

# MANCHESTER COMMUNITY CENTRAL

England & Wales · Charity number 1145921

## Details

---

**Other names** MANCHESTER ALLIANCE FOR COMMUNITY CARE, MACC

**Status** Registered

**Legal form** Charitable company

**Company number** [07788593](#)

**Registered** 2012-02-15

**Register** [View on the Charity Commission register](#)

## Contact

---

**Address** Macc  
St Thomas Centre  
Ardwick Green North  
Manchester  
M12 6FZ

**Phone** 01612771010

**Email** [mike@macc.org.uk](mailto:mike@macc.org.uk)

**Website** <http://www.manchestercommunitycentral.org>

## Activities

---

**Objects:** TO PROMOTE ANY CHARITABLE PURPOSES FOR THE BENEFIT OF THE PUBLIC, PRINCIPALLY BUT NOT EXCLUSIVELY IN THE LOCAL GOVERNMENT AREA OF MANCHESTER AND ITS ENVIRONS (HEREINAFTER CALLED THE AREA OF BENEFIT) AND, IN PARTICULAR BUT NOT EXCLUSIVELY BY1. PROMOTING THE THIRD SECTOR BY:(A) BUILDING THE CAPACITY OF THIRD SECTOR ORGANISATIONS AND PROVIDE THEM WITH THE NECESSARY SUPPORT, INFORMATION AND SERVICES TO ENABLE THEM TO PURSUE OR CONTRIBUTE TO ANY CHARITABLE PURPOSE;(B) PROMOTING VOLUNTEERING WITHIN THE SECTOR;(C), ORGANISING AND FACILITATING CO-OPERATION AND PARTNERSHIP WORKING BETWEEN THIRD SECTOR, STATUTORY AND OTHER RELEVANT BODIES.2. THE PROMOTION OF GOOD HEALTH OF THE LOCAL COMMUNITY.3. THE PROMOTION OF EQUALITY AND DIVERSITY FOR THE PUBLIC BENEFIT BY:(A) ADVANCING EDUCATION AND RAISING AWARENESS IN EQUALITY AND DIVERSITY;(B) PROMOTING ACTIVITIES TO FOSTER UNDERSTANDING BETWEEN PEOPLE FROM DIVERSE BACKGROUNDS;(C) CONDUCTING OR COMMISSIONING RESEARCH ON EQUALITY AND DIVERSITY ISSUES AND PUBLISHING THE RESULTS TO THE PUBLIC;(D) CULTIVATING A SENTIMENT IN FAVOUR OF EQUALITY AND DIVERSITY.FOR THE PURPOSE OF THE OBJECTS:'THIRD SECTOR' MEANS CHARITIES, VOLUNTARY ORGANISATIONS AND SOCIAL ENTERPRISES.CHARITIES ARE ORGANISATIONS WHICH ARE ESTABLISHED FOR EXCLUSIVELY CHARITABLE PURPOSES IN ACCORDANCE WITH THE LAW OF ENGLAND AND WALES.VOLUNTARY ORGANISATIONS AND SOCIAL ENTERPRISES ARE INDEPENDENT ORGANISATIONS WHICH ARE ESTABLISHED FOR PURPOSES THAT ADD VALUE TO THE COMMUNITY AS A WHOLE, OR A SIGNIFICANT SECTION OF THE COMMUNITY, AND WHICH ARE NOT PERMITTED BY THEIR CONSTITUTION TO MAKE A PROFIT FOR PRIVATE DISTRIBUTION. THEY DO NOT INCLUDE LOCAL GOVERNMENT OR OTHER STATUTORY AUTHORITIES.

**Activities:** To promote the third sector by building the capacity of third sector organisations and provide them the necessary support, information and services to enable them to pursue or contribute to any charitable service; promoting volunteering within the sector; organising and facilitating co operation and partnership working between third sector, statutory and other relevant bodies.

## Classification

---

- **How:** Acts As An Umbrella Or Resource Body
- **What:** General Charitable Purposes, The Advancement Of Health Or Saving Of Lives, Human Rights/religious Or Racial Harmony/equality Or Diversity
- **Who:** Other Charities Or Voluntary Bodies, Other Defined Groups

## Geography

---

- Manchester City

## Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£2,201,915	£2,377,311	£543,117	35
2024-03-31	£2,146,164	£2,374,040	£718,513	33
2023-03-31	£1,770,101	£1,595,970	£946,389	24
2022-03-31	£1,644,899	£1,580,414	£772,258	25
2021-03-31	£1,027,004	£1,110,782	£707,773	27

## Trustees

Name	Role	Appointed
Bethany Leslie		2023-11-29
Charles Kwaku-Odoi		2015-12-10
Daniel Taylor		2022-07-18
Dr Julian Skyrme		2015-01-14
Janet Elizabeth Finucane		2019-02-26
Mona Moussa		2024-03-31
Nicola Claire Shellens		2023-11-29
Rodger Cairns		2019-02-26

**MANCHESTER COMMUNITY CENTRAL**

England & Wales - Charity number 1145921

---

# Accounts

---

**MANCHESTER COMMUNITY CENTRAL**

**FINANCIAL STATEMENTS FOR THE YEAR ENDED  
31 MARCH 2025**

Registered Charity No. 1145921  
Company Registration No. 07788593

# MANCHESTER COMMUNITY CENTRAL

## INDEX

<u>PAGE NUMBER</u>	<u>CONTENTS</u>
1 - 21	TRUSTEES ANNUAL REPORT
22 - 24	INDEPENDENT AUDITORS REPORT
25	STATEMENT OF FINANCIAL ACTIVITIES
26	STATEMENT OF FINANCIAL ACTIVITIES (PRIOR YEAR)
27	BALANCE SHEET
28	STATEMENT OF CASH FLOWS
29 - 40	NOTES TO THE ACCOUNTS

**MANCHESTER COMMUNITY CENTRAL****ANNUAL REPORT AND ACCOUNTS FOR THE YEAR ENDED 31st MARCH 2025**

---

The trustees present their annual directors' report and financial statements of the charity for the year ended 31st March 2025 which are also prepared to meet the requirements for a directors' report and accounts for Companies Act purposes.

The financial statements comply with the Charities Act 2011, the Companies Act 2006, the Memorandum and Articles of Association, and the Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019).

**Context: VCSE Infrastructure in Manchester**

Manchester and Salford Council of Social Service was established in 1919 to support the growing number of charitable organisations in the two cities. In line with the reorganisation of Local Government in the early 1970s, the organisation split into two distinct entities: Salford CVS and Manchester CVS. Manchester Alliance for Community Care was established as a programme within Manchester CVS in 1981. Over subsequent years (the history is long, complicated and open to a large amount of interpretation) VCSE sector support in Manchester became extremely fragmented with Manchester CVS – later known as Voluntary Action Manchester – being just one of a large number of agencies providing a variety of "infrastructure" roles: at one point 18 different organisations were involved and yet there were major gaps: e.g. no Volunteer Centre.

