgraded it as planned, with a carpet!



Our well-being garden also began to take shape, we installed 5 fruit trees, also contributing to 'the Queen's Canopy' national tree-planting initiative. We were delighted to have the late Commander Janet Evans MBE DL RNR and Dr Carl Austin-Behan OBE DL of Greater Manchester Lieutenancy, his baby daughter Willow and the Regional Director from GXO with us, celebrating this event:



We were hugely proud to officially 'open' the building in September 2022 with a fabulous well-attended party, speakers including Kris Gibbon Walsh from FareShare UK and Cllr John Hacking from Manchester City Council. Massive thanks to BBC News Presenter Nina Warhurst (courtesy of our friend Sian Astley!), our Patron Kath Robinson DL and our young supporter Caleb (who remarkably raised funds for us during COVID by writing to Marcus Rashford), for 'cutting the ribbon' and opening Maynard House. Our refurbished eco-HQ was re-named after Melanie Maynard, Marcus Rashford's Mum, to remember her efforts and those of every parent who work hard to support their children, even when the going is tough.



Huge Thanks to all our funders & supporters

We are extremely grateful to all our funders, sponsors and funding, and in many cases, those who kindly gave us time and materials. Huge thanks to our major ongoing supporters like CDL Software, The Zochonis Charitable Trust, FareShare UK, as well as all the wonderful donors, grants, trusts and foundations who support our activities and projects at different times across the years. This year we would like to give thanks to the Charities Aid Foundation, the Garfield Weston Foundation, Manchester United Foundation, Manchester City Council OMVCS and also the CARF fund; Young Manchester Covid Recovery Grant & the Rafiki Project partners, Manchester Green Economy Employment Partnership, Business Support Ltd (Business Growth Hub), the Government's Kickstart Scheme, the Schroder Charity Trust, the Skelton Charity; to Marcus Rashford for supporting us again via the Withington Walls Project, the Charities Trust, the Chillag Family Trust, the Broom Foundation, the Duchy of Lancaster Benevolent Fund, the Orr Family Foundation, Tesco's Community Grant scheme, the Trelis Charitable Trust and for an ESF grant via WEA. Also big thanks to the following companies, organisations and individuals for their generous donations: Chris Eldridge, Arnold Clark, Vermillion, Howdens, Calder Shop fitters, the Claim Guys, EnriCH4/BioteCH4,

Altrincham Rotary Club; St Christopher's RC Primary School, Cargill, Enterprise Car Rental, Enterprise RAC UK, Avignon Capital, Candex Solutions/HSBC, Selfridges, James Blackburn, SQW Ltd, IPG, Albany, N. Brown Group, Autotrader and the Dept for Business, Energy & Industrial Strategy.

Massive thanks to the many individuals who donated to us via Virgin Giving, Just Giving, Giving.com, other platforms or directly to us, we are very grateful, including Gift Aid, which gives a lovely boost to individual giving. And to everyone who gave their valuable time, which is the equivalent of paid staff, to the charity. Thanks to all our staff team for their hard work, ongoing commitment and loyalty, in the face of the many challenges we incurred, and for forging ahead and making great progress on many fronts. We are hugely indebted and appreciative for all the kind support and commitment provided. Thanks very much to our Trustees too for their dedication, diligence and for providing continuity and strategic support.

Touch Wood

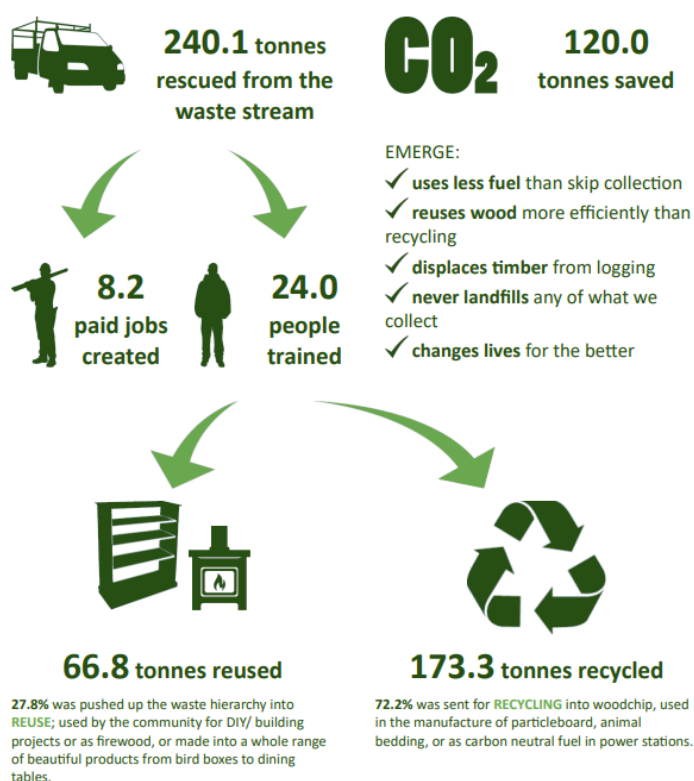
EMERGE 3Rs continues to provide trainees and volunteers to gain employability, training and work experience through Touch Wood. The outcomes for 2022-23 are in the adjacent table.

Touch Wood successfully expanded in the year, with a major project with an online retailer, several large commissions and many more customers, providing excellent opportunities for staff and volunteer development alike. Significantly, it took on 6 trainees through the Green Employment partnership, retaining 4 of them, following the programme end.

Going Forward: Plans for the future

April 2022-March 2023 was a slightly more challenging financial year for EMERGE 3Rs, with the move of all operations over to Maynard House, efforts to complete the building and grounds refurbishments so to maximise the benefits and enhance the funds from various activities (including potentially things like room rental). Following our Board Strategy Day our Senior Leadership and staff teams have been working on improving existing work and developing new projects for EMERGE 3Rs, keeping its founding principles at heart. We will continue to build stronger relationships with funders, donors, corporate sponsors and our wider community, to help us continue the work we do and to increase our positive impact and influence. With many VCSE groups on our FareShare GM waiting list, we plan to raise further funds from a variety of sources and achieve greater organisational resilience in order to support the increased need in the city-region including toddlers in pre-school, adults facing learning difficulties, the elderly, homeless populations, unpaid carers, schoolchildren and their families, students, individuals reintegrating after incarceration, along with culturally specific provision for African, Asian, and Jewish communities. Expansion would allow us to help more groups with more food, training courses, and equipment to continue to build a stronger, more inclusive Greater Manchester for everyone.

