



emerge

EMERGE 3Rs

Annual Report and Financial Statements

For the year ended 31st March 2024

Company number: 3556346

Charity Number: 1132944

EMERGE 3Rs
Trustees Annual Report for the year ended 31 March 2024

EMERGE 3Rs

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 (resigned July 2023)
Anthony Baldwinson
Erinma Bell
Michelle Duncalf
Brigit Egan
Fiona King
Shirley Jones (resigned March 2024)
Aileen Edmunds
Robin Barnett
Bertrand Stern-Gillet

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 Manager & Office Coordinator

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

Auditors Third Sector Accountancy Ltd
Holyoake House
Hanover Street
Manchester
M60 0AS

EMERGE 3Rs

Trustees Annual Report for the year ended 31 March 2024

The Trustees present their report and the audited financial statements for the year ended 31st March 2024.

Reference and administrative information set out above on page 1 forms part of this report. Included within the report is the Directors Report as required by Companies Act 2006. 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.

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Objectives & Principal 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 ad hoc volunteering activities and our 'Give & Gain' Volunteering and Employability Programme, which supports local people to gain personal development, on-the-job experience and qualifications, through a variety of accredited courses and training opportunities.

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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, 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 public. They also create and sell bespoke wooden products and engage and train volunteers in this work.

EMERGE's Vision, last reviewed in March 2024, 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, trailblazers 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.

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Trustees Annual Report for the year ended 31 March 2024

This report provides information on the activities of EMERGE 3Rs from 1st April 2023 to 31st March 2024 and has two parts:

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

Public Benefit

Our Trustees and Team review the aims, objectives and activities of EMERGE 3Rs annually. In the last year, we last got together in March thanks to Jerry Scott, our facilitator, who has been guiding our strategic work over the course of our 3-year plan. This document summarises the charity's achievements 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 confirm that they have referred to 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. Our focus on tackling food poverty and food waste, working in partnership with



local charities and community-based organisations, has a direct and positive benefit for many of the most marginalised people in the region, particularly individuals who are homeless, unemployed, suffering food insecurity, poverty and who are isolated. The cost of living crisis means that our partner charities are also increasingly providing support to ordinary working families.

The charity engages volunteers in its work and is open to all members of the community. Our training and education work provides opportunities for volunteers and others to gain recognition, including accreditation, for the skills they have acquired while working with FareShare to help them gain further employment.

Message from Brigit Egan, Chair of Trustees

I am thrilled to have the chance to commend our Annual Report to you, on behalf of our Board of Trustees. It has been a tough time over the last couple of years with everyone adjusting to the new economic order of things, post Brexit and the pandemic. I hope you will join me in congratulating the whole team on their hard work, the stories and the numbers in this report demonstrate a lasting legacy, and one to build upon as we move forward.



In the last financial year, we were thankful to secure further support from our partners at FSUK, in addition to the amazing food provided to our FareShare GM regional centre. They generously supported our fuel costs and enabled us to build a 60-pallet

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freezer, providing the capacity to accept a lot more food for redistribution to our Community Food Members (CFMs). Going forward, we know that our ageing fleet, however well looked after, is now posing challenges which restrict our future growth. This is an excellent opportunity for companies and trusts to sponsor replacement vehicles. Do get in touch with the team!

Corporate Team Cooperation Days continued to be a real bonus, and we are very grateful to all those individuals, and their sponsoring employers, who have worked tirelessly in helping us and by working alongside our regular staff and volunteers, picking, packing and delivering food to our beneficiaries. We now have many corporate supporters who contribute with donations of food, funds, as well as helping with events and expertise. The N. Brown Group have been exceptional in this regard, with multiple individuals fundraising, providing such a strong sense of individual and corporate solidarity with our work. Engagement like this, from organisations and their staff, gives us a real boost and displays positive leadership, in joining the mission to tackle food waste and alleviate poverty. Thank you so much to everyone who has been involved, especially our precious volunteers who freely give their valuable time, our staff, food donors and funders, on behalf of me and the whole Board of EMERGE 3Rs. We literally could not run our activities without you all.

Message from Lucy Danger, Chief Executive

Over the last 12 months', from April 2023 to March 2024, our hard working team persistently and diligently rescued food surplus from industry and redistributed it to our Community Food Members (CFMs), in order to help alleviate food poverty across the city region and beyond.



It is plainly wrong that this work is necessary. However, even if there were no food insecurity, few would agree that good food should go to waste. Given the range of factors affecting our industrial food system, consumer behaviours, and the vagaries of our weather, arguably worsening because of climate change, surpluses look bound to continue due to dislocations between supply and demand. Furthermore, the cost of energy means that many people face stark choices when it comes to 'heating or eating', even if they have the skills or motivation

to cook from scratch. Alongside this, the landscape of employment has been changing. We proactively engaged people from all walks of life, to help us with our activities, whilst embracing the real 3Rs of reduction (waste minimisation), reuse and recycling.

EMERGE 3Rs continues to be committed to our partnership with FareShare UK, and proud to run FareShare GM. Through this operation, we have proved that there is a strategic opportunity to unlock food for good and with a wide network of stakeholders, together, advance our vision of making the world a better place. Nor could we do this without our amazing supporters and funders.

It has continued to be a challenging time with peaks and troughs in food supply and in volunteers available to help with this important work. The profile of the organisational beneficiaries (CFMs) we

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worked with pre-pandemic has changed and fewer groups cook or cater. Many groups have struggled financially in the last year, due to rising costs and fewer grants.

The profile of surplus food is also changing towards more fresh, frozen and catering type foodstuffs and this is an opportunity for the Community, Voluntary and Education Sectors to cook or cater again, feeding more people through canteens, community cafes and creating healthy meals from scratch. In practical terms, surplus food offers us all exciting opportunities to use food as a tool for engagement, learn and share more, be healthy and minimise waste – win-win-win! Join EMERGE in our mission to rescue valuable resources, eat well and improve lives, through volunteering, as a customer, supporter or community member. Exciting times ahead!

Strategic Report

How and why

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 (FSGM) is changing that equation. Established by EMERGE 3Rs in 2008, as a formal partner of the national charity FareShare UK, our Greater Manchester FareShare operation is one of a network of 29 anchor organisations across the country working together with local communities to fight hunger and food waste.

As the largest charitable food redistributor in the North West, last year we redistributed essential sustenance by way of 1,929 tonnes of surplus food, which equated to 4.6 million meals provided to 306 groups across Greater Manchester. From breakfast clubs to shelters, hospices, food banks, and community pantries, our small team, strengthened by an army of volunteers, continued to use the power of food to help create stronger communities. In doing so, we saved 1,352 tonnes of CO₂e, the equivalent of the annual carbon footprint of 357 'average' Mancunians¹. 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 massive – at least 25% of the UK's annual CO₂ emissions are attributable to food waste. According to the Greater Manchester Poverty Action Group "The impact of the Covid-19 pandemic and the Cost-of-living Crisis is accelerating pre-existing trends of poverty and inequality in the UK. Greater Manchester is home to some of the highest levels of poverty and deprivation in the country with poverty a significant issue in all ten boroughs. Our Greater Manchester Poverty Monitor (2022) highlights there are an estimated 620,000 people, out of a population of 2.8 million, living below the poverty line in the city region, and around 145,000 children are living in relative poverty (before housing costs)."²

In response, EMERGE 3Rs continued to run FareShare Greater Manchester, operating two warehouses and intercepting 2138 tonnes of fit for human consumption surplus from the food system, channelling this resource to our partner charities, schools and community groups who, in turn, support families and individuals struggling with food insecurity.

¹ Diverting 1,929 tonnes of food waste from landfill saves 1352 tonnes of CO₂e. This is equivalent to the annual carbon footprint of 357 Greater Manchester residents. It does not include the avoided CO₂e associated with the production and food miles of 'virgin' food products (Based on UK Government Waste Conversion Factors 2024).