In 2009, Macc brought together a partnership to establish "Manchester Community Central" as a new umbrella brand under which any configuration of arrangements could sit, providing clarity and accessibility for local organisations and partners and creating a space for collaborative development. Sector leaders and Manchester City Council came together to explore these during 2011 and Macc proposed a new model (based on NCVO's Value of Infrastructure programme) to show the range of services and activities which a lead organisation could put in place to increase impact for the city's communities. From January 2012, Macc formally took on the role of lead voluntary sector infrastructure agency in Manchester and the range of functions has developed further in the intervening years. Macc was re-registered as a charity with updated objectives to reflect its new role.

A landmark was achieved in May 2013 when Manchester City Council issued a single tender for the full range of support to the local VCSE sector (information, capacity building, volunteering, policy, representation and engagement). The tender itself was an achievement for Macc since it showed that we had proved the case made that those functions needed to be joined together in order to generate greatest impact. We were successful in bidding for this contract which represented not only stability and security for the organisation and fresh opportunities to develop the role of the sector in Manchester, it also showed that Macc had delivered on its ambition and its promise to develop into the organisation Manchester needed.

That contract was re-tendered in 2019 and Macc was once again successful, consolidating a decade of developing support for the VCSE sector in the city. The contract was re-tendered again in September 2023 and we were advised early in 2024 that Macc had secured the contract for a

## MANCHESTER COMMUNITY CENTRAL

fourth time, a major achievement which brings stability to the core services and activities for the next four years.

This is a significant part of the context for the organisation: despite this long history, the current incarnation of Macc is still relatively young compared to equivalent organisations in other major cities.

We believe it to be important to be mindful of this because it drives Macc to recognise that there is always more to be done and always room for improvement. Macc is always a work in progress.

## OBJECTIVES AND ACTIVITIES

---

Macc's charitable objects as set out in the governing document are:

*To promote any charitable purposes for the benefit of the public, principally but not exclusively in the local government area of Manchester and its environs (hereinafter called the area of benefit) and, in particular but not exclusively by*

1. *Promoting the third sector by:
 
  - a. *building the capacity of third sector organisations and provide them with the necessary support, information and services to enable them to pursue or contribute to any charitable purpose;*
  - b. *promoting volunteering within the sector;*
  - c. *organising and facilitating co-operation and partnership working between third sector, statutory and other relevant bodies.**
2. *The promotion of good health of the local community.*
3. *The promotion of equality and diversity for the public benefit by:
 
  - a. *advancing education and raising awareness in equality and diversity;*
  - b. *promoting activities to foster understanding between people from diverse backgrounds;*
  - c. *conducting or commissioning research on equality and diversity issues and publishing the results to the public;*
  - d. *cultivating a sentiment in favour of equality and diversity.**

*'Third sector' means charities, voluntary organisations and social enterprises.*

As part of the organisation's transformation programme in 2022, a new Macc Strategy was developed to build our established function-led model to focus on purpose and values:

**Macc's Purpose:** to encourage and support voluntary and community groups, charities, social enterprises and local people to make a difference on issues that matter to them, to our communities and to our city, Manchester.

### Macc's Vision

- Every community in Manchester is rich in charities, community groups, voluntary organisations and social enterprises of all kinds, working with all kinds of people and in all kinds of ways.
- The voluntary, community and social enterprise sector is at the heart of public debate about what kinds of communities, places and society we are creating.

## MANCHESTER COMMUNITY CENTRAL

- A common purpose of improving our city brings together trusting, creative and ambitious relationships with the voluntary, community and social enterprise sector, with local businesses and public bodies.

### **Macc's Values:**

- **Being Supportive** – providing mutual support and encouraging one another
- **Being Collaborative** – facilitating positive change in society by working with people
- **Being Influential** – harnessing people's skills and building their confidence to shape and inform policy and practice

To fulfil these ambitions and in line with our charitable objects, Macc's Strategy has 6 "strategic objectives":

1. Ensure Macc is a well-run, connected and sustainable organisation with a great reputation as a responsible charity driven by our values.
2. Build a strong, diverse, engaged and connected membership.
3. Support a growing range of opportunities for local people to be active citizens in their communities.
4. Tell the stories of brilliant work being done by local VCSE groups and active citizens as a call to action to more people and organisations to get involved.
5. Support the local VCSE sector to build influential, collaborative relationships with each other, with public sector bodies and local businesses.
6. Support local VCSE organisations to set up, develop and thrive.

### **How our activities deliver public benefit**

Macc's activities benefit voluntary sector organisations, individuals and the interaction between the statutory sector and the voluntary and community sector in Manchester and its environs.

The trustees confirm that they have referred to the Charity Commission's guidance on Public Benefit when reviewing the Charity's aims and objectives, in planning future activities, and setting the policies for the year. The Trustees have concluded:

1. That the aims of the organisation continue to be charitable.
2. That the aims and the work done give identifiable benefits to the charitable sector and both indirectly and directly to individuals in need.
3. That the benefits are for the public, are not unreasonably restricted in any way and certainly not by ability to pay.
4. That there is no detriment or harm arising from the aims or activities.

## **ACHIEVEMENTS AND PERFORMANCE**

---

Achievements during the period are reported here against the 6 strategic objectives of the Macc Strategy for 2022-2025.

## MANCHESTER COMMUNITY CENTRAL

**We will ensure that Macc is a well-run, connected and sustainable organisation with a great reputation as a responsible charity driven by our values.**

### **Organisation Development**

This year has been transformative for Macc, marked by significant organisational growth and increased impact through collaborative approaches. A good example is our Refugees Week event which powerfully brought together testimony from people with lived experience alongside our work on the Migrant Destitution Fund, GM Sanctuary Seekers, and support for Manchester's Intention to become a City of Sanctuary. These interconnected streams of work exemplify our responsive approach to emerging needs, having developed in response to events such as the evacuation from Afghanistan, wars in Ukraine and Gaza, and the absence of migrant voices during the Covid-19 pandemic.

The development of our Collaboration Team has proved to be a successful innovation within Macc's structure, hosting multiple projects focused on building practical collaborative working relationships across sectors. By incorporating capacity building and influencing work while attracting additional external funding, this model has demonstrated its effectiveness in enabling greater community impact.

Our work with other Greater Manchester Local Infrastructure Organisations through 10GM has positioned us exceptionally well, establishing shared programmes that benefit the local VCSE sector while generating additional income streams.

Considerable senior management time was devoted to securing the St Thomas Centre from mid-November onwards. While absolutely the right strategic choice, it meant other development work was placed on hold, though this was managed without disrupting day-to-day activities.