SOCIAL AND ENVIRONMENTAL IMPACT REPORT EMERGE



We will also continue to strive to help experiencing long term unemployment, poor mental health, those from BAME backgrounds and other disadvantaged individuals to volunteer and in doing so, help them gain valuable work experience, online certificated awards and work related employability including team work, confidence, motivation and communication skills.

EMERGE's Themes for our Tactical Plans for 2022-2023 continued to be: 'Pulling together' and 'Striving for Excellence' and with a focus on better communications, staff and partner engagement, volunteer feedback and retention. Our strategic development themes come under the headings of 'growth', 'influence', 'sustainable operating model' and 'effective team feeling successful'. Further work to scope out targets is planned to take place in early 2023. As part of this process we will be consulting our teams and involve them in the strategic planning for 2024-27.

A key plank in our forward plan and thinking is to engage more of our partners fully, through a specific engagement strategy, with criteria around mutual and active involvement.

Governance & Structure

EMERGE 3Rs is a charitable company limited by guaranteed, originally incorporated on 1st May 1998 under the name 'EMERGE Recycling'. We registered with the Charity Commission as a charity in England and Wales (no 1132944), on 24th November 2009 and changed the name and company rules. EMERGE 3Rs continues to be governed under its rules (known as Memorandum and Articles of Association), last revised in 2021.

The Trustees are simultaneously company directors and members of the charity; this entitles them to voting rights but no beneficial interest in the charity. Members of the charity guarantee to contribute an amount not exceeding £1 to the assets of the charity in the event of winding up.

All Trustees give their time voluntarily and receive no benefits from the charity, other than as disclosed in Note 11 to the accounts.

Trustees are recruited with a wide range of skills, experience and diverse backgrounds in order to ensure the sound governance and decision making towards the mission and strategy of EMERGE. New Trustees receive an induction including making them aware of their legal responsibilities, EMERGE's policies, decision making and strategic plan. The Trustees constitute the charity's governing body. The Board of Trustees meet quarterly with various sub-committees, listed below, meeting in between Board meetings and reporting back.

Fiona King and Rob Barnett acted as Vice Chair during this period with Brigit Egan returning as Chair of the Board. Fiona led the Board in overseeing the implementation of the Governance sub-committee (GSC), following Maggie Walker's departure, specifically to ensure the Board is fulfilling its duties. Areas of focus during 2022-23 for the GSC were the overall skill-set of the Board including formal Board Trustee requirements, and the further development of a robust Risk Management Policy and Framework.

There are several established sub-committees which continued to play an important role:

- Finance Sub-Committee – overseen by Shirley Jones, Treasurer
- Governance Sub-Committee – overseen by Fiona King
- HR Sub-Committee – overseen by Fiona King
- Health and Safety Sub-Committee – overseen by Andy Chicken

Also, a subcommittee supporting Volunteering & Safeguarding was set up at the year end, supported by Tony Baldwinson.

Subcommittee's work closely with the charity's staff to identify and progress key issues. Where possible we also use Board member's expertise in areas such as fundraising, marketing and volunteer safeguarding.

Recruitment for some roles continue to be challenging but we are using all feasible recruitment methods, with a number of roles filled by volunteers, graduates or work placements as appropriate and with the ethos of growing our own talent, wherever possible.

The Trustees work closely with the SLT to develop and approve the strategic plan and annual budgets as well as overseeing policy changes and regularly reviewing the financial position and the year-end accounts. The Senior Leadership Team (SLT), led by the Chief Executive, is responsible for implementing the organisation's strategy and for progressing agreed key aims and objectives. All key operational decisions are delegated by the Trustees to the Chief Executive and SLT. The SLT are listed on page 2. Cohesiveness and collaboration between the Board of Trustees and Senior Team was further developed throughout 2022/23 via strategy days, meetings and events.

We would like to thank Chris Shearlock for his thoroughness over financial matters and his commitment of time and we are sorry to see him go during this financial year. Equally, Maggie Walker has been a huge asset to EMERGE 3Rs, as a steady pair of hands, assisting to set up our Governance Working Group and providing pragmatic diligence over several years for which we are very grateful.

In terms of the methods we use to recruit and appoint new charity trustees, we follow the good practice charity governance code; we have an open and inclusive recruitment ethos and actively seek to represent our wider community in terms of race, ethnicity, gender, disability and sexuality. We have a formal application process which we use for both co-options (in between Annual General Meetings) and annually. We follow our constitutional provisions for appointment, with elections at our Annual General Meeting.

Structure

In November 2019 the charity's subsidiary, EMERGE Recycling, was divested and became a Community Benefit Society ('Ben Com'); it now operates independently from the charitable company. There remain some shared costs, including central staff costs and premises, which are invoiced by the charity to EMERGE Recycling on a full cost recovery basis with agreed terms. In April 2021 the Trustees supported the decision to move the Touch Wood workshop activities into EMERGE Recycling. EMERGE Recycling continues to work alongside EMERGE 3Rs and we have maintained a positive shared ethos and joint working, wherever feasible.

The charity and the ben com are completely separate entities albeit have some shared personnel, support systems and their operational base which are managed on a fully recharged basis by 3Rs to Recycling.

Brigit Egan, Andy Chicken and Shirley Jones are Trustees of EMERGE 3Rs and also Non-Executive Directors of EMERGE Recycling. Jayrissa Thompson and Lucy Danger are both Executive Directors of EMERGE Recycling whilst also being employees of EMERGE 3Rs.

Staff Pay Policy

Our approach to staff pay is designed to ensure we can attract and retain the right people who have the experience, values and skills we need to achieve our mission and deliver our strategic goals. It is applied consistently across the whole organisation including the SLT.

We aim to pay competitively whilst also affordably using external salary surveys and other tools to help us benchmark our salaries. During the year the Board supported the principle of the Real Living Wage for all employees with increases kept in line with inflation expectations and we became an accredited member of the Living Wage Foundation.