² GMFA (2022a) Poverty Monitor 2022. Available at: <https://www.gmpovertyaction.org/povertymonitor-2022>

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EMERGE operates from New Smithfield Market, in the heart of East Manchester, an area with some of the highest rates of poverty in England. A higher than UK average of people experience out of work poverty and 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 offer, our intention, as always, has been to inspire more people to gain work experience in both FareShare and Touch Wood, with the chance to increase their skills and employability in the process.

FareShare GM Operation – Derek Shelton, Head of Operations

Running a FareShare Regional Centre presents a range of unique challenges, totally unlike a commercial food operation. At FareShare, the inputs of food and labour present multiple 'unknowns' and variables. In addition to our small, hardworking staff team, we rely on an amazing army of volunteers, creating rota variations. Likewise, the food supply, which is kindly donated, is hugely variable, by the very nature of 'surplus'. What type of food will arrive, when and how much, is loosely predictable at best. No matter what, FSGM receives food, often very short-dated, we organise it swiftly and efficiently, redistributing it to our CFMs, day in day out, 6 days a week, 52 weeks a year.

Our highly skilled office team, together with dedicated allocation volunteers, work exceptionally hard to share the food available fairly, across our community partner organisations, every week, with the key aim, to satisfy the needs of the end users. Marrying supply and demand, with the resources we have available on any given day, is a constant challenge.

Food Safety, Health & Safety and a positive people culture are the fundamental pillars by which we achieve all of this and which we work hard to maintain and continuously improve, to protect and support everyone involved.

I am delighted to report that, yet again, we achieved Gold Standard in our annual external audits.

Andy Brown deserves a special mention for diligently working with the whole EMERGE collective, including FSGM, to raise our safety standards. Many congratulations to him on passing his NEBOSH Qualification too.

2023 - 24 IN NUMBERS



1,929 tonnes of surplus food redistributed

4.6 million meals supplied to those in need



306 community food members served

21,199 volunteer hours given



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FareShare GM – Ruth Downes, Head of Development

My role at FareShare Greater Manchester involves building relationships with local manufacturers, suppliers & retailers, to donate any surplus stock that they may have to FareShare. By saving food from going to waste, we are also taking care of our environment, reducing CO2 emissions and water.



The food goes to those that need it most in our community, and often food is just the start of the story.

There are so many wonderful charities across our region doing the most amazing work, and supporting our community, from school breakfast clubs to pensioner community clubs. When you see the children that would not have normally had breakfast eating with their friends and the elderly that could be suffering from isolation getting together and enjoying a meal, you realise how important that food is, and it is just part of a much bigger story. The charities we support offer wrap around service from debt advice, helping people into work, life skills, cooking sessions, computer skills and much more.

We try to make it as easy as possible for suppliers to donate stock. We have a 16 tonne chilled lorry that can take 12 pallets, and Duncan our driver is available 5 days a week to collect at a time convenient to the supplier. We are fortunate to have some wonderful partnerships with food businesses in the Greater Manchester area who recognise the importance of supporting their community. In turn, we provide impact reports to them quarterly to support them with their CSR/ESG goals, supported communications, and social media activity.



With increased demand for food from our charity partners, as they see more and more people accessing food support for the first time, we are always on the look out to collaborate with more suppliers. In addition to food, we also take pet food, toiletries and personal care products, these important items help reduce the cost of the weekly shop and relieve some of the pressure from people.

Just over 374 tonnes was donated by local suppliers, which reached 289 charities and was the equivalent of 890,760 meals. This equates to 19% of the food we redistributed last year. For more information about our Community Food Members, our donors and other case studies, please see our Impact Report www.faresharegm.org.uk/impactreport.

In addition to the wonderful suppliers who give food to the FareShare network, including FSGM, nationally, we are hugely grateful to the following companies who donated to us locally:

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AO Arena, BEIS, Best Logistics, Buffaload, Co-Op Lea Green, Cranswick, Costco, Diwali Baskets Brigade, Dunsters Farm, Essity, Extons Cheese, Fairway GB, Food Pro, Inspired Global Cuisine, Joseph Heler, Martins Bakery, Muller, Parfetts, Piccolo, Premier Foods, Roberts Bakery, Rondanini, Selfridges, Sodial, Stocks UK Ltd, Tesco, The Bread Factory, The Green Group, Warburtons, Westmill, Wrights, General Mills, G & O Foods, Gousto, Great Bear Salford, Greencore, GXO, Hartshead Meats, Hovis, Kellanova, Lineage Logistics, Martin Brower, Soreen, Dominoes Netball Team, UK Meds, VSM Healthcare, Reilly's Sausages and Zurich Municipal (food drive).

Give & Gain, Volunteering & Employability – Liz Lauder, Head of Volunteering

Our volunteers are involved every working day whether through routine periods or at times of crisis such as during Covid or during the Christmas period when demand increases as family budgets are stretched to the limit. We have volunteers from all walks of life and skillsets but the common concerns that unite us are tackling food insecurity and reducing waste.

Volunteers enable FareShare to deliver our food redistribution service. We appreciate their commitment and help. Many in our teams have volunteered for over three years so their knowledge and skills are invaluable. Volunteers grow in confidence, completing tasks they would not normally attempt and taking on new responsibilities. We see leadership development, as volunteers involved start to make positive change for others and themselves.

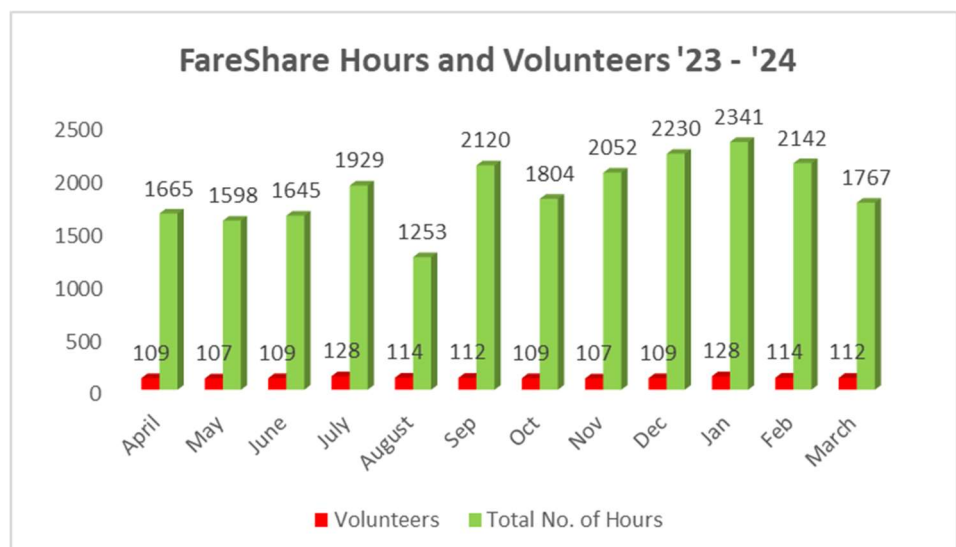


Their skills and qualities have been recognised, for example one of our teams being the recipient of the FareShare network Volunteer Awards 2023 for Teamwork and Leadership in Volunteering, in addition to recognising individual volunteers for roles in the highly commended categories.

In 2023-2024, our volunteers gave an astonishing 21,199 hours across all our seven core roles. Collectively they gave around 1,800 hours of their time to FareShare each month. This equates to nearly 11 full-time equivalent (FTE) roles!