### **Staffing**

A significant milestone was achieved when Macc attained a full complement of staff for the first time in some years. The revised team structure implemented in 2022 continued working effectively, generating positive feedback from staff regarding increased support, enhanced personal development opportunities, and improved cohesive working. However, ongoing concerns persist around our ability to maintain salaries in line with inflation, creating longer-term retention concerns despite our flexible, supportive, and values-led working environment.

Throughout the year, we experienced natural staff transitions while maintaining continuity through successful internal movements and new appointments. Recruitment efforts focused on expanding capacity in key areas, including specialist roles for Migrant Destitution work that specifically sought candidates with lived experience of the migration/asylum system.

The acquisition of St Thomas Centre brought substantial expansion through the integration of former GMCVO employees who now form our new Facilities Team, representing a significant enhancement to our organisational capacity and ability to serve the sector.

### **Premises**

The most transformative development was Macc's decision to take on the running of the St Thomas Centre, following GMCVO's closure. This resulted in the first change of registered address in the organisation's history. After over 30 years, we moved out of Swan Buildings on 28th February 2025, completing the relocation within six weeks while ensuring minimal disruption to

## **MANCHESTER COMMUNITY CENTRAL**

other activities. Response from the sector and partners has been overwhelmingly positive, with many welcoming the preservation of the Centre for sector use and crediting Macc's leadership. The new Facilities Team worked rapidly to ensure urgent maintenance works were completed, implement system upgrades and begin planning refurbishments while maintaining relationships with regular customers and attracting new users.

### **Equity and Inclusion**

Our internal equity and inclusion work has been strengthened throughout the year. The Anti-Racism Working Group strategically broadened its scope, renaming itself the Equity and Inclusion Working Group to address various forms of marginalisation while maintaining anti-racism as a core focus.

The group worked with our Staff Health and Wellbeing working group to build greater focus on equity and inclusion questions in staff surveys and developed a new policy for flexible bank holiday arrangements. A significant development was the creation of a dedicated Equity and Inclusion lead role within the Policy and Influence Team, demonstrating our commitment to embedding these principles throughout our work.

### **Climate Action**

Strong progress was made developing a comprehensive climate action strategy and environmental policy. Our Climate Action Working Group maintained quarterly meetings, welcoming new staff members and providing fresh perspectives. External collaboration through the LIO Environment Working Group proved successful with positive feedback on workshops and Carbon Awareness Training programmes delivered to Greater Manchester infrastructure organisations.

The move to St Thomas Centre has created new opportunities to reassess our carbon footprint, with discussions initiated regarding supply chains and catering services.

### **Social Value**

The Greater Manchester Social Value Network continued thriving under Macc's facilitation, maintaining nearly 500 members and hosting large-scale events. Our partnership with Manchester City Council's Social Value Lead resulted in successful co-design sessions refreshing the Council's Social Value Policy, with all VCSE participants compensated for their time.

The St Thomas Centre acquisition has enabled us to examine social value within our own supply chains, as demonstrated by requests for contact details of women-owned sustainable catering businesses following our events.

### **Infrastructure Development**

We continued our strong working relationship with neighbouring voluntary sector infrastructure organisations through 10GM, a joint venture with Salford CVS, Bolton CVS and Action Together. 10GM is now constituted as a legal entity jointly owned by the partners with considerable growth in the staff team and the appointment of a Chief Operating Officer.

The development of 10GM has significantly increased Macc's ability to work collaboratively at a Greater Manchester level, enabling a pipeline of GM-wide projects with funding now flowing through 10GM Ltd into partner organisations to deliver programmes in all 10 Greater Manchester localities.

## **MANCHESTER COMMUNITY CENTRAL**

### **Feedback**

Throughout the year, we maintained our commitment to gathering comprehensive feedback across all projects and services. While our annual membership survey achieved only a 6% completion rate, the feedback received was largely positive. We successfully increased feedback collection through innovative methods including Zoom polls (50% increase) and QR codes (20% increase).

Training and events consistently received positive feedback, with participants appreciating the practical, interactive nature of sessions and networking opportunities. Overall, feedback demonstrates strong satisfaction with Macc's collaborative approach and commitment to supporting the sector.

### **We will build a strong, diverse, engaged and connected membership**

#### **Membership**

Macc's membership has grown significantly throughout the year, demonstrating the strength and appeal of our collaborative approach. Membership numbers reached 661 by March 2025, including 353 core members, 111 associates, 76 supporters, and 121 individuals.

A particularly encouraging trend has been substantial growth in business supporters, increasing from 51 to 76 during the year, largely driven by the success of our Business Partnership work and events attendance. Many new members joined following training sessions or events, while others were referred by existing members, indicating strong satisfaction and advocacy within our membership base.

Technical challenges with website redevelopment hampered the launch of our enhanced Members Area, but these issues are being resolved and leading to improved engagement and a more streamlined renewal process.

#### **Communications**

Our communications strategy has evolved significantly, embracing innovation while maintaining our commitment to inclusive and accessible engagement. The refreshed Manchester Community Central website launched mid-year with enhanced features including a dedicated Members Area, searchable resources library, and improved funding opportunities section.

Digital engagement flourished, particularly through strategic partnerships. Our collaboration with the Meet the Mancunian podcast for a special season featuring Spirit of Manchester Awards nominees created compelling content that celebrated sector achievements and amplified community voices.

Social media performance showed marked improvements, with LinkedIn emerging as our most successful platform for business engagement and sector connection. Following careful consideration and sector consultation, we made the strategic decision to leave X (formerly Twitter) due to ethical concerns and declining effectiveness.

Several specialist communication networks demonstrated our commitment to supporting a broad range of communities. The GM Sanctuary Seekers Response Group communications grew to 182 subscribers, Community Explorers newsletters reached nearly 1,311 combined subscribers, and our Policy and Influence bulletin grew from 776 to 889 subscribers with improved engagement rates reaching 36.5%.

## MANCHESTER COMMUNITY CENTRAL

### Brand refresh

The year concluded with the commencement of a comprehensive brand refresh project, recognising the transformational changes Macc has undergone, including the integration of St Thomas Centre. Working with GR Design, this collaborative process involves trustees, staff, and stakeholders to ensure our visual identity reflects our expanded work and functionality and continued commitment to inclusive, accessible communications.

**We will support a growing range of opportunities for local people to be active citizens in their communities.**

### Volunteering

Following staff departures earlier in the year, two new Volunteering Development Workers were successfully appointed in March and May 2024, bringing fresh insight and enabling the scoping and planning of a comprehensive service overhaul focusing on volunteering brokerage, information and guidance services, training delivery, and the Volunteer Coordinators Forum.