Annual increases are discussed whilst setting the budget considering inflation and the current economic conditions faced by our staff. These are approved by the Board and applied to all employees.

Related parties and relationships with other organisations

EMERGE 3Rs is part of the FareShare UK food redistribution network of independent charities and organisations wherein we formally partner with FareShare UK (the national charity) to run the FareShare operation in a geographical region. In our case, the region is Greater Manchester, High Peak and East Cheshire, at this time. Accordingly, all partner organisations, including EMERGE 3Rs, runs its FareShare operation in line with the food safety policies and procedures set out by FareShare UK, in its Operational Guidelines.

Financial Review

EMERGE 3Rs continues at the forefront of supporting vulnerable families and individuals in Greater Manchester while the country moved into a period of high inflation, rising fuel costs and reducing food supplies. Our focus for the financial and business strategy, during the year, is to build our financial resilience for the future to maintain our operations to supply food and volunteering opportunities within the community.

We continue to strive to move our FareShare operations towards full cost recovery, with more income generated from the supply of food, however, this has been challenging in the current climate due to a reduction in volumes of food and the continued financial struggle for many of the Community Food Members whom we supply.

The charity saw an 14% combined increase in our charitable activities income for FareShare GM and Give & Gain in spite of the pressures we faced in the competitive fundraising environment. Given that the redevelopment of Maynard House was largely completed in 2022, as planned, the reduced income was anticipated.

Despite the increased costs of living and challenging operating circumstances around food donations over the course of the year, we are delighted to have achieved a surplus in unrestricted funds of £151,635. Our free reserves have nearly doubled, from £44k to £98k providing stability for the charity going forward. Our balance sheet currently holds unrestricted funds of £290,290, in line with our Reserves Policy (see below for more info).

The charity's assets have been boosted by the capitalisation of Maynard House. These assets have been depreciated based on their expected economic life for the period of occupation.

Our cash position has remained healthy, but we continue to monitor cash flow and manage requirements for day-to-day operations, including investment to replace assets such as vehicles for food delivery as the fleet ages and falls outside of current emission regulations.

Achievement of the long-term goal to move to more appropriate premises significantly improved our efficiency in food distribution as well as the working environment for our volunteers and employees. We continue to fundraise and develop the facilities at Maynard House to meet the needs of the community in which we work.

Fundraising

Raising money remains an ongoing and clear focus going forward with a full operational cost recovery goal in place so that we can increase our reach and give stronger support to our communities in the coming years.

EMERGE 3Rs has a dedicated fundraising team involving direct support and expertise from the Chief Executive. Our approach is to strive to comply with good practice standards across all of our fundraising activities, albeit we are not currently bound by the terms of any specific scheme. All of our fundraising is currently managed by our own staff. We do not employ any third-party professional fundraising organisations to carry out our activities, other than using a third-party payment platform to receive and assist us to achieve online donations. The platform used provides security processes to protect donors and the charity, and their funds, and reduces our administrative burden and costs.

We continue to be aware of the potential for complaints from supporters (although we didn't formally receive any during the year) which tend to relate to the fees charged by the payment platform; consequently, we are mindful and attentive to the ongoing issues around value for money of this service. We are fully committed to addressing any expressions of dissatisfaction or issues raised on the part of our supporters and to examining ways to improve the levels of our service to them.

Reserves

EMERGE 3Rs Reserves Policy is to hold a minimum of two months running costs in unrestricted reserves to provide a cash flow buffer, to cover day to day expenditure for example if there are any delays in grant payments. During 2022/23 the reserves policy has been achieved, however, we continue to be mindful of costs to maintain the financial position but also remain vigilant with cash flow to ensure we have the funds to pay expenses when they arise.

Managing Risk

EMERGE 3Rs manages the uncertainty as we respond to changes within the food industry and the wider political-economic environment to ensure that should any risks crystallise we are in a good position to mitigate the impact. The Board monitors risks that could materially impact our ability to achieve our objectives and continue to supply food to the under-served in our community. The Board is cognisant that effective management of risks is therefore essential to the achievement of our long-term goals.

EMERGE 3Rs manages risk in accordance with the Risk Appetite Framework set by the Board. Each risk is detailed in the Risk Register with the inherent and residual impact ratings and mitigating controls in place. A consistent approach is used in the identification, evaluation, mitigation and monitoring of our principal and emerging risks listed below.

In the course of our work, the Trustees have assessed the major risks to which EMERGE is exposed, in particular those relating to the finances and operation of the charity and are satisfied that the correct systems are in place to mitigate our exposure to these major risks.

Principal Risk	Impact	Mitigation	Update
Health and Safety in workplace including Food Safety	Moderate	Health and Safety sub-committee A Health and Safety Officer to oversee and resolve issues. Clear Health and Safety policy with employee training and awareness programme	The health and safety of our employees continues to be a priority and we continue to monitor incidents to inform future mitigation and prevention Staff training and safety sessions continue with the continued development of Maynard house

		FareShare National Annual Audit Food Safety Regime	
Safeguarding for Staff, Volunteers, Beneficiaries and Customers	Moderate	External professional advice Clear Safeguarding policy with employee training and awareness programme Knowledge and experience of supervisors to ensure compliance	Policies around safeguarding staff and volunteers continue to develop to help build suitable mitigating actions against the risk crystallising. Continued development and updates to the Employee handbook for key safeguarding policies
People – Attraction, Succession and Retention	Moderate	Dashboard overview of current staff supervision Regular team meetings Staff training and induction programme Board HR committee	The HR committee continued to develop new policies during the year alongside the revised staff handbook There has been increased training to embed staff policies Recruitment has been difficult during the year, but we continue to attract employees that follow our ethos
Funding and Grant maintenance	Major	Clear funding plans and application process Sustainable business plans and budgets to identify funding requirements External professional advice Build a good relationship with funding partners and comply with requirements Strong Board support and experience with applications	Funding applications have been ongoing and are under constant review, monitoring outcomes against the business plans and budget to ensure they remain on track
Income Generation	Major	Monthly review of Financial Position Oversight of Finance sub-committee Budget ownership and control with the management team Ensuring there is a mixed income stream Development of reserves to cover a period of costs	Regular Board meetings with discussions around the financial position Finance sub-committee scrutiny of the management accounts Embedding of information and key performance indicators supplied to the Board Clear reserves policy in place
Business Resilience to ensure continued operations	Moderate	Regular reviews of internal systems to ensure they are robust in emergency situations Clear policies to ensure employees are safe and	Business Resilience continues to develop with the installation of operations into Maynard House. The Health and Safety committee is still in its early stages but continues to support the Charity with clear and supportive guidance

		know how to deal with major incidents Staff training and awareness	
--	--	---	--

Emerging Risks

Cost of living crisis – As we are part of the solution for many families struggling with the cost of living crisis we are monitoring GMCA and national Government policy in this area and the potential wider world economic downturn as well as talking regularly to our partners, FareShare UK, who are doing concerted work and lobbying on this, on behalf of the FareShare Network.