We actively encourage regular feedback from volunteers and our annual survey enables us

to have insight into what the impact is for them, in practice. In our December 2023 Volunteer Survey, the highest responses regarding volunteers' motivation, was being to help tackle food waste (75%)



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whilst helping tackle food insecurity (60%) was next. A sense of accomplishment rated 55%. We place a strong emphasis on supporting volunteers, promoting an environment where all can thrive.



Whether looking for employment, hoping to gain new skills or build upon experience, the EMERGE Give & Gain Employability Programme is here to help participants become 'job ready'. It is a free work experience and skills training programme in FareShare or Touch Wood

Through our volunteering and employability activities, we support people from all backgrounds, many of whom face barriers to employment. We help them bring to life their skills, which may previously have gone unused or undiscovered. We also help people who have been long term sick regain a sense of motivation and purpose through the training and work experience.

The programme is open to people who have been out of work for some time and are keen to move towards or into employment. The commitment by volunteers is 15 hours a week for 8 weeks. During 2023-24 there were 117 people engaged in volunteering or Give & Gain.

Not everyone enjoys learning in a classroom. Our training is a blend of gaining practical skills 'on-the-job' and e learning. Employability skills are developed through small group workshops and one-to-one support sessions. Job search skills are supported; CVs are given a boost, whilst trainees refresh their application and interview skills.

Qualified and experienced staff support volunteers in gaining work skills and all the while, volunteers are helping FareShare redistribute much needed food to our partner charities and community groups across Greater Manchester.

On completion of the 8-week programme, learners may be able to apply for free FLT training, the offer is limited and it is ideal progression for someone looking to be an FLT operator. Usually after gaining the licence, volunteers stay on at FareShare whilst job seeking in order to gain more experience of FLT driving and to gain a reference.

In addition, progression routes to employment are explored with help from FareShare UK who have been developing employer partnerships. Our first hiring event was through the employer partnership with Nando's. Following a discovery session and interviews, 6 volunteers gained part-time employment. Some young people are further from the job market because of disability or family circumstances. Gaining work



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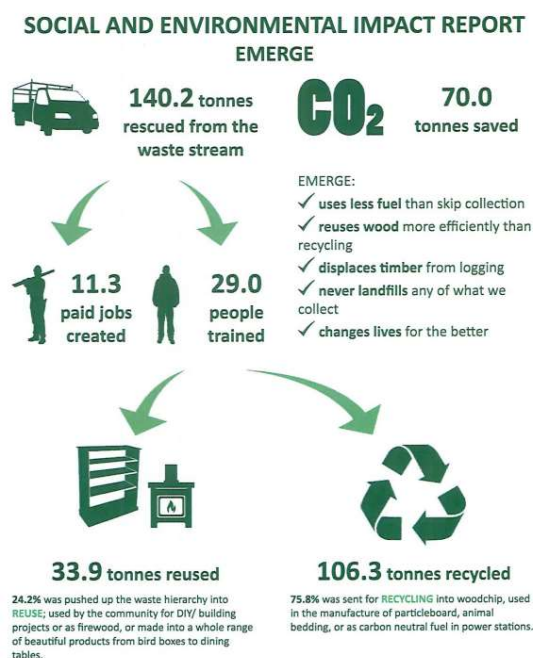
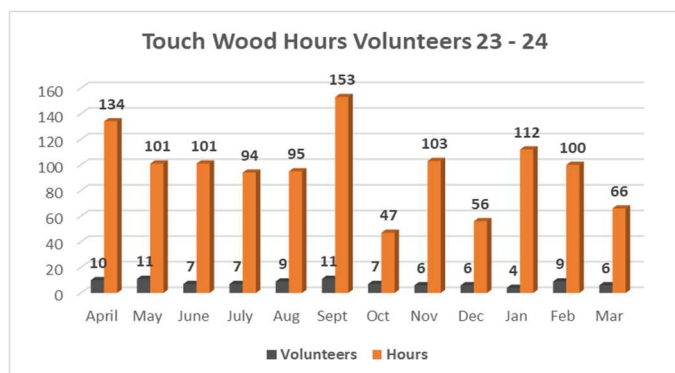
experience can prove as valuable as awards or certificates. The programme supported 9 volunteers with additional needs & in the category of NEET (not in employment, education or training).

We are very keen to continue to build strong relationships with local employers and gain their support and involvement with our Give & Gain Programme; we also share news of job vacancies. This is definitely something we will be doing more of, going forward, so that we can see more of our trainee job seekers gain employment, locally where possible.

Touch Wood

EMERGE 3Rs continues to invite trainees and volunteers to gain employability, training and work experience through Touch Wood. The outcomes for 2023-24 are in the tables below.

Touch Wood continued a very positive growth trajectory in the year, with several major projects delivered successfully including the largest ever single commission for Rochdale Infirmary in Partnership with Willmott Dixon and North Care Charity (NHS) providing wonderful growth opportunities for staff and volunteer development alike.



Thanks very much to the 29 volunteers who worked 1162 hours, providing a boost to our work and gaining a broad range of skills in the process.

Financial Review

Our continued focus regarding financial and business strategy, during the year, was to build our financial resilience for the future in order to maintain our operations to supply food and volunteering opportunities within the community.

We continued to strive to move our FareShare and Volunteering & Employability activities towards full cost recovery. The great news is that earned income from the food provided, increased by nearly 20% compared to the prior year. This objective continued to be challenging due to peaks and troughs in the supply of food, changes to the composition of food as mentioned above, and the continued financial struggle for many of our Community Food Members and their ultimate

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beneficiaries. Income from grants suffered somewhat during this period, with a 33% decrease, however, this was made up partly by donations and corporate support, both of which increased. Delay in payment from one of our corporate supporters also made a significant difference.

We managed to secure a major grant towards our Give & Gain Programme, and this really boosted our efforts to make each 'cost centre' stack up financially.

In spite of the ongoing increased costs of living and variable food volumes over the course of the year, we are pleased to have achieved a positive surplus of £59,477. Our free reserves are £171,523, taking in to account the designated reserves that relate to capital investment (Maynard House and F-Block refurbishments). This sum is slightly below our Reserves Policy (see below for more details on the numbers). We always strive to attract more unrestricted funds, to be in line with our policy.

Our cash position continues to be healthy, though we continue to monitor cash flow and manage requirements for day-to-day operations, investment to replace assets such as vehicles for food delivery as the fleet ages and falls outside of current emission regulations is somewhat challenging.

We continue to fundraise and develop the facilities at Maynard House to meet the needs of the community in which we work and to maintain this large property as well as pursuing solar for F-Block to reduce the energy bills, as we have done in the main building. We are a net exporter of electricity, having been paid £13k by the council for the energy generated by our PV array.

Huge Thanks...

A massive thank you to everyone who has contributed time, food and resources, including financial contributions and donations in kind, to FareShare Greater Manchester, brought to you by EMERGE 3Rs. We are proud of our major partnership with FareShare UK; without the incredible food generously donated to FareShare by food companies, retailers and manufacturers, and the much-needed funds given to help us keep the lights on by individuals, families, companies and trusts, the operation would be a non-starter. FSUK also kindly supported a number of core costs in the past year for which we give thanks.



We are extremely grateful to all our amazing volunteers, who diligently help pick, pack, deliver, clean and organise the food, alongside our fantastic, dedicated staff team. We are thrilled to have our efforts boosted by corporate teams who also make a wonderful contribution to this busy operation. Thanks too, to our steadfast Board of Trustees.

Furthermore, we could not do all this work without our CFMs (Community Food Partners), who patiently accept the ups and downs of the food supply and the operational challenges we face daily, and work with us in spite of it all, to help people in our wider communities, to address food insecurity and ultimately improve lives.