The 40th anniversary of Volunteers' Week 2024 provided a significant platform for celebrating Manchester's volunteering heritage. The commemorative programme included well-attended volunteering drop-ins, a pop-up exhibition titled "Manchester's history of volunteering: past, present and future" at the Manchester Craft and Design Centre, and the innovative distribution of over 350 certificates of recognition.

Regular weekly drop-ins were established from September 2024, experiencing consistent growth in attendance and providing meaningful discussions for both potential volunteers and volunteer-involving organisations. Accessibility improvements included translating promotional materials into asylum and community languages.

A key achievement was the completion and launch of impactful research on "The Current Climate of Student Volunteering in Greater Manchester," delivered through a CharityWorks placement. The formal research launch event in February 2025 was well-attended by cross-sector stakeholders and initiated the implementation phase.

Business and employer engagement remained a priority, with the centre consistently fielding numerous requests for group volunteering opportunities. We worked with Manchester City of Sanctuary exploring the feasibility of engaging sanctuary seekers in volunteering within sports and physical activity sectors.

### Greater Manchester Older People's Network

The network maintained regular steering group meetings and saw successful recruitment of new members from Stockport, Rochdale and Trafford. Working Groups for Housing & Neighbourhoods, Health & Social Care and Transport and Out & About continued meeting regularly, strengthened through regular participation from the Integrated Care Partnership engagement team and GM Ageing Hub representatives.

The GM Older People's Equality Panel held regular meetings and was represented at numerous external events covering financial hardship, ageing in place, digital inclusion and age-friendly employment. GM Mature Minds Matter grew significantly to 14 members while securing

## MANCHESTER COMMUNITY CENTRAL

continued funding, with the successful "Rhymes from the Wise" poetry project widely distributed across Greater Manchester.

The network achieved influential contributions to policy development through collaborative working with GMCA, the Ageing in Place Pathfinder Programme, Independent Age, and numerous other organisations. Participation remained strong with 85 distinct participants engaging by March 2025, including 45 new participants in the final quarter alone.

### **Emergency Response / Resilience Planning**

Macc established a basic protocol with Manchester City Council colleagues for activation in Emergency Response and has been supporting the development of a GM-wide approach to emergency response planning with the VCSE sector.

In August 2024, Macc supported the local VCSE sector response to the riots in Manchester, working quickly to share accurate information through trusted networks and offering behind-the-scenes support between VCSE organisations and statutory partners. We conducted a GM wide survey of VCSE organisations on the impact of these events and shared the learning with local, regional and national partners.

**We will tell stories of brilliant work being done by local VCSE groups and active citizens as a call to action to more people and organisations to get involved.**

### **Spirit of Manchester**

Macc received a record number of nominations for 2024, up by 40 from the previous year to 215 nominations, demonstrating growing recognition of the awards as a platform for celebrating exceptional work across Manchester's VCSE sector.

The 12th Spirit of Manchester Awards ceremony in October was the biggest event to date, delivered as a hybrid event with 350 audience members physically present and 1,700 joining via YouTube. The evening successfully raised £2,500 for the Spirit of Manchester Fund and formed new supportive partnerships with Meet the Mancunian podcast, Visair, Hip Pop, and photographer Anthony Owaeghianye.

The collaboration with Meet the Mancunian podcast represented a significant storytelling expansion, featuring eight dedicated episodes with Spirit nominees. This partnership enabled in-depth storytelling that went beyond traditional formats, allowing nominees to share their stories in their own words and reach new audiences.

Two Spirit Story Weeks were also delivered during the year, demonstrating Macc's commitment to ongoing storytelling beyond the annual awards. These themed weeks received strong engagement and provided regular opportunities to showcase the extraordinary work happening across the sector daily.

### **Other Storytelling Work**

Macc maintained a comprehensive approach to storytelling through regular updates to Manchester Community Central webpages, featuring diverse awareness campaigns including Black History Month, Manchester Pride, South Asian Heritage Month, Disability Pride, and LGBT History Month.

## MANCHESTER COMMUNITY CENTRAL

### **Just One Thing**

The "Just One Thing" initiative provided a platform for influential sector leaders to share their stories, featuring game-changers like Jeannine Burke, who started 'Be Part of Change' after tragically losing her son to knife crime. The collaborative work with Macc's Inclusive Media Ambassador resulted in a compiled booklet featuring nine articles from previous profiles.

**We will support the local VCSE sector to build influential, collaborative relationships with each other, with public sector bodies and local businesses.**

### **Policy and Influence**

#### **VCSE Representation**

Macc's Policy and Influence team worked systematically to strengthen VCSE representation across Manchester's strategic decision-making spaces. Beginning with a comprehensive mapping exercise in May 2024, the team identified existing boards and networks, revealing significant gaps in sector representation. This led to productive discussions with Manchester City Council, resulting in a published list of strategic boards and partnerships.

Building on this work, the team successfully advocated for enhanced VCSE representation on key boards. Most notably, two additional representatives joined the Our Manchester Investment Board, and VCSE representation was secured on the Work and Skills Board, with both Macc's Policy and Influence Manager and Chief Executive appointed from January 2025.

#### **Manchester VCSE Leaders**

Macc hosts a regular monthly forum for leaders in local VCSE organisations, providing a space for peer support, exploration of common issues and information sharing, alongside a thriving WhatsApp group for quick asks and sharing.

#### **Community Explorers**

Macc's Community Explorers spaces in North, Central and South Manchester brought together diverse stakeholders around pressing community issues. The January 2025 event on building safer communities brought together the GM Violence Reduction Unit Director with community groups and individuals with lived experience, leading directly to the establishment of the new Greater Manchester Collaboration for Community Safety.

#### **Children and Families**

Macc's collaborative work with Manchester's Family Hubs demonstrated significant impact, supporting parent champions and parent-carer panels across all four family hubs. Notable achievements included securing laptop donations for Longsight Parent Champions, expanding the Multi-Agency Maternity Tool Kit to include 38 additional VCSE organisations, and connecting the Crossacres family hub with six employment support VCSEs.

#### **Health and Wellbeing**

- As convenor of the Manchester VCSE Health and Wellbeing Leaders Group, Macc facilitated regular monthly meetings bringing together VCSE leaders with NHS-led organisations and Manchester City Council departments. The group provided essential VCSE representation on

## MANCHESTER COMMUNITY CENTRAL

key boards including the Manchester Partnership Board and Making Manchester Fairer Programme Board.

- Macc's supportive engagement with HDRC Manchester contributed to securing full HDRC status from the National Institute for Health Research (NIHR) in December 2024, with the Policy and Influence Manager consistently bringing VCSE perspectives to steering group meetings.