Food supply interruption due to the continued Ukraine/Russia conflict - EMERGE has been a cornerstone supplying food to families who have been struggling during the pandemic and now during the economic crisis. We continue to monitor food supplies and have a dedicated team within the Charity to source food and to maintain supplies to the Charities reliant on us.

Statement of Responsibilities of the Trustees

The Trustees (who are also directors of EMERGE 3Rs for the purposes of company law) are responsible for preparing the Trustees' annual report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company 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 in the Charities SORP
- Make judgements and estimates that are reasonable and prudent
- State whether applicable UK Accounting Standards and statements of recommended practice 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 charity will continue in operation

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.

In so far as the Trustees are aware:

- There is no relevant audit information of which the charitable company's auditors are unaware;
- The Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Auditors

Chittenden Horley Ltd were appointed as the charitable company's auditors during the year and have expressed their willingness to continue in that capacity.

This report has been prepared in accordance with the provisions applicable to companies' subject to the small companies' regime of the Companies Act 2006.

The Trustees' Annual Report has been approved by the Trustees on 18th December 2023 and signed on their behalf by

Name: Shirley Jones

Signature: *Shirley Jones*

Title: Treasurer of EMERGE 3Rs

Independent Auditor's Report to the Members of EMERGE 3Rs

Year ended March 31st 2023

Opinion

We have audited the financial statements of EMERGE 3Rs for the year ended March 31st 2023, which comprise The Company Statements of Financial Activities, the Company Balance Sheets the Statement of Cash Flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at MARCH 31 2023, and of the charity's incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006 and the Charities Act 2011

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the group and parent charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the group's or parent charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information

The trustees are responsible for the other information. The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements, or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent

material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the trustees' report (incorporating the [directors' report] for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the directors' report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the group and parent charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the [strategic report and the]⁷ directors' report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 and the Charities Act 2011 requires us to report to you if, in our opinion:

- adequate and sufficient accounting records have not been kept by the parent charitable company, or returns adequate for our audit have not been received from branches not visited by us; or
- the charitable company's financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies' regime and take advantage of the small companies' exemptions in preparing the directors' report and from the requirement to prepare a strategic report.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement, set out in the Directors' and Trustees' Annual Report, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

We have been appointed auditor under the Companies Act 2006 and section 151 of the Charities Act 2011 and report in accordance with those Acts.

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that

includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The specific procedures for this engagement and the extent to which these are capable of detecting irregularities, including fraud is detailed below.

Our approach to identifying and assessing the risks in respect of irregularities and non-compliance with laws and regulations, was as follows:

- the engagement RI ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognize non-compliance with applicable laws and regulations;
- we identified the laws and regulations applicable to the company through discussions with the directors and other management, and from our commercial knowledge and experience of the computer manufacturing and supply sector;
- We focused on specific laws and regulations which we considered may have a direct material effect on the financial statements or the operations of the company, including the Companies Act 2006, taxation legislation and data protection, anti-bribery, employment, environmental and health and safety legislation;
- we assessed the extent of compliance with the laws and regulations identified above through making enquiries of management and inspecting legal correspondence; and
- identified laws and regulations were communicated within the audit team regularly and the team remained alert to instances of non-compliance throughout the audit.

We assessed the susceptibility of the company's financial statement to material misstatement, including obtaining an understanding of how fraud might occur, by:

- making enquiries of management as to where they considered there was susceptibility to fraud, their knowledge of actual and alleged fraud;
- Considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations; and
- Understanding the design of the company's remuneration policies.

To address the risk of fraud through management bias and override of controls, we:

- performed analytical procedures to identify any unusual or unexpected relationships;
- tested journal entries to identify unusual transactions;
- assessed whether judgements and assumptions made in determining the accounting estimates set out in note 1 were indicative of potential bias; and
- investigated the rationale behind significant or unusual transactions.

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

- agreeing the financial statement disclosures to underlying supporting documentation;

- reading the minutes of meetings of those charged with governance; and
- reviewing correspondence with relevant regulators.

No instances of material non-compliance were identified.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities is available on the Financial Reporting Council's website at: <https://www.frc.org.uk/Our-Work/Audit/Audit-and-assurance/Standards-and-guidance/Standards-and-guidance-for-auditors/Auditors-responsibilities-for-audit/Description-of-auditors-responsibilities-for-audit.aspx>. This description forms part of our auditor's report.

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006 and to the charitable company's trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charitable company's members and its trustees those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body and the charitable company's trustees as a body, for our audit work, for this report, or for the opinions we have formed.

Naveed Ahmad– Senior Statutory Auditor

For and on behalf of:

HGA Accountants & Financial Consultants t/a Chittenden Horley
Chartered Accountants and Statutory Auditors




Hyde Park House,
Cartwright Street
Hyde
SK14 4EH

Date:

HGA Accountants & Financial Consultants t/a Chittenden Horley *is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006.*

EMERGE 3Rs

STATEMENT OF FINANCIAL ACTIVITIES (Including Income and Expenditure Account)

FOR THE YEAR ENDED MARCH 31 2023

	Notes	Unrestricted Funds £	Designated Funds £	Restricted Funds £	Total 2023 £	Total 2022 £
Incoming resources from generated funds:						
Donations	2	180,151	-	-	180,151	302,953
Charitable activities	3	744,641	-	239,087	983,728	1,115,580
Other trading activities	4	101,481	-	-	101,481	115,344
Investment income - bank interest		-	-	-	-	-
TOTAL INCOME		1,026,273	-	239,087	1,265,360	1,533,877
EXPENDITURE						
Costs of raising funds	5	18,380	-	-	18,380	12,594
Expenditure on charitable activities	6	854,783	89,636	343,909	1,288,328	1,161,767
TOTAL EXPENDITURE		873,163	89,636	343,909	1,306,708	1,174,361
NET INCOME/(EXPENDITURE) BEFORE TRANSFERS		153,110	(89,636)	(104,822)	(41,348)	359,516
Transfers between funds	14	3,883	-	(3,883)	-	-
NET MOVEMENT IN FUNDS		156,993	(89,636)	(108,705)	(41,348)	359,516
TOTAL FUNDS: BROUGHT FORWARD	14	138,655	1,150,905	160,908	1,450,468	1,090,952
CARRIED FORWARD	14	295,648	1,061,269	52,203	1,409,120	1,450,468

The notes on pages 14 to 24 form part of these financial statements.