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...to all of our Fantastic Funders

The National Community Lottery Fund (Cost of Living Grant); Albert Gubay Foundation, The Zochonis Charitable Trust, Forrester Family Trust, Weston Charity Awards & Pilotlight, The Hedley Foundation, FareShare UK, The Hobson Charity, the WO Street Charitable Foundation, HMRC Gift Aid, The Lee & Bakirgian Family Trust, Miss JK Stirrup Charity (Ludlow Trust), Miss Edith Mary Sage Charitable Trust (Ludlow Trust), the NatWest Group also Barclays Match Fund (via the Charities Trust), Beatrice Laing Trust; Better Giving, The Big Give, The Big Trust, The Broome Family Charitable Trust, The Chillag Family Charitable Trust, The Clothworkers' Foundation, The Duchy of Lancaster Benevolent Fund; Rachel Charitable Trust, Salford CVS, the Souter Charitable Trust, the TUUT Charitable Trust, The Rothschild Foundation for helping our CFMs.

In addition, we were thrilled to receive wonderful donations from Bernard Negrosh, Just Giving (S&J Thorne), Bryan Caveleighon, Richard & Diana Hogben (via CAF), S.Middleton, Human Race Ltd, the World Food Day Event and Tesco's PCT Top up.

...and our Corporate Supporters

We are extremely lucky to have long-term support from CDL Software Ltd and Cargill, which fundamentally underpins our activities and sets the bar very high, year on year.

We were delighted to continue our engagement with the N. Brown Group (including JD Williams), as their charity partner, it has been fantastic to see so many of their colleagues gaining hands on experience of delivering social value in FSGM. Their staff also worked extremely hard for us, fundraising independently through multiple initiatives, which were generously matched by the company. An impressive new standard was set, one we hope may be emulated by others.



Big thanks for donations and corporate support from the Trafford Centre, the Castlefield Fund, Caesarstone (UK) Ltd, Chubb, Amazon UK Services, Auto Trader Enterprise, Enterprise RAC UK Ltd., JD Williams Human Race Ltd., Manchester Grammar School, Dunster's Farm (as part of the Big Give), SAGE, Red Eye International, SEETEC, HSBC, TFGM, Selfridges and RBS.

Having Corporate Teams gain hands on experience of social value, alongside regular staff and volunteers within our operations can be a great boost, and we are pleased to offer 'Team Cooperation Days' as a regular feature again. We were grateful for development assistance from a special taskforce, funded through Weston Charity Awards in conjunction Pilotlight who provided expert support and guidance, helping us to review and reset our Corporate Engagement Strategy.

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Going Forward: Plans for the future

As our current 3-year Strategic Plan comes to fruition at the end of March 2025, we will step back and take stock of where we are, where we want to get to, and what the barriers and opportunities are. The process will involve SLT, Board and consultation with our wider teams.

Meanwhile we are making progress across all our 'critical success' categories, which include

1. Sustainable operating model
2. Effective Teams feeling successful
3. Impact
4. Influence

2024 is proving a positive year, with a number of fantastic recruits providing renewed stability across the teams, following some churn as graduates moved on to new pastures. Fluctuating food supplies has intermittently hampered confidence in our efforts to increase our throughput of surplus food redistribution and enhance our earned income, but we continue to work more closely than ever with the FareShare UK Food Team. The advent of the new 60-pallet freezer to manage the increase in this food type, situated in the F Block, offers a fantastic opportunity. We intend to exploit this, with a dedicated delivery round being established and increased engagement with our Community Food Members, as we encourage them to use up, not store, frozen foods.

Replacement of our ageing fleet is firmly on the 'to do' list and we are keen to explore sponsorship opportunities.

We will advance income generation through our prep kitchen facilities, with groups using it to batch cook meals. This facility, combined with our wonderful canteen area, will continue to provide for larger events including donor networking, supper clubs, corporate team days and parties. Similarly, we are looking to rent our 'Break out room' with its video conferencing, light, sunny aspect and access to our roof terrace.



We will formally review the strength of our marketing and brands across various channels and endeavour to achieve more impact through a series of proactive campaigns.

EMERGE intends to maintain and in some cases, increase investment in our workforce through training, coaching and personal development and support. Likewise, we are working with FSUK to review systems and processes to achieve greater levels of efficiency and optimise our capabilities.

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We will recruit fundraising capability and resource efforts to gain more financial assistance from a variety of means.

Aware of opportunities to utilise larger quantities of catering produce supplied, we will undertake feasibility research to consider options for de-packing, with various partners.

We plan to expand our voluntary Gardening Club and make more of our outdoor, potential food growing, biodiversity support and wellbeing areas.

EMERGE is exploring opportunities to partner with Cooler who develop and support Carbon Literacy training, Manchester Climate Change Agency, GMCA, Friends of the Earth and others, to undertake more 'real 3Rs' motivational sessions and be part of the drive to empower more people with greater knowledge about climate change and carbon reduction. We will support more people, volunteers, staff, customers and wider stakeholder network, including corporates, to engage and feel confident about waste minimisation, reuse and recycling, not just in relation to material resources, but energy and water. We plan to debunk myths, build hope and galvanise positive changes in behaviours.

Structure, Governance & Management

EMERGE 3Rs is a charitable company limited by guarantee, 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.

Fiona King and Rob Barnett acted as Vice Chair during this period with Brigit Egan as Chair of the Board. Fiona led the Board in overseeing the implementation of the Governance sub-committee (GSC), specifically to ensure the Board is fulfilling its duties. Areas of focus during 2023-24 for the GSC were the overall skill-set of the Board including formal Board Trustee requirements.

Several established sub-committees continued to play an important role:

- Finance Sub-Committee – overseen by Brigit Egan
- Governance Sub-Committee – overseen by Fiona King
- HR Sub-Committee – overseen by Fiona King

EMERGE 3Rs

Trustees Annual Report for the year ended 31 March 2024

- Health and Safety Sub-Committee – supported by Andy Chicken, run by Andy Brown (staff).

In addition, a subcommittee supporting Volunteering & Safeguarding was set up at the year-end, supported by Tony Baldwinson and Erinma Bell.

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.

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 2023/24 via strategy days, meetings and events.

We would like to thank Shirley Jones for her thoroughness over financial matters and her commitment of time and we were sorry to see her go during this financial year.

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 operates independently from the charitable company. There remain some shared costs, including core, 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, particularly in relation to engaging and training volunteers in Touch Wood as well as in the charity, in FSGM. We describe ourselves as the EMERGE Collective for external purposes, to demonstrate the alliance and mutuality between the two entities.

Brigit Egan is a Trustee of EMERGE 3Rs and also Non-Executive Director of EMERGE Recycling. Jayrissa Thompson and Lucy Danger are both Executive Directors of EMERGE Recycling whilst also being employees of EMERGE 3Rs.

EMERGE 3Rs

Trustees Annual Report for the year ended 31 March 2024

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 affordably using external salary surveys and market place benchmarking (mainly within the VCSE) to help us set our salary scale. 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 collaborate 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.

EMERGE Recycling, our 'sister' social enterprise provides services such as waste recycling and disposal to our FSGM operation. Volunteers and trainees are recruited to gain work experience in Touch Wood, and we see this as mutually beneficial, giving us wider scope to engage more people in 3Rs activities. Touch Wood (run by EMERGE Recycling), provides supervision, training and support to these individuals. We have raised funds jointly with Touch Wood, to support this work based on apportioning costs (and funds) accordingly, in line with the formal agreements we have in place with the specific funders.