### Inclusive Economy

- The Manchester Social Economy Alliance demonstrated remarkable growth, hosting 16 partner-led events engaging over 400 participants. The alliance successfully supported social economy organisations through community-driven funding initiatives, including SOUP events that awarded £1,700 to micro-businesses across five events.
- Macc maintained its influential role as a key advocate within the Living Wage City anchor group. A successful Community Explorers event brought together speakers from the Living Wage Foundation, Manchester City Council, and the Greater Manchester Combined Authority, generating valuable insights shared with local authority colleagues.

### Tackling Inequalities

- Throughout the year, Macc's facilitation of the **Manchester Homelessness Partnership** demonstrated collaborative working across VCSE and statutory sectors. The partnership achieved significant milestones including agreement of a new Service Level Agreement and successful progression to stage 2 of the NLCF Reaching Communities programme for three-year funding.
- The **GM Sanctuary Seekers Response Group** provided crucial coordination and support for asylum and migration work across Greater Manchester. The group's responsive approach was particularly evident during the August riots, when an emergency meeting connected network members with statutory services.
- The **Migrant Destitution Fund** distributed hardship grants with a fund-plus approach which provided crucial signposting and advocacy support beyond immediate financial assistance.
- The **Manchester Peace Together Alliance** continued its impactful work, with a major achievement being establishing the "We Can Work It Out" employment programme, a three-year initiative funded by The Royal Foundation designed as a Greater Manchester pilot to improve life chances for young people at risk of serious youth violence.

### Building Collaboration

Macc's Business Partnership Lead took part in 34 business networking events leading to extensive support for cross-sector collaboration. The successful Macc Connect events brought businesses and VCSEs together, fostering mutual understanding and collaborative opportunities. Business membership grew significantly to 76 business members by year-end.

The GM Moving Systems Leadership programme facilitated 27 workshops and events throughout the year, successfully developing coaching skills across Greater Manchester's ten boroughs, with participants gaining confidence to deliver coaching circles in their localities.

Through our 10GM partnership, Macc supported additional programmes at Greater Manchester level including the GM VCSE Accord, Cancer and Inequalities work, Data and Intelligence peer learning, Physical Activity initiatives, and Population Health programmes focused on tackling health inequalities.

**MANCHESTER COMMUNITY CENTRAL****We will support local VCSE organisations to set up, develop and thrive****Supporting existing groups**

Throughout the year, Macc maintained a flexible approach to delivering support, offering online, in-person and hybrid options at various venues and times to accommodate trustees with day jobs. Strategic planning support emerged as a key area of work, with groups showing significantly less resistance as the year progressed.

The challenge of trustee recruitment remained prominent. Macc's dedicated Trusteeship programme addressed this through targeted interventions, with two highly successful "Get to Know Trusteeship" events creating valuable connections between volunteers and charities seeking new trustees.

Support for groups facing closure continued as a necessary part of the work, with issues primarily centring on lack of trustee capacity and funding challenges. The team noted emerging trends in AI use for bid writing, adapting training and one-to-one support to provide guidance on appropriate usage.

**Setting up new groups**

Macc maintained steady focus on helping new groups establish appropriate governance frameworks, continuing successful registration of CIOs and CICs with comprehensive governance support throughout the process.

**Training**

The training programme delivered comprehensive support across governance, funding, leadership and organisational development. Partnerships enhanced the training offer, with collaborations including work with DELVE on developing talent workshops, Simply Corporate on financial management for charities, and Royal Literary Fund on case study writing.

Feedback consistently highlighted the practical value of sessions, with participants particularly appreciating the diversity of experiences shared and the actionable insights provided.

**Premises**

Macc's Alternative Venue Discussion Group continued as a valuable convening space, meeting every 6-8 weeks with approximately 12 organisations participating in each session. Between April and March, the group attracted over 50 participants from diverse cross-sector organisations, facilitating connections that led to ongoing collaborations.

**Tech and Data**

The team contributed to sector-wide discussions about data and technology, presenting Macc's Open Data policy at the VCSE Data Peer Learning Network and participating in AI discussions. A collaborative session with CAST explored AI implications for VCSE leaders across Greater Manchester.

**Workforce**

The workforce development agenda progressed through multiple initiatives. The GM VCSE Workforce Hub launched successfully with continued content development and strong uptake of the new GM wide Recruitment Hub promoting VCSE job opportunities.

## MANCHESTER COMMUNITY CENTRAL

Macc's internal policy development on menopause and menstrual health created resources for wider sector sharing. The organisation worked towards becoming a carer-friendly workplace, introducing Carer and Wellbeing passports and establishing a Carers Peer Support group.

### Leadership

The System Leadership programme continued in partnership with GM Moving, with plans developed for leadership development support within the new Live Well project for North Manchester, building on the North Manchester Together model of combining development support with grant funding.

### Funding

The Funding Portal remained available to all Macc members throughout the year. Macc took a proactive approach to funding sector concerns, working with VCSE leaders to develop responses to the impact of increased employer National Insurance contributions announced in the Budget.

### Grants

Throughout 2024-2025, Macc administered a diverse portfolio of funding programmes, collaboratively distributing over £800,000 across Greater Manchester's VCSE sector. Key programmes included:

- Greater Manchester Cost of Living Crisis Grants
- Hate Crime Awareness Grants
- Cancer Awareness Grants
- Volunteers' Expenses Fund

Hardship grants administered via networks of VCSE referral partners included

- Community Health Equity Manchester (CHEM) grants
- Household Support Fund
- Migrant Destitution Fund GM
- Real Change Manchester

## FINANCIAL REVIEW

---

Income for the year was £2,201,915 and expenditure was £2,377,311 giving a net deficit for the year of £175,396. At the year end the total funds of the charity were £543,117 of which restricted funds were £509,885 and unrestricted reserves were £33,232.

### Principal Funding Sources 2024-2025

Manchester City Council - Hate Crime

Small Grants

Oglesby Charitable Trust

Voluntary Sector North West - Accord Ecosystem

10GM - UKSPF

10GM - VSCE Accord

Manchester City Council - Royal Oak Transition

Manchester City Council - Social Economy Alliance

## **MANCHESTER COMMUNITY CENTRAL**

Eric Wright Charitable Foundation  
 GM Moving c/o Greater Sports  
 Real Change Manchester  
 Manchester Active (grant returned)  
 Greater Manchester Combined Authority - Older People  
 10GM - Greater Manchester Combined Authority  
 10GM - Accord Ecosystem  
 Manchester City Council - Social Economy Alliance  
 National Lottery Community Fund - RC North West Region  
 NHS Salford CCG - Older People Mental Health  
 Manchester City Council - Manchester Homeless Partnership  
 The Booth Centre  
 StreetSupport  
 The Christie NHS Foundation Trust  
 10GM - Increasing Covid Vaccination  
 Manchester City Council - CHEM  
 Young Manchester (Grants Programmes)  
 Manchester City Council - Household Support Fund  
 Manchester City Council - Small Grants (repaid)  
 Migrant Destitution Fund Donations  
 The Albert Hunt Trust - Migrant Destitution Fund  
 GMCVO - Greater Manchester Older Peoples' Network  
 10GM - Small Grants  
 National Lottery Community Fund - GMOPN  
 Greater Manchester Combined Authority - GMOPN  
 Greater Manchester Combined Authority - Ageing Well - GMOPN  
 10GM - Fairer Health for All - GMOPN  
 10GM - Violence Reduction Unit Small Grants  
 10GM - Violence Reduction Alliance Facilitator  
 National Lottery Community Fund - MDAG  
 Small Grants - MDAG  
 Manchester City Council  
 10GM - E26 Programme  
 Greater Sport System Leadership  
 GMOPN Mental Health Project  
 NHS Greater Manchester ICB - GMOPN Mental Health