	Notes	2023 £	2023 £	2022 £	2022 £
FIXED ASSETS					
Tangible Assets	10		1,322,488		1,259,362
CURRENT ASSETS					
Debtors	11	110,912		92,040	
Cash at Bank and in Hand		141,646		249,002	
		<u>252,558</u>		<u>341,042</u>	
CREDITORS					
Amounts falling due in one year	12	<u>151,707</u>		<u>135,717</u>	
NET CURRENT ASSETS					
			<u>100,851</u>		<u>205,325</u>
			1,423,339		1,464,687
CREDITORS					
Amounts falling due in more than one year	13		14,219		14,219
NET ASSETS					
			<u>1,409,120</u>		<u>1,450,468</u>
FUNDS					
Unrestricted					
General fund	14		295,648		138,655
Designated fund	14		1,111,269		1,150,905
Restricted					
	14		<u>2,203</u>		<u>160,908</u>
TOTAL FUNDS			<u>1,409,120</u>		<u>1,450,468</u>

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

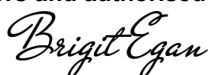
The notes on pages 17 to 36 form part of these financial statements.

Approved by the Board of Directors and authorised for issue on 18/12/2023.

B Egan

Chair of Trustees

Company registration number: 3556346



EMERGE 3Rs
STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED MARCH 31 2023

		2023	2022
	notes	£	£
Cash used in operating activities	16	<u>38,486</u>	<u>448,550</u>
Cashflows from investing activities			
Interest and dividends		-	-
Purchase of tangible fixed assets		(137,849)	(603,434)
Proceeds of sale of fixed assets		-	4,232
Payments to acquire investments		<u>-</u>	<u>-</u>
Cash provided by/(used in) investing activities		<u>(137,849)</u>	<u>(599,202)</u>
Cashflows from financing activities			
Proceeds from new borrowings		-	9,019
Repayment of borrowing		<u>(7,993)</u>	<u>-</u>
Cash used in financing activities		<u>(7,993)</u>	<u>9,019</u>
Increase/(decrease) in cash & cash equivalents in the year		(107,356)	(141,633)
Cash and cash equivalents brought forward		249,002	390,635
Cash and cash equivalents carried forward		<u>141,646</u>	<u>249,002</u>
Cash and cash equivalents consist of:			
Cash at bank and in hand		141,646	249,002
		<u>141,646</u>	<u>249,002</u>

1 ACCOUNTING POLICIES

Basis of preparation

The financial statements have been prepared: under the historic cost convention; in accordance with the Statement of Recommended Practice – Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) effective January 1 2019 (second edition – October 2019); FRS102; and the Companies Act 2006. The charity constitutes a public benefit entity as defined by FRS102.

The accounts are prepared in £ sterling, which is the functional currency of the Group.

Going concern

There are no material uncertainties about the Group or Charity's ability to continue as a going concern.

Estimates and judgements

The preparation of the financial statements requires management to make judgements, estimates and assumptions that affect the amounts reported. These estimates and judgements are continually reviewed and are based on experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

Income recognition

All income is recognised once the charity has entitlement to the income, it is probable that the income will be received, and the amount of income receivable can be measured reliably. The following applies to particular types of income:

Grants, whether of a capital or revenue nature, are recognised when the charity has entitlement to the funds, any performance conditions have been met and it is probable that the income will be received.

Donations from individuals and other bodies (not being of the nature of a grant) are recognised when receivable.

Earned income is measured at the fair value of the consideration received or receivable for services and goods supplied, net of discounts and VAT.

Deferred income

Income is only deferred and included in creditors when:

- The income relates to a future accounting period.
- A sales invoice has been raised ahead of the work being carried out and there is no contractual entitlement to the income until the work has been done.
- Not all the terms and conditions of the grant have been met, including the incurring of expenditure and the grant conditions are such that unspent grant must be refunded.

Expenditure

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that the settlement will be required, and the amount of the obligation can be measured reliably. Expenditure is classified under the following activity headings:

Costs of raising funds	including those associated with fundraising activities, managing investments and commercial trading by the subsidiary company.
------------------------	--

Charitable activities	costs of undertaking the work of the charity.
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Allocation of support costs

Support costs are those functions which assist the work of the charity either by supporting the delivery of charitable activities or by supporting the generation of funds. They include property costs, back-office functions, staff costs and professional fees. The basis of allocations is set out in note 9.

1 ACCOUNTING POLICIES (continued)

Pension contributions

For employees, the company operates a defined contribution pension scheme and makes employers' contributions of 3% of annual salary. The charities contributions are stated in Note 10.

Tangible fixed assets, Intangible assets and depreciation

Individual tangible and intangible assets costing more than £1,000 are capitalised at cost and are depreciated over their estimated useful lives on a straight-line basis as set out below. Assets reaching the end of their useful life as per the policy will be re-assessed where the assets are still in good working order.

Depreciation rates, all straight line, are as follows:

Building	3.33%
Vehicles	25%
Office Equipment	33%
Other equipment	33%

Debtors

Trade and other debtors are recognised at the settlement amount due and prepayments are valued at the amount prepaid.

Cash at bank and in hand

Cash at bank and in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

Creditors and provisions

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount.

Financial instruments

The charity has only basic financial instruments which are initially recorded at cost, and subsequently measured at their settlement value.