Risks & Uncertainties

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 2023/24 the reserves policy was not consistently achieved at all times due to vagaries in receipt of grant income. 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 develop, we are in a strong position to mitigate any potential impacts. The Board monitors risks that could materially impact

EMERGE 3Rs

Trustees Annual Report for the year ended 31 March 2024

our ability to achieve our objectives. 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 is now well established, meets regularly and is progressing a collective-wide improvement plan. A qualified and experienced Health and Safety Officer oversees and resolves issues; support available via FSUK. Clear Health and Safety policy with employee training and awareness programme. FareShare National Annual Audit; Robust Food Safety regime.	The health and safety of our employees continues to be a priority and we continue to monitor and manage incidents robustly to affect future mitigation and prevention. Staff training and safety sessions continue with the continued development of Maynard house and F21-30.
Safeguarding for Staff, Volunteers, Beneficiaries and Customers	Moderate	External professional advice available via Work Nest. Clear Safeguarding policy with employee training and awareness programme. Knowledge and experience of supervisors to ensure compliance, ongoing training.	Policies around safeguarding staff and volunteers continue to develop to help build suitable mitigating actions against the risk assessments. 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 support an HR committee. HR support contract in place via Work Nest. Also an Employee Assistance Programme for wellbeing issues.	The HR committee continues to develop and review policies during the year alongside the revised staff handbook. There has been increased training to embed staff policies. Recruitment has been at times difficult during the year, but we continue to attract employees that follow our ethos.

EMERGE 3Rs
Trustees Annual Report for the year ended 31 March 2024

Funding and Grant maintenance	Major	Clear funding plans and application process; Sustainable business plans and budgets to identify funding requirements; External professional advice. Maintain and continually build good relationships 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 ongoing.	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 and a proactive fundraising strategy and plan to achieve this.
Business Resilience to ensure continued operations	Moderate	Regular reviews of internal systems to ensure they are robust in emergency situations; Clear polices to ensure employees are safe and know how to deal with major incidents, staff training and awareness ongoing.	Business Resilience continues to develop within operations at Maynard House, yard and F21-30 (our HQ and main places of work), also in terms of fleet maintenance and replacements. Health and Safety committee is well established and continues to support the Charity with clear and supportive guidance.

Emerging Risks

Cost of living crisis – As we are part of the solution for many families struggling with the cost of living crisis we continue to monitor GMCA and national Government policy in this area and the potential wider world economic position. We also engage regularly with our partners, FareShare UK and the wider FareShare network; FSUK are doing concerted work and lobbying on this, on behalf of the FareShare UK 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.

EMERGE 3Rs

Trustees Annual Report for the year ended 31 March 2024

Trustees Responsibilities Statement

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

Third Sector Accountancy Limited 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 26th November 2024 and signed on their behalf by

Brigit Egan 
Chair of EMERGE 3Rs

Independent auditor's report to the members of EMERGE 3Rs

Opinion

We have audited the financial statements of EMERGE 3Rs (the 'charitable company') for the year ended 31 March 2024 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows and notes to the financial statements, including a summary of 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 31 March 2024 and of its incoming resources and application of resources for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice;
- have been prepared in accordance with the requirements of the Companies Act 2006.

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 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 directors' 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 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 directors with respect to going concern are described in the relevant sections of this report.

Other information

The other information comprises the information included in the trustees report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information.

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.

Independent auditor's report to the members of EMERGE 3Rs

In connection with our audit of the financial statements, 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 audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. 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, which includes the directors' report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the directors' report included within the trustees' 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 charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the directors' report included within the trustees' report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 and the [regulations](#) require us to report to you if, in our opinion:

- adequate and proper accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' 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 trustees' report and from the requirement to prepare a strategic report.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement, the trustees (who are also 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.

Independent auditor's report to the members of EMERGE 3Rs

Auditor's responsibilities for the audit of the financial statements

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 extent to which our procedures are capable of detecting irregularities, including fraud is detailed below.

Based on our understanding of the charity and environment in which it operates, we identified the principal risks of non-compliance with laws and regulations related to pension legislation, tax legislation, employment legislation, health and safety legislation, and other legislation specific to the industry in which the charity operates, and we considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as the Companies Act 2006, the reporting requirements under the Charities SORP and FRS102, and the Charities Act 2011.

We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls), and determined that the principle risks were related to the pressure on management to achieve particular results. Audit procedures performed by the engagement team included:

- Discussions with management including consideration of known or suspected instances of non-compliance;
- Evaluating management's controls designed to prevent and detect irregularities;
- Identifying and testing journal entries; and
- Challenging assumptions and judgments made by management.

There are inherent limitations in the audit procedures described above and the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely we would become aware of it. Also, the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery or intentional misrepresentations, or through collusion.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Independent auditor's report to the members of EMERGE 3Rs

Use of the audit 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. Our audit work has been undertaken so that we might state to the charitable company's members 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, for our audit work, for this report, or for the opinions we have formed.



Patrick Morrello (Senior Statutory Auditor)

For and on behalf of Third Sector Accountancy Limited, Statutory Auditor

Holyoake House

Hanover Street

Manchester

M60 0AS

Date

23 / 12 / 2024

EMERGE 3Rs
Statement of Financial Activities
(including Income and Expenditure account)
for the year ended 31 March 2024

	Note	Unrestricted funds £	Restricted funds £	Total funds 2024 £	<i>Unrestricted funds £</i>	<i>Restricted funds £</i>	<i>Total funds 2023 £</i>
Income from:							
Donations and legacies	3	347,787	41,918	389,705	235,151	51,614	286,765
Charitable activities	4	572,723	187,769	760,492	689,641	187,473	877,114
Other trading activities	6	120,944	-	120,944	101,481	-	101,481
Total income		1,041,454	229,687	1,271,141	1,026,273	239,087	1,265,360
Expenditure on:							
Raising funds	7	3,945	-	3,945	18,380	-	18,380
Charitable activities	8	1,096,065	111,654	1,207,719	944,419	343,909	1,288,328
Total expenditure		1,100,010	111,654	1,211,664	962,799	343,909	1,306,708
Net income/(expenditure) for the year	10	(58,556)	118,033	59,477	63,474	(104,822)	(41,348)
Transfer between funds		84,829	(84,829)	-	53,883	(53,883)	-
Net movement in funds for the year		26,273	33,204	59,477	117,357	(158,705)	(41,348)
Reconciliation of funds							
Total funds brought forward		1,406,917	2,203	1,409,120	1,289,560	160,908	1,450,468
Total funds carried forward		1,433,190	35,407	1,468,597	1,406,917	2,203	1,409,120

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

EMERGE 3Rs
Company number 03556346

Balance sheet as at 31 March 2024

	Note	2024	2023
		£	£
Fixed assets			
Tangible assets	15	1,313,191	1,322,488
Total fixed assets		1,313,191	1,322,488
Current assets			
Debtors	16	188,070	110,912
Cash at bank and in hand		169,480	141,646
Total current assets		357,550	252,558
Liabilities			
Creditors: amounts falling due in less than one year	17	(191,717)	(151,707)
Net current assets		165,833	100,851
Total assets less current liabilities		1,479,024	1,423,339
Creditors: amounts falling due after more than one year	19	(10,427)	(14,219)
Net assets		1,468,597	1,409,120
The funds of the charity:			
Unrestricted income funds	21	1,433,190	1,406,917
Restricted funds	20	35,407	2,203
Total charity funds		1,468,597	1,409,120

These accounts are prepared in accordance with the special provisions of part 15 of the Companies Act 2006 relating to small companies and constitute the annual accounts required by the Companies Act 2006 and are for circulation to members of the company.

The notes on pages 28 to 45 form part of these accounts.