### **Investment Policy**

The Macc Board of Trustees has considered the most appropriate policy for investing funds and has agreed that it is more prudent to keep the funds in a more secure form on deposit at the bank and accept a lower rate of return. Accordingly, no powers have been delegated to managers for the investment of funds and all investment decisions are reserved for the Board of Trustees. The matter is a regular subject of discussion by the Board and the current view is that the present policy is sufficient for Macc's reserves.

## **MANCHESTER COMMUNITY CENTRAL**

### **Reserves Policy**

The balance held in unrestricted reserves at 31st March 2025 was £33,232 of which £25,452 are free reserves, after allowing for funds tied up in fixed assets and designated funds of £7,780.

In accordance with the guidelines established by the Charity Commission, the Macc Board of Trustees has established a policy whereby the unrestricted funds not committed or invested in tangible fixed assets (the free reserves) held by the organisation should be sufficient to meet liabilities such as property leases and redundancy payments and also to keep the organisation running at a minimum level should there be a significant drop in funding.

The Board annually reviews the figure required in reserves to meet the organisation's financial liabilities with regard to payment for staff sickness (some long-standing staff have a substantial contractual entitlement) and should the organisation have to close, staff salaries and redundancy payments, lease penalty payments and other miscellaneous costs such as advertising the closure of services over a period of approximately 4 months. These reserves currently stand at £33,232.

### **Risk Management**

The Macc Board of Trustees maintains an overview of the major risks to which the organisation is exposed and systems have been established to mitigate those risks. These are set out in the organisation's policies and procedures and in our Strategy. The major business risks for the organisation are identified in terms of their impact on the organisation and the actions which will be taken to mitigate against them. These form the critical success factors for Macc which are:

1. Maintaining strong relationships and reputation
2. Managing increasing demand
3. Managing team capacity
4. Generating additional income
5. Managing costs

Macc's funding has diversified over recent years. This has helped offset the risk of our two main income streams being consolidated into a single large contract from Manchester City Council and put out to competitive tender. With the news that Macc has again secured this contract until at least 2028, this risk is being managed successfully for the medium term.

We have increasingly focused on generating income through smaller contracts, some project grant funding and sales. The creation of 10GM has resulted in a "pipeline" of additional small projects, increasing our ability to deliver in collaboration with neighbouring boroughs. This does of course bring increased risks from a more variable cashflow, a need to be flexible in responding to customer base and the challenge of time spent on business development to create and secure opportunities. This approach is highly dependent on being well positioned as a reliable and useful partner organisation with a good reputation for delivery, efficiency and value.

Added to this is the new opportunity afforded by taking on St Thomas Centre which provides charged-for office accommodation and meeting facilities, significantly increasing Macc's range of trading activities in the long term. In addition to the financial and opportunity costs of the work involved to take over the running of the Centre, it is known that the space had been running at a

## MANCHESTER COMMUNITY CENTRAL

loss for some time. We have a three-year plan in place to revive the Centre as a business unit - including upgrades to the space, the systems and marketing – by investing some of the savings made arising from our move out of Swan Street.

All of this helps offset another risk which has increased in recent years: staff recruitment and retention. As very few funders have awarded uplifts in the value of the grants and contracts Macc receives, it has been difficult to ensure that salaries and terms and conditions have kept their real value when set against the rising cost of living due to increases in inflation as well as limiting any scope for pay progression. We have sought to address this through increasing Macc's "value proposition" as an employer (emphasising values, inclusive workplace culture, flexible working) and Trustees maintain a close watch on progress with a view to improvements. The approach would seem to be effective as we ended the period with a much lower staff vacancy rate than has been the case in the last few years, with a significant increase in successful recruitment of new staff.

The Board's view therefore is that the greatest risk to the organisation is in maintaining the diversity of our funding relationships. The principal mitigation of this risk is to maintain strong relationships with funders and commissioners based on the quality of work done by Macc as an organisation with a strong local track record and a staff team with a reputation for creative, collaborative working.

### Statement of Going Concern

There are no material uncertainties that may cast significant doubt about the charity's ability to continue as a going concern. With our most significant contract now secured until at least March 2028, and new income-generating opportunities afforded by our new premises, a major proportion of our main activities are resourced for the foreseeable future. All charitable organisations are subject to fluctuations in funding but these do not constitute a material uncertainty since the organisation is not reliant on a single source of income, Macc has strategies and plans in place to anticipate and/or such fluctuations as outlined elsewhere in this report.

## PLANS FOR FUTURE PERIODS

---

This period reflects the first full year of delivery of the Macc Strategy 2022-2025. As described above, this strategy, which includes action plans and a new framework of impact measures, comprises three main areas:

1. Macc Improvement Strategy – how we support and strengthen Macc's practice, income, position and leadership.
2. Active Communities Strategy – how we support and enable local people to be active in their communities.
3. VCSE Sector Strategy – how we support and strengthen the local VCSE sector.

Two theme-specific strategies were also added to this plan during 2022. A **Macc Anti-Racism Strategy** and a **Macc Climate Action Strategy**. These are led by working groups comprising staff and trustees and both follow the same model:

- Increasing personal knowledge – supporting all our staff, volunteers and trustees to develop their own knowledge and understanding of the theme

## **MANCHESTER COMMUNITY CENTRAL**

- Making internal changes – operational changes to ensure Macc is maximising its impact not only in what we do but also in how our organisation works
- External leadership – Macc’s work in telling the story of how we’re working towards change, supporting and challenging other partners to develop their own approach.

## **STRUCTURE, GOVERNANCE AND MANAGEMENT**

---

### **Governing Document**

Manchester Alliance for Community Care is a company limited by guarantee and is registered with the Charity Commission. The company was established under a Memorandum of Association. A copy of the Memorandum of Association is available on Macc’s website at <http://www.macc.org.uk/content/governance>

The Memorandum of Association establishes the charity's objectives and powers. It is governed under its Articles of Association. The memorandum and articles of association were last updated in January 2012 in line with guidance from the Charity Commission. The documents are up to date and fit for purpose.