**2 DONATIONS****Grants**

MCC covid response	-	-	-	-	9,245	-	9,245
Kickstart	15,105	-	-	15,105	23,647	-	23,647
	15,105	-	-	15,105	32,892	-	32,892

Donations

Donations	58,174	-	-	58,174	63,521	-	63,521
Corporate	106,872	-	-	106,872	203,050	-	203,050
Give and Gain	-	-	-	-	3,490	-	3,490
	165,046	-	-	165,046	270,061	-	270,061

Total	180,151	-	-	180,151	302,953	-	302,953
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3 INCOME FROM CHARITABLE ACTIVITIES

	2023				2022		
	Unrestricted	Designated	Restricted	Total	Unrestricted	Restricted	Total
	£	£	£	£	£	£	£
Fareshare GM							
Broome Family Charitable Trust	15,000	-	-	15,000	15,000	-	15,000
Manchester Guardian Society	-	-	-	-	5,000	-	5,000
Chillag Family Trust	-	-	-	-	5,000	-	5,000
Fareshare UK (NWCSG Fund)	-	-	-	-	3,000	-	3,000
Souter Charitable Trust	-	-	-	-	3,000	-	3,000
The Big Give Trust	-	-	-	-	2,120	-	2,120
Duchy of Lancaster Trust	5,000	-	-	5,000	-	-	-
Power To Change	10,000	-	-	10,000	-	-	-
Other	5,237	-	-	5,237	-	-	-
Green Match Fund	-	-	-	-	2,056	-	2,056
Casa Stella Trust	-	-	-	-	1,000	-	1,000
The Beaverbrooks Charitable Trust	-	-	-	-	550	-	550
The Zochonis Charitable Trust	100,000	-	20,000	120,000	-	-	-
Manchester City Council - OMVCS	-	-	19,980	19,980	-	19,980	19,980
Fareshare UK	68,008	-	25,000	93,008	-	12,000	12,000
WRAP	-	-	-	-	-	13,069	13,069
Young Manchester Covid Grant	-	-	19,555	19,555	-	19,555	19,555
Fareshare UK Volunteer fund	-	-	-	-	-	984	984
Skelton Charitable Trust	-	-	2,203	2,203	5,794	-	5,794
Schroder Charity Trust	-	-	5,000	5,000	-	-	-
Tesco Community Grant	5,375	-	1,125	6,500	-	-	-
GM BME Network	-	-	1,000	1,000	-	-	-
Fareshare UK - BMH Project	-	-	25,201	25,201	-	-	-
Green skills	22,755	-	12,201	34,956	-	1,500	1,500
Supply of Donated Goods	478,266	-	-	478,266	499,881	-	499,881
	-	-	-	-	-	-	-
	709,641	-	131,265	840,906	542,401	67,088	609,489
Building fund							
Fareshare UK	-	-	50,000	50,000	-	300,000	300,000
CDL Software	-	-	-	-	15,000	-	15,000
Skillag Family Trust	5,000	-	-	5,000	-	-	-
Withington Walls	30,000	-	-	30,000	-	-	-
Chris Eldridge	-	-	-	-	9,000	-	9,000
	35,000	-	50,000	85,000	24,000	300,000	324,000
Give and Gain							
Charities Aid Foundation	-	-	51,614	51,614	-	164,841	164,841
Dowager Countess Eleanor Peel	-	-	-	-	5,000	-	5,000
TFGM - Cycle Store	-	-	-	-	-	5,000	5,000
GM Business Support Ltd	-	-	-	-	-	4,998	4,998
MCC Nif Grant	-	-	-	-	-	2,000	2,000
Other	-	-	6,208	6,208	252	-	252
	-	-	57,822	57,822	5,252	176,839	182,091
Total per Charity	744,641	-	239,087	983,728	571,653	543,927	1,115,580

There is no income attributable to designated funds in either year.

	2023			2022		
	Unrestricted	Designated	Restricted	Unrestricted	Restricted	Total
	£		£	£	£	£
4 INCOME FROM OTHER TRADING ACTIVITIES						
Other income	15,482	-	-	15,482	-	-
Costs recharged to EMERGE	-	-	-	-	-	-
Recycling	85,999	-	-	85,999	73,389	73,389
Touch Wood	-	-	-	-	41,955	41,955
	101,481	-	-	101,481	115,344	115,344

5 COSTS OF RAISING FUNDS

Direct salaries	8,708	-	-	8,708	12,594	-	12,594
Direct costs	9,672	-	-	9,672	-	-	-
Support costs	-	-	-	-	-	-	-
	18,380	-	-	18,380	12,594	-	12,594

	2023			2022			
	Unrestricted	Designated	Restricted	Total	Unrestricted	Restricted	Total
	£		£	£	£	£	£
6 CHARITABLE EXPENDITURE							
Fareshare GM	955,855	84,278	-	1,040,133	928,884	-	928,884
Give and Gain	156,838	5,358	-	156,838	117,539	-	117,539
Costs recharged - EMERGE Recycling	85,999	-	-	85,999	73,389	-	73,389
Touch Wood	-	-	-	-	41,955	-	41,955
Charged to restricted Funds	(343,909)	-	343,909	-	(125,803)	125,803	-
			-	-	-	-	-
	854,783	89,636	343,909	1,282,970	1,035,964	125,803	1,161,767

Expenditure in the charity is analysed as follows:

	Direct Costs	Direct Salaries	Support Costs	Total
	£	£	£	£
2022/23				
Fareshare GM	369,517	551,202	119,414	1,040,133
Give and Gain	96,835	52,318	7,685	156,838
Recharged	85,999	-	-	85,999
	-	-	-	-
	552,351	603,520	127,099	1,282,970
2021/22				
Fareshare GM	341,107	440,040	147,737	928,884
Give and Gain	29,902	78,165	9,472	117,539
Recharged	115,344	-	-	115,344
	-	-	-	-
	486,353	518,205	157,209	1,161,767