Approved by the trustees on 22 / 12 / 2024 and signed on their behalf by:

Brigit Egan

(Brigit Egan, Trustee)

EMERGE 3Rs

Statement of Cash Flows for the year ending 31 March 2024

	Note	2024 £	2023 £
Cash provided by/(used in) operating activities	23	115,268	38,486
<i>Cash flows from investing activities:</i>			
Purchase of tangible fixed assets		(83,642)	(137,849)
Cash provided by/(used in) investing activities		(83,642)	(137,849)
<i>Cash flows from financing activities:</i>			
Repayment of borrowing		(3,792)	(7,993)
Cash provided by/(used in) financing activities		(3,792)	(7,993)
Increase/(decrease) in cash and cash equivalents in the year		27,834	(107,356)
Cash and cash equivalents at the beginning of the year		141,646	249,002
Cash and cash equivalents at the end of the year		169,480	141,646

Notes to the accounts for the year ended 31 March 2024

1 Accounting policies

The principal accounting policies adopted, judgments and key sources of estimation uncertainty in the preparation of the financial statements are as follows:

a Basis of preparation

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

EMERGE 3Rs meets the definition of a public benefit entity under FRS102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note.

The financial statements are presented in sterling which is the functional currency of the charity and rounded to the nearest £ sterling.

b Judgments and estimates

The trustees have made no key judgments which have a significant effect on the accounts.

The trustees do not consider that there are any sources of estimation uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying amount of assets and liabilities within the next reporting period.

c Preparation of the accounts on a going concern basis

The trustees consider that there are no material uncertainties about the charitable company's ability to continue as a going concern.

d Income

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the item(s) of income have been met, it is probable that the income will be received and the amount can be measured reliably.

Income from government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

Income received in advance of a provision of a specified service is deferred until the criteria for income recognition are met.

Notes to the accounts for the year ended 31 March 2024 (continued)

e Donated services and facilities

Donated professional services and donated facilities are recognised as income when the charity has control over the item, any conditions associated with the donated item have been met, the receipt of economic benefit from the use by the charity of the item is probable and that economic benefit can be measured reliably. In accordance with the Charities SORP (FRS 102), general volunteer time is not recognised; refer to the trustees' annual report for more information about their contribution.

On receipt, donated professional services and donated facilities are recognised on the basis of the value of the gift to the charity which is the amount the charity would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

f Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the Bank.

g Fund accounting

Unrestricted funds are available to spend on activities that further any of the purposes of charity.

Designated funds are unrestricted funds of the charity which the trustees have decided at their discretion to set aside to use for a specific purpose.

Restricted funds are donations which the donor has specified are to be solely used for particular areas of the charity's work or for specific projects being undertaken by the charity.

h Expenditure and irrecoverable VAT

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that 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 comprise the costs of commercial trading including salaries and their associated support costs.
- Expenditure on charitable activities includes the costs of food distribution, salaries and on costs, undertaken to further the purposes of the charity and their associated support
- Other expenditure represents those items not falling into any other heading.

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

Notes to the accounts for the year ended 31 March 2024 (continued)

i Allocation of support costs

Support costs are those functions that assist the work of the charity but do not directly undertake charitable activities. Support costs include back office costs, finance, personnel, payroll and governance costs which support the charity's programmes and activities. These costs have been allocated between cost of raising funds and expenditure on charitable activities. The bases on which support costs have been allocated are set out in note 8.

j Tangible fixed assets

Individual fixed assets costing £1,000 or more are capitalised at cost and are depreciated over their estimated useful economic lives on a straight line basis as follows:

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

k Debtors

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

l Cash at bank and in hand

Cash at bank and cash 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.

m 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 after allowing for any trade discounts due.

n Financial instruments

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

Notes to the accounts for the year ended 31 March 2024 (continued)

o Pensions

Employees of the charity are entitled to join a defined contribution scheme. The charity's contribution is restricted to the contributions disclosed in note 10. Outstanding contributions at the year end were £863 for March 2024. The costs of the defined contribution scheme are included within support and governance costs and allocated to the funds of the charity using the methodology set out in note 10.

2 Legal status of the charity

The charity is a company limited by guarantee registered in England and Wales and has no share capital. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the charity. The registered office address is disclosed on page 1.

EMERGE 3Rs

Notes to the accounts for the year ended 31 March 2024 (continued)

3 Income from donations and legacies

	Unrestricted £	Restricted £	Total 2024 £	<i>Unrestricted</i> £	<i>Restricted</i> £	<i>Total 2023</i> £
FareShare Greater Manchester						
Donations	66,297	-	66,297	58,174	-	58,174
Corporate donations	77,719	-	77,719	106,872	-	106,872
Garfield Weston	6,500	-	6,500	-	-	-
The Broome Family Charitable Trust	15,000	-	15,000	15,000	-	15,000
Miss Edith Mary Sage Char Trust	13,099	-	13,099	-	-	-
The National Lottery Community Fund	74,999	-	74,999	-	-	-
Duchy of Lancaster Trust	-	2,692	2,692	5,000	-	5,000
Hedley Foundation	-	3,000	3,000	-	-	-
Other grants	24,173	-	24,173	15,105	-	15,105
Subtotal for Fareshare GM	277,787	5,692	283,479	200,151	-	200,151
Give and Gain						
CDL	55,000	-	55,000	-	-	-
Charities Aid Foundation	-	-	-	-	51,614	51,614
Forrester Family Trust	15,000	-	15,000	-	-	-
The Miss JK Stirrup Charity Trust	-	25,869	25,869	-	-	-
Subtotal for Give and Gain	70,000	25,869	95,869	-	51,614	51,614
Building						
Beatrice Laing Trust	-	7,500	7,500	-	-	-
Skillag Family Trust	-	-	-	5,000	-	5,000
The Hobson Charity	-	2,857	2,857	-	-	-
Withington Walls	-	-	-	30,000	-	30,000
	-	10,357	10,357	35,000	-	35,000
Total	347,787	41,918	389,705	235,151	51,614	286,765

EMERGE 3Rs

Notes to the accounts for the year ended 31 March 2024 (continued)

4 Income from charitable activities

	Unrestricted £	Restricted £	Total 2024 £	<i>Unrestricted</i> £	<i>Restricted</i> £	<i>Total 2023</i> £
FareShare Greater Manchester						
Fareshare UK	-	30,463	30,463	68,008	25,000	93,008
Fareshare UK - BMH Project	-	-	-	-	25,201	25,201
GM BME Network	-	-	-	-	1,000	1,000
Green Skills Partnership	-	-	-	22,755	12,201	34,956
Manchester City Council - OMVCS	-	-	-	-	19,980	19,980
Power to Change	-	-	-	10,000	-	10,000
Salford Community CCF23	-	7,961	7,961	-	-	-
Schroder Charity Trust	-	-	-	-	5,000	5,000
Skelton Charitable Trust	-	-	-	-	2,203	2,203
Tesco Community Grant	-	-	-	5,375	1,125	6,500
The Zochonis Charitable Trust	-	20,000	20,000	100,000	20,000	120,000
Young Manchester Covid Grant	-	-	-	-	19,555	19,555
Other	-	-	-	5,237	-	5,237
Supply of donated goods	572,723	-	572,723	478,266	-	478,266
Subtotal for Fareshare GM	572,723	58,424	631,147	689,641	131,265	820,906
Give and gain						
Albert Gubay Charitable Trust	-	54,873	54,873	-	-	-
Other	-	-	-	-	6,208	6,208
Subtotal for Give and Gain	-	54,873	54,873	-	6,208	6,208
Building						
FareShare UK	-	74,472	74,472	-	50,000	50,000
Total	572,723	187,769	760,492	689,641	187,473	877,114

EMERGE 3Rs

Notes to the accounts for the year ended 31 March 2024 (continued)

5 Summary of income by activity

	Unrestricted £	Restricted £	Total 2024 £	<i>Unrestricted</i> £	<i>Restricted</i> £	<i>Total 2023</i> £
Fareshare Greater Manchester	850,510	64,116	914,626	889,792	131,265	1,021,057
Give and Gain	70,000	80,742	150,742	-	57,822	57,822
Building	-	84,829	84,829	35,000	50,000	85,000
	<u>920,510</u>	<u>229,687</u>	<u>1,150,197</u>	<u>924,792</u>	<u>239,087</u>	<u>1,163,879</u>