The organisation operates under the working name “Macc” and this has been registered with the Charity Commission. An explanation of the name and the organisation’s history is included on our website: <http://www.macc.org.uk/about-macc>

### **Recruitment and Appointment of the Board of Trustees**

The Board of Trustees are elected from within the membership of Macc and appointed at the Annual General Meeting. At each Annual General Meeting one-third of the Trustees retire by rotation on the basis of those who have been longest in office since their last appointment. The Board of Trustees must include a minimum of five but a maximum of fifteen members. The Trustees may also co-opt up to four people provided that this does not cause the number of co-opted Trustees to exceed 40% of the total number of Trustees. All co-opted members must stand down at the Annual General Meeting.

Periodically, the skills and experience of existing trustees are audited, and new trustees are recruited in order to complement the existing trustees so a diverse set of skills, knowledge and perspectives is reflected in the Board. If the Board feels there are particular skills lacking or in order to ensure that the governance of Macc is reflective of local communities, they are able to highlight these during the recruitment process or approach individuals to explore co-option.

### **Induction and Training of Trustees**

A new induction process / development plan was devised with the support of Cranfield Trust in 2018. All trustees and senior management team produce a short biography to share their background, perspectives, interests and thereby build connections. The Trustees have now established a Board Development Plan to familiarise new trustees with Macc’s work, its systems, staff team and culture.

## MANCHESTER COMMUNITY CENTRAL

### Related Parties and co-operation with other organisations

None of Macc's Trustees receive remuneration or other benefit from their work with the charity. Any connection between a trustee or senior manager with any service providers must be disclosed to the full Board of Trustees in the same way as any other contractual relationship with a related party. In the current year no such transactions were reported.

### Organisation and Management Structure

The organisation structure is intended to ensure both proper decision making and consultation with staff and volunteers at all levels:

1. **Board of Trustees / Company Directors:** The Board of Trustees acts as both the Charity Trustee Board and the Board of Directors. It has ultimate responsibility for Macc and oversees its strategic direction. In addition it approves an annual budget for the Management Team to work to. The Board has established a formal Scheme of Delegation which sets out the matters it reserves to itself (e.g. approval of expenditure significantly outside the budget, the appointment of the Chief Executive) and the delegated decision making authority of the Chief Executive and Managers. During the year it monitors performance and reviews the management accounts. Board meetings are attended by the Chief Executive, Deputy Chief Executive and the Finance Manager. Each meeting begins with a presentation by a member of staff on a current piece of work.
2. **Management Team Meeting:** The Chief Executive, Deputy Chief Executive, the Finance Manager hold a weekly meeting with managers of delivery teams. They implement the strategy decided by the Board, develop the services provided by Macc and oversee the day to day running of the organisation.
3. **Leadership Meeting:** An extended monthly Management Team meeting which looks at: monthly Management Accounts, tracks progress in delivery of the Macc Strategy and is a space for management to look at wider / longer-term issues than day to day delivery. It is also important as a space for building managers' cross-cutting understanding of the whole organisation and avoiding siloed approaches to management.
4. **Staff Meeting:** This is the major link with the Chief Executive and senior managers for all staff. As well as facilitating team working, Board and management decisions are reported, informal consultation is undertaken and ideas for future strategy and delivery are incubated.
5. **Team and Workgroup Meetings:** Delivery teams and working groups (e.g. communications and marketing) meet to develop services and take forward cross-organisation issues.
6. **"Sitrep":** a fortnightly space for each team to share any insights, observations and concerns arising from Macc's work which require a tactical or operational response (e.g. concerns about

## MANCHESTER COMMUNITY CENTRAL

a particular organisation, feedback from funding bodies, etc.). This ensures Macc's is responsive and also provides a check that our strategic priorities remain relevant to the city.

### **Statement of the Organisation's Policies**

The financial, personnel and general policies and procedures for Macc are form part of the terms and conditions of employment for all employees. The full set of policies, procedures and guidance is stored on a shared drive which is accessible to all staff and volunteers.

Any changes to policies and procedures identified by management and/or recommended by our advisors, auditors or other appropriate bodies are considered at the level identified by the Scheme of Delegation: some policies require approval by the Chief Executive while others require approval by a Board subgroup or the full Board. An exception is made in the case of clarifications which may be signed off by the Chief Executive.

### **Grants Policy**

Macc delivers a number of grants programmes to enhance the activities of local community organisations. With one exception, these programmes are commissioned by other partners with Macc acting as administrator (inviting and processing applications, decision-making, awarding, due diligence checks and monitoring). In most cases, the funds are transferred to Macc for distribution on instruction from an independent panel of key stakeholders (e.g. local public and private sector partners, members of the local community with relevant lived experience). Macc convenes these panels but does not have any voting rights on them: no trustees, staff or volunteers at Macc participate in the decision to award. The exception is the Spirit of Manchester Fund which is created by public fundraising undertaken by Macc although the award decisions are still made by an independent panel convened by Macc who produce recommendations to the Macc Board of Trustees.

### **Volunteer Policy**

Macc engages volunteers in a number of roles such as administration support to the Volunteer Centre, filming and video work and helping run large events. Macc's Volunteer Policy is available on the Macc website <http://www.macc.org.uk/sites/macc.org.uk/files/Volunteers.pdf>.

### **Affiliations**

To facilitate its objectives and gain as much input from elsewhere as possible, Macc is affiliated (through formal membership) to various other organisations including: NAVCA, NCVO, Voluntary Sector North West and GMCVO.

**MANCHESTER COMMUNITY CENTRAL**

**REFERENCE AND ADMINISTRATIVE INFORMATION**

---

Manchester Community Central is a charitable company limited by guarantee. Having started in 1981 as a programme within Manchester CVS (now defunct), it became independent and was originally registered as a society for the benefit of the community under the Industrial and Provident Societies Act 1965-1978 on 7<sup>th</sup> February 1994. The company changed its name from Manchester Alliance for Community Care to Manchester Community Central on 9<sup>th</sup> October 2025.

As a result of changes brought about under the Charities Act 2006, the Board of Trustees took the decision to convert the organisation to a Company Limited by Guarantee. The company registration took place on 27<sup>th</sup> September 2011 and charity registration was completed on 15<sup>th</sup> February 2012.