7 SUPPORT & GOVERNANCE COSTS

			Total
2022/23	Fareshare	Give & Gain	
Support salaries costs	76,605	4,896	81,501
Staff related costs	2,423	667	3,090
Marketing costs	5,840	888	6,728
Office & other support costs	31,509	1,107	32,616
Loan interest	1,894	-	1,894
Bank & credit card charges	1,143	127	1,270
	119,414	7,685	127,099
Governance costs			
Support salaries costs	8,708	-	8,708
Professional fees	2,872	6,801	9,673
	11,580	6,801	18,381
2021/22			
Support costs	Fareshare	Core & Give and Gain	
Support salaries costs	74,205	8,245	82,450
Premises	9,792	747	10,539
Administration	3,364	-	3,364
Consultancy	601	-	601
Loan Interest	2,789	-	2,789
Office & other support costs	-	-	-
Bad debt expense	-	-	-
Bank & credit card charges	-	-	-
Management accounts	-	-	-
Depreciation	45,774	-	45,774
	136,525	8,992	145,517
Governance costs			
Support salaries costs	7,162	457	7,619
Professional fees	4,320	480	4,800
	148,007	9,929	157,936

Support costs are allocated on the following basis:

Area	basis	comment
Marketing costs	estimate of usage	
Support salaries	estimate of time spent	
Other costs:		
Property	Space	
All other costs	estimate of usage/head count	
Depreciation	estimate of usage	

8 STAFF INFORMATION

	2023	2022
	£	£
a Employees		
Salaries and wages	629,350	559,542
Employer's pensions	14,238	13,442
Employer's NI contributions	50,141	47,157
	<u>693,729</u>	<u>620,141</u>

No employees earned more than £60,000 p.a. in either year.

b Key management personnel

The key management of the charity comprise the trustees and senior staff (as set out on page 1).

No trustees received remuneration for their services as trustees.

The total employee benefits of other key management were as follows:

	£	£
Total employment benefits	<u>174,888</u>	<u>169,332</u>

c Average staff numbers

The average number of employees, was as follows:-

	2023	2023	2022	2022
	Average	Average FTE	Average	Average FTE
	number	number	number	number
Employees	31	25	33	24
	<u>31</u>	<u>25</u>	<u>33</u>	<u>24</u>

9 NET INCOME/(EXPENDITURE) BEFORE TRANSFERS

This is stated after charging/(crediting):

	£	£
Auditors remuneration:-		
Audit fees	3,000	3,000
Accountancy fees	1,800	1,800
Advice/other services	-	-
Interest Payable	983	2,789
Depreciation of fixed assets	74,723	45,774
Loss on disposal	-	-
Trustees expenses	<u>-</u>	<u>-</u>
Trustees claiming expenses	<u>-</u>	<u>-</u>

Details of related party transactions are given in note 21.

**10 TANGIBLE FIXED ASSETS**

	Buildings	Vehicles	Other Equipment & fixtures	Total
	£	£	£	£
Cost or valuation				
As at April 1 2022	940,327	195,525	297,682	1,433,534
Additions	116,490	1,169	20,190	137,849
As at March 31 2023	<u>1,056,817</u>	<u>196,694</u>	<u>317,872</u>	<u>1,571,383</u>
Depreciation				
As at April 1 2022	7,836	106,122	60,214	174,172
Charge for the year	33,791	20,405	20,526	74,723
As at March 31 2023	<u>41,627</u>	<u>126,527</u>	<u>80,740</u>	<u>248,895</u>
Net Book Value				
As at March 31 2023	<u>1,015,190</u>	<u>70,166</u>	<u>237,132</u>	<u>1,322,488</u>
As at March 31 2022	<u>932,491</u>	<u>89,403</u>	<u>237,468</u>	<u>1,259,362</u>

11 DEBTORS

	2023	2022
	£	£
Trade debtors	100,539	50,544
VAT reclaimable	-	-
Other debtors	-	30,485
Prepayments and other debtors	<u>10,373</u>	<u>11,011</u>
	<u>110,912</u>	<u>92,040</u>

12 CREDITORS falling due within one year

Creditors	112,972	88,626
Other taxes and social security	5,202	12,163
Accruals	13,533	26,935
Income and grants in advance	20,000	-
Other creditors	-	-
Finance lease creditors due in one year	<u>-</u>	<u>7,993</u>
	<u>151,707</u>	<u>135,717</u>

13 CREDITORS amounts falling due in more than one year

Hire Purchase	<u>14,219</u>	<u>14,219</u>
	<u>14,219</u>	<u>14,219</u>

EMERGE 3RS

14 Statement of funds

	2021/22				b/f and c/f 31/03/2022 01/04/2022 £	2022/23			
	01/04/2021 £	Income £	Expenditure £	Transfers £		Income £	Expenditure £	Transfers £	31/03/2023 £
Unrestricted funds:									
General fund	256,169	965,950	(1,048,558)	(34,906)	138,655	1,026,273	(873,163)	3,883	295,648
	256,169	965,950	(1,048,558)	(34,906)	138,655	1,026,273	(873,163)	3,883	295,648
Designated funds									
Building fund	74,149	24,000	-	1,052,756	1,150,905	-	(89,636)	50,000	1,111,269
Invested in Fixed Assets	705,934	-	-	(705,934)	-	-	-	-	-
	780,083	24,000	-	346,822	1,150,905	-	(89,636)	50,000	1,111,269
Restricted Funds:									
Fareshare GM	43,968	67,088	(107,656)	(2,600)	800	131,265	(125,979)	(3,883)	2,203
Give & Gain	4,435	174,839	(14,166)	(5,000)	160,108	57,822	(217,930)	-	-
	48,403	241,927	(121,822)	(7,600)	160,908	189,087	(343,909)	(3,883)	2,203
Building									
Fareshare UK IT infrastructure	6,297	-	(3,981)	(2,316)	-	-	-	-	-
Garfield Weston	-	-	-	-	-	50,000	-	(50,000)	-
Fareshare UK	-	300,000	-	(300,000)	-	-	-	-	-
	6,297	-	(3,981)	(302,316)	-	50,000	-	(50,000)	-
Capital grants									
Capital grants expended	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-
Restricted funds	54,700	241,927	(125,803)	(309,916)	160,908	239,087	(343,909)	(3,883)	2,203
Total Funds	1,090,952	1,207,877	(1,174,361)	(344,822)	1,450,468	1,265,360	(1,217,072)	-	1,409,120