6 Income from other trading activities

	Unrestricted £	Restricted £	Total 2024 £	<i>Unrestricted</i> £	<i>Restricted</i> £	<i>Total 2023</i> £
Recharges to EMERGE Recycling Ltd	85,367	-	85,367	85,999	-	85,999
Rental income	20,664	-	20,664	15,482	-	15,482
Other	14,913	-	14,913	-	-	-
	<u>120,944</u>	<u>-</u>	<u>120,944</u>	<u>101,481</u>	<u>-</u>	<u>101,481</u>

7 Cost of raising funds

	Unrestricted £	Restricted £	2024 £	<i>Unrestricted</i> £	<i>Restricted</i> £	<i>2023</i> £
Staff costs	3,945	-	3,945	8,708	-	8,708
Direct costs	-	-	-	9,672	-	9,672
	<u>3,945</u>	<u>-</u>	<u>3,945</u>	<u>18,380</u>	<u>-</u>	<u>18,380</u>

EMERGE 3Rs

Notes to the accounts for the year ended 31 March 2024 (continued)

8 Analysis of expenditure on charitable activities

	FareShare £	Give and gain £	Other £	Total 2024 £	<i>FareShare</i> £	<i>Give and gain</i> £	<i>Other</i> £	<i>Total 2023</i> £
Salary costs	576,401	60,949	-	637,350	551,202	52,318	-	603,520
Other staff and volunteer costs	27,648	2,572	-	30,220	-	-	-	-
Direct costs	196,019	38,506	-	234,525	369,517	102,193	-	471,710
Recycling recharged	-	-	90,602	90,602	-	-	85,999	85,999
Premises costs	27,903	2,596	-	30,499	-	-	-	-
Office and admin costs	24,015	2,234	-	26,249	-	-	-	-
Loss on sale of asset	6,175	-	-	6,175	-	-	-	-
Depreciation	78,750	-	-	78,750	-	-	-	-
Bad debt written off	177	-	-	177	-	-	-	-
Governance costs (see note 9)	14,886	1,574	-	16,460	-	-	-	-
Support costs (see note 9)	51,289	5,423	-	56,712	119,414	7,685	-	127,099
	<u>1,003,263</u>	<u>113,854</u>	<u>90,602</u>	<u>1,207,719</u>	<u>1,040,133</u>	<u>162,196</u>	<u>85,999</u>	<u>1,288,328</u>
Restricted expenditure	60,785	50,869	-	111,654	181,713	162,196	-	343,909
Unrestricted expenditure	942,478	62,985	90,602	1,096,065	858,420	-	85,999	944,419
	<u>1,003,263</u>	<u>113,854</u>	<u>90,602</u>	<u>1,207,719</u>	<u>1,040,133</u>	<u>162,196</u>	<u>85,999</u>	<u>1,288,328</u>

EMERGE 3Rs

Notes to the accounts for the year ended 31 March 2024 (continued)

9 Analysis of governance and support costs

	Basis of apportionment	Support £	Governance £	Total 2024 £	Support £	Governance £	Total 2023 £
Salary costs	Staff time	35,616	1,972	37,588	81,501	8,708	90,209
Staff related costs	Staff time	-	-	-	3,090	-	3,090
Marketing costs	Staff time	13,346	-	13,346	6,728	-	6,728
Office and other support costs	Staff time	-	-	-	32,616	-	32,616
Memberships, Conferences & Publications	Staff time	1,307	-	1,307	-	-	-
Loan interest	Staff time	-	-	-	1,894	-	1,894
Finance charges	Staff time	6,443	-	6,443	1,270	-	1,270
Legal and professional	Staff time	-	14,488	14,488	-	9,673	9,673
		56,712	16,460	73,172	127,099	18,381	145,480
Allocated to:							
FareShare		51,289	14,886	66,175			
Give and Gain		5,423	1,574	6,997			
		56,712	16,460	73,172			

Notes to the accounts for the year ended 31 March 2024 (continued)

10 Net income/(expenditure) for the year

This is stated after charging/(crediting):	2024 £	2023 £
Depreciation	78,749	74,723
Interest payable	493	983
Auditor's remuneration - audit fees	3,500	3,000
Auditor's remuneration - accountancy fees	1,800	1,800

11 Staff costs

Staff costs during the year were as follows:

	2024 £	2023 £
Wages and salaries	616,027	629,350
Social security costs	48,799	50,141
Pension costs	14,057	14,238
	678,883	693,729

Allocated as follows:

Cost of raising funds	3,945	8,708
Charitable activities	637,350	603,520
Support costs	35,616	81,501
Governance costs	1,972	-
	678,883	693,729

No employee has employee benefits in excess of £60,000 (2023: Nil).

The average number of staff employed during the period was 28 (2023: 31).

The average full time equivalent number of staff employed during the period was 22 (2023: 25).

The key management personnel of the charity comprise the trustees and senior staff (as set out on page 1). The total employee benefits of the key management personnel of the charity were £212,083 (2023: £174,888).

Notes to the accounts for the year ended 31 March 2024 (continued)

12 Trustee remuneration and expenses, and related party transactions

Neither the management committee nor any persons connected with them received any remuneration or reimbursed expenses during the year (2023: Nil).

No member of the management committee received travel and subsistence expenses during the year (2023: £Nil).

Aggregate donations from related parties were £Nil (2023: £Nil).

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

No trustee or other person related to the charity had any personal interest in any contract or transaction entered into by the charity, including guarantees, during the year (2023: nil).

13 Government grants

The government grants recognised in the accounts were as follows:

	2024 £	2023 £
European Social Fund Community Grant	-	6,208
Manchester City Council - Our Manchester	-	19,980
The National Lottery Community Fund	74,999	12,000
	74,999	38,188

There were no unfulfilled conditions and contingencies attaching to the grants.

14 Corporation tax

The charity is exempt from tax on income and gains falling within Chapter 3 of Part 11 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992 to the extent that these are applied to its charitable objects. No tax charges have arisen in the charity.

Notes to the accounts for the year ended 31 March 2024 (continued)

15 Fixed assets: tangible assets

	Buildings £	Vehicles £	Other equipment and fixtures £	Total £
Cost				
At 1 April 2023	1,056,817	196,694	317,872	1,571,383
Additions	3,606	-	80,036	83,642
Disposals	-	-	(41,866)	(41,866)
At 31 March 2024	1,060,423	196,694	356,042	1,613,159
Depreciation				
At 1 April 2023	41,627	126,527	80,741	248,895
Charge for the year	33,941	25,246	19,562	78,749
Disposals	-	-	(27,676)	(27,676)
At 31 March 2024	75,568	151,773	72,627	299,968
Net book value				
At 31 March 2024	984,855	44,921	283,415	1,313,191
At 31 March 2023	1,015,190	70,167	237,131	1,322,488

16 Debtors

	2024 £	2023 £
Trade debtors	77,012	100,539
Accrued income	73,006	-
Prepayments	18,390	10,373
VAT	19,662	-
	188,070	110,912

Notes to the accounts for the year ended 31 March 2024 (continued)

17 Creditors: amounts falling due within one year

	2024 £	2023 £
Trade creditors	101,284	112,972
Other creditors and accruals	25,640	13,533
Deferred income	36,143	20,000
Taxation and social security costs	23,377	5,202
Amount owed to related party	5,273	-
	191,717	151,707

18 Deferred income

	2024 £	2023 £
Deferred grant brought forward	20,000	-
Grant received	36,143	20,000
Released to income from charitable activities	(20,000)	-
Deferred grant carried forward	36,143	20,000

19 Creditors: amounts falling after more than one year

	2024 £	2023 £
Hire purchase agreement	10,427	14,219
	10,427	14,219
Repayable after more than 5 years by instalments	-	-

Notes to the accounts for the year ended 31 March 2024 (continued)

20 Analysis of movements in restricted funds

	Balance at 1 £	Income £	Expenditure £	Transfers £	Balance at 31 £
FareShare GM					
Duchy of Lancaster	-	2,692	(158)	-	2,534
FareShare UK	-	30,463	(30,463)	-	-
Hedley Foundation	-	3,000	-	-	3,000
Salford Community CCF23	-	7,961	(7,961)	-	-
Skelton Charitable	2,203	-	(2,203)	-	-
The Hobson Charity	-	2,857	-	(2,857)	-
Zochonis Charitable Trust	-	20,000	(20,000)	-	-
	<u>2,203</u>	<u>66,973</u>	<u>(60,785)</u>	<u>(2,857)</u>	<u>5,534</u>
Give and Gain					
Albert Gubay Charitable Trust	-	54,873	(25,000)	-	29,873
The Miss JK Stirrup Charity Trust	-	25,869	(25,869)	-	-
	<u>-</u>	<u>80,742</u>	<u>(50,869)</u>	<u>-</u>	<u>29,873</u>
Building					
FareShare UK	-	74,472	-	(74,472)	-
The Beatrice Laing Trust	-	7,500	-	(7,500)	-
	<u>-</u>	<u>81,972</u>	<u>-</u>	<u>(81,972)</u>	<u>-</u>
Total	<u>2,203</u>	<u>229,687</u>	<u>(111,654)</u>	<u>(84,829)</u>	<u>35,407</u>

Note re transfers of restricted funds

Those funds were used for capital expenditure on fixed assets as per funder agreement. Those restricted funds were spent on a large industrial freezer and a fork lift truck.

Notes to the accounts for the year ended 31 March 2024 (continued)

Note 20 continued**Comparative period**

	<i>Balance at 1 £</i>	<i>Income £</i>	<i>Expenditure £</i>	<i>Transfers £</i>	<i>Balance at £</i>
Activity 1 - FareShare GM					
GM BME Network	-	1,000	(1,000)	-	-
Green Skills	-	12,201	(12,201)	-	-
Partnership	-	50,201	(50,201)	-	-
FareShare UK	-	19,980	(19,980)	-	-
Manchester City	-	5,000	(5,000)	-	-
Council - Our	-	2,203	-	-	2,203
Schroeder Charitable	-	1,125	(1,125)	-	-
Trust	-	19,555	(16,472)	(3,883)	-
Skelton Charity Trust	-	20,000	(20,000)	-	-
Tesco Community	800				
Grant					
Young Manchester					
Covid Recovery					
Zochonis Charitable					
Trust					
	<u>800</u>	<u>131,265</u>	<u>(125,979)</u>	<u>(3,883)</u>	<u>2,203</u>
Activity 2 - Give and Gain					
Charities Aid	160,108	51,614	(211,722)	-	-
Foundation	-	6,208	(6,208)	-	-
European Social Fund					
Community Grant					
	<u>160,108</u>	<u>57,822</u>	<u>(217,930)</u>	<u>-</u>	<u>-</u>
Activity 3 - Building					
Garfield Weston	-	50,000	-	(50,000)	-
	<u>-</u>	<u>50,000</u>	<u>-</u>	<u>(50,000)</u>	<u>-</u>
Total	<u>160,908</u>	<u>239,087</u>	<u>(343,909)</u>	<u>(53,883)</u>	<u>2,203</u>

Notes to the accounts for the year ended 31 March 2024 (continued)

Note 20 continued

Name of restricted fund	Description, nature and purposes of the fund
FareShare GM	
Duchy of Lancaster	contribution to increase in cost of living
FareShare UK	fuel contribution towards CFM deliveries
FareShare UK	contribution to costs of Head of Development role
Garfield Weston	The Weston Charity Awards (Pilotlight) - undertake work of strategic significance to the charity
Hedley Foundation	towards purchase of fork lift truck for training volunteers
Rothchild Foundation	grant funding for CMF
via FareShare UK	
Salford Community CCF23	part of the funding was for slow cooker
Skelton Charitable	project Feeding Families who cannot cope with the cost of living crisis
The Hobson Charity	towards purchase of Doosan fork lift truck, to settle part of the finance lease cost commencing July 2023
The National Lottery Community Fund	contribution to increase in cost of living
Zochonis Charitable Trust	contribution towards salary and on cost for new Corporate Volunteer Engagement position
Give and Gain	
Albert Gubay Charitable Trust	towards salary costs of Give and Gain operation
CDL	towards costs of Give and Gain operation
Forrester Family Trust	for staff and volunteer training costs
The Miss JK Stirrup Charity Trust	towards costs of Give and Gain operation
Building	
FareShare UK	towards costs of health and safety improvements
FareShare UK	towards installation of industrial freezer
The Beatrice Laing Trust	towards installation of industrial freezer

Notes to the accounts for the year ended 31 March 2024 (continued)

21 Analysis of movement in unrestricted funds

	Balance at 1 £	Income £	Expenditure £	Transfers £	As at 31 £
General fund	295,648	1,041,454	(1,100,010)	(65,569)	171,523
Designated property assets fund	1,111,269	-	-	150,398	1,261,667
	<u>1,406,917</u>	<u>1,041,454</u>	<u>(1,100,010)</u>	<u>84,829</u>	<u>1,433,190</u>

Comparative period

	Balance at £	Income £	Expenditure £	Transfers £	As at 31 £
General fund	138,655	1,026,273	(873,163)	3,883	295,648
Designated property assets fund	1,150,905	-	(89,636)	50,000	1,111,269
	<u>1,289,560</u>	<u>1,026,273</u>	<u>(962,799)</u>	<u>53,883</u>	<u>1,406,917</u>

Name of**unrestricted fund****Description, nature and purposes of the fund**

General fund	The free reserves after allowing for all designated funds
Designated property assets fund	The fixed assets are essential for the future operation of the charity and so are excluded from free reserves.

22 Analysis of net assets between funds

	General fund £	Designated funds £	Restricted funds £	Total 2024 £
Tangible fixed assets	51,524	1,261,667	-	1,313,191
Net current assets/(liabilities)	130,426	-	35,407	165,833
Creditors of more than one year	(10,427)	-	-	(10,427)
Total	<u>171,523</u>	<u>1,261,667</u>	<u>35,407</u>	<u>1,468,597</u>

Notes to the accounts for the year ended 31 March 2024 (continued)

Note 22 continued**Comparative period**

	<i>General fund £</i>	<i>Designated funds £</i>	<i>Restricted funds £</i>	<i>Total 2023 £</i>
<i>Tangible fixed assets</i>	211,219	1,111,269	-	1,322,488
<i>Net current assets/(liabilities)</i>	98,648	-	2,203	100,851
<i>Creditors of more than one year</i>	(14,219)	-	-	(14,219)
<i>Total</i>	295,648	1,111,269	2,203	1,409,120

23 Reconciliation of net movement in funds to net cash flow from operating activities

	<i>2024 £</i>	<i>2023 £</i>
Net income/(expenditure) for the year	59,477	(41,348)
Adjustments for:		
Depreciation charge	78,749	74,723
Loss on sale of fixed assets	14,190	-
Decrease/(increase) in debtors	(77,158)	(18,872)
Increase/(decrease) in creditors	40,010	23,983
Net cash provided by/(used in) operating activities	115,268	38,486

24 Net debt statement

	<i>At 1 April 2023 £</i>	<i>Cash flows £</i>	<i>Other non- cash changes £</i>	<i>At 31 March 2024 £</i>
Cash at bank and in hand	141,646	115,268	(78,443)	178,471
Loan falling due in less than 5 years	(14,219)	-	3,800	(10,419)
	127,427	115,268	(74,643)	168,052