	2021/22				b/f and c/f 31/03/2022 01/04/2022 £	2022/23			
	01/04/2019 £	Income £	Expenditure £	Transfers £		Income £	Expenditure £	Transfers £	31/03/2022 £
Give & Gain									
ESF community Grant	4,435	-	(4,435)	-	-	6,208	(6,208)	-	-
Charities Aid Foundation	-	164,841	(4,733)	-	160,108	51,614	(211,722)	-	-
TFGM - Cycle store	-	5,000	-	(5,000)	-	-	-	-	-
Heat Recovery	-	4,998	(4,998)	-	-	-	-	-	-
MCC - NIF grant	-	2,000	-	(2,000)	-	-	-	-	-
	4,435	174,839	(14,166)	(5,000)	160,108	57,822	(217,930)	-	-
Fareshare GM									
Fareshare uk: National Lottery Community Fu	10,855	12,000	(22,855)	-	-	-	-	-	-
UK Transition Fund	10,000	-	(10,000)	-	-	-	-	-	-
FS UK - Van & Driver	4,985	-	(4,985)	-	-	-	-	-	-
Fareshare UK	2,482	984	(3,466)	-	-	-	-	-	-
Greater Manchester Mayors Charity	11,087	-	(11,087)	-	-	-	-	-	-
Fareshare UK : Cost of living	-	-	-	-	-	25,000	(25,000)	-	-
Tesco Community Grant	-	-	-	-	-	1,125	(1,125)	-	-
GM BME Network	-	-	-	-	-	1,000	(1,000)	-	-
FS UK - BMH Project	-	-	-	-	-	25,201	(25,201)	-	-
Green Skills Partnership	-	1,500	(1,500)	-	-	12,201	(12,201)	-	-
ZochonisCharitable Trust	-	-	-	-	-	20,000	(20,000)	-	-
FS UK - Food acquisition role	4,559	-	(4,559)	-	-	-	-	-	-
MCC - Our Manchester	-	19,980	(19,980)	-	-	19,980	(19,980)	-	-
WRAP	-	13,069	(10,469)	(2,600)	-	-	-	-	-
Young Manchester Covid Recovery	-	19,555	(18,755)	-	800	19,555	(16,472)	(3,883)	-
Manchester VCS	-	-	-	-	-	-	-	-	-
Schroder Charitable Trust	-	-	-	-	-	5,000	(5,000)	-	-
Skelton Charity Trust	-	-	-	-	-	2,203	-	-	2,203
	43,968	67,088	(107,656)	(2,600)	800	131,265	(125,979)	(3,883)	2,203

14 STATEMENT OF FUNDS (continued)**Transfers**

Restricted funds released in prior years were transferred to a designated invested in fixed asset fund to provide future depreciation costs.

Restricted funds

Fareshare GM 22/23 Programme
 Building Fund Towards future Costs
 Young Manchester Project finished 31/03/2023 but awaiting a late invoice.
 The above funds will be spent during 2023/24.

15 ANALYSIS OF NET ASSETS BETWEEN FUNDS**Fund balances at March 31 2023**

are represented by:-

	Unrestricted Funds	Designated Funds	Restricted Funds	Total
	£	£	£	£
Fixed assets	211,219	1,111,269	-	1,322,488
Net current assets	98,648	-	2,203	100,851
Creditors due in more than one year	(14,219)	-	-	(14,219)
	<u>295,648</u>	<u>1,111,269</u>	<u>2,203</u>	<u>1,409,120</u>

Fund balances at March 31 2022

are represented by:-

Fixed assets	108,457	1,150,905	-	1,259,362
Net current assets	44,417	-	160,908	205,325
Creditors due in more than one year	(14,219)	-	-	(14,219)
	<u>138,655</u>	<u>1,150,905</u>	<u>160,908</u>	<u>1,450,468</u>

Free Reserves:

Net current assets

2023	2022
£	£
<u>98,648</u>	<u>44,417</u>

16 RECONCILIATION OF NET MOVEMENT IN FUNDS TO NET CASHFLOW FROM OPERATING ACTIVITIES

Net income/(expenditure)	(41,348)	359,516
Add back depreciation	74,723	45,774
Deduct interest income shown in investing activities	-	-
Deduct profit/add back losses on disposals of FA	-	-
Decrease/(increase) in debtors	(18,872)	100,629
Increase/(decrease) in creditors	<u>23,983</u>	<u>(57,369)</u>
Net cash generated from/(used in) operating activities	<u>38,486</u>	<u>448,550</u>

EMERGE 3RS**NOTES TO THE ACCOUNTS FOR THE YEAR ENDED MARCH 31 2021****17 MOVEMENT IN NET DEBT**

	at 31/3/22	cashflows	New borrowing s	other non cash	as 31/3/23
	£	£	£	£	£
Cash and cash equivalents					
Cash at bank and in hand	249,002	(107,356)	-	-	141,646
Debt					
Finance lease obligations	(7,993)	7,993	-	-	-
Loans	(14,219)	-	-	-	(14,219)
	(22,212)	7,993	-	-	(14,219)
Cash and cash equivalents net of debt	226,790				127,427

There were no: acquisitions or disposals of subsidiaries; foreign exchange movements; or market value changes in the period.

18 CONSTITUTION

The Company is limited by guarantee and does not have a share capital. In the event of the Company being wound up the members are committed to contributing £1 each.

19 TAXATION

The company is a registered charity and is entitled to claim annual exemption from UK corporation tax under sections 466 to 477 of the Corporation Tax Act 2010.

20 CAPITAL COMMITMENTS

The company had the following capital commitments at the year end:

	2023 £	2022 £
Authorised and committed	-	-
Authorised but not committed	-	-

21 RELATED PARTY TRANSACTIONS

There are no donations from related parties which are outside the normal course of business and no restricted donations.

Brigit Egan, Andrew Chicken and Shirley Jones are trustees of Emerge 3Rs and Non - Executive directors of Emerge Recycling Ltd (A community Benefit Society). Jayrissa Thompson and Lucy Danger are both executive directors of emerge recycling whilst also being key management personnel/employees of Emerge 3rs, Emerge recycling trades with emerge 3Rs. During the year Emerge 3rs paid £5,836 for services and recharged £85,999 for costs.

22 OPERATING LEASE COMMITMENTS

The company had no annual commitments under operating leases at the year end.

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