Company Registration Number	7788593 (Incorporated 27/09/2011)
Charity Registration Number	1145921 (Registered 15/02/2012)

**Registered Office**

St Thomas Centre  
Ardwick green  
Manchester  
M12 6FZ

**Directors**

The Directors of the charitable company (the charity) are its trustees for the purposes of charity law and are known internally as the Board of Trustees. The trustees and officers serving during the year, and since the year end, were as follows:

Rodger Cairns	Chair
Janet Finucane	Deputy Chair
Charles Kwaku-Odoi	Treasurer
Julian Skyrme	
Daniel Taylor	
Samina Arfan	(resigned May 2024)
Nicola Shellens	
Bethany Leslie	
James Hume	(resigned January 2025)
Mona Moussa	

**Chief Executive & Company Secretary**

Michael Wild

**MANCHESTER COMMUNITY CENTRAL****Principal Staff**

Martin Preston	Deputy Chief Executive
Angela Hampson	Finance and Facilities Manager
Cheryl McAlister	Membership Manager
Sarah Whitelegg	Capacity Building Manager
Millie Brown	Collaboration Manager
Zara Hakobyan	Policy and Influence Manager
Liz Jones	GM Older People's Network Manager
Jack Puller	Volunteering and Active Communities Manager

**Auditors**

TC Group  
200 Drake Street  
Rochdale  
OL16 1PJ

**Independent Examiners**

Hilton-Jones t/a Community Accountancy Service  
Hollinwood Business Centre  
Albert Street  
Oldham  
OL8 3QL

**Bankers**

Co-operative Bank plc,  
Olympic House  
6 Olympic Court  
Montford Street  
Salford  
M5 2QP

Charity Bank  
194 High Street  
Tonbridge  
Kent  
TN9 1BE

CAF (Charities Aid Foundation) Bank  
25 Kings Hill Avenue  
Kings Hill  
West Malling  
Kent  
ME19 4TA

**MANCHESTER COMMUNITY CENTRAL****Trustees' Responsibilities in Relation to the Financial Statements**

The Trustees (who are Directors of Manchester Alliance for Community Care for the purpose 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. Under that law, the trustees have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law the trustees must not approve the financial statements unless they are satisfied that they 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 those financial statements, the Trustees are required to

- Select suitable accounting policies and apply them consistently
- Observe the methods and principles in the Charities SORP
- Make judgements and estimates that are reasonable and prudent
- State whether UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements
- Prepare the financial statements on a going concern basis unless it is inappropriate to presume that the Charitable Company will continue in operation.

So far as the Trustees are aware, there is no relevant audit information (as defined by section 418 of the Companies Act 2006) of which the Charitable Company's auditors are unaware and each Trustee has taken all steps that they should in order to make themselves aware of any relevant audit information and to establish that the Charitable Company's auditors are aware of that information.

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 accounts 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.

By order of the Board of Trustees

SIGNED: \_\_\_\_\_

NAME: \_\_\_\_\_

POSITION: \_\_\_\_\_

DATE: \_\_\_\_\_

**REPORT OF THE INDEPENDENT AUDITORS TO THE TRUSTEES OF  
MANCHESTER COMMUNITY CENTRAL**

**Opinion**

We have audited the financial statements of Manchester Community Central (the 'charitable company') for the year ended 31 March 2025 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement 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 (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 2025 and of its 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.

**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 Auditors' 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 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 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 Report of the Independent Auditors 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.

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 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.

**Matters on which we are required to report by exception**

We have nothing to report in respect of the following matters where the Charities (Accounts and Reports) Regulations 2008 requires us to report to you if, in our opinion:

- the information given in the Report of the Trustees is inconsistent in any material respect with the financial statements; or
- the charitable company has not kept adequate accounting records; or
- the financial statements are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we require for our audit.

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.

**REPORT OF THE INDEPENDENT AUDITORS TO THE TRUSTEES OF  
MANCHESTER COMMUNITY CENTRAL**

**Responsibilities of trustees**

As explained more fully in the Statement of Trustees' Responsibilities, 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.

**Our responsibilities for the audit of the financial statements**

We have been appointed as auditors under Section 144 of the Charities Act 2011 and report in accordance with the Act and relevant regulations made or having effect thereunder.

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 a Report of the Independent Auditors 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.

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

-the engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;

-we identified the laws and regulations applicable to the company through discussions with directors and other management, and from our commercial knowledge and experience of charities;

-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 charity, including the Charities Act 2011 and Companies Act 2006 and

-we assessed the extent of compliance with the laws and regulations identified above through making enquiries of management and inspecting legal correspondence where necessary,

-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 charity's financial statements 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, suspected and alleged fraud and

-considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

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 were indicative of potential bias; and

-investigated the rationale behind significant or unusual transactions.

**REPORT OF THE INDEPENDENT AUDITORS TO THE TRUSTEES OF  
MANCHESTER COMMUNITY CENTRAL**

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 financial statement disclosures to underlying supporting documentation;
- enquiring of management as to actual and potential litigation and claims; and
- reviewing correspondence with HMRC.

There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of the directors and other management and the inspection of regulatory and legal correspondence, if any.

Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or 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](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our Report of the Independent Auditors.

**Use of our report**

This report is made solely 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 trustees those matters we are required to state to them in an auditors' 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 trustees as a body, for our audit work, for this report, or for the opinions we have formed.

TC Group  
Statutory Auditors  
Eligible to act as an auditor in terms of Section 1212 of the Companies Act 2006  
Park House  
200 Drake Street  
Rochdale  
Lancashire  
OL16 1PJ

**STATEMENT OF FINANCIAL ACTIVITIES FOR THE YEAR ENDED 31 MARCH 2025  
(INCLUDING INCOME AND EXPENDITURE ACCOUNT)**

	Further Details	Unrestricted Funds	Restricted Funds	Total Funds Year Ended 31st March 2025	Total Funds Year Ended 31st March 2024
		£	£	£	£
<b>Income from:</b>					
Donations and legacies	(4)	48,548	56,448	104,996	150,018
Charitable Activities	(5)	-	1,924,529	1,924,529	1,885,124
Other Trading Activities	(8)	168,852	-	168,852	108,080
Investment Income		5,738	-	5,738	4,942
<b>Total</b>		<b>220,938</b>	<b>1,980,977</b>	<b>2,201,915</b>	<b>2,148,164</b>
<b>Expenditure on:</b>					
Raising Funds	(7)	14,010	32,302	46,312	35,888
Charitable Activities	(7)	308,889	1,893,869	2,302,868	2,317,103
Other	(7)	28,131	-	28,131	21,041
<b>Total</b>		<b>351,040</b>	<b>2,026,271</b>	<b>2,377,311</b>	<b>2,374,040</b>
<b>Net (expenditure)/income</b>		<b>(130,102)</b>	<b>(45,294)</b>	<b>(175,388)</b>	<b>(227,876)</b>
Transfers between funds	(15)	(70,262)	70,262	-	-
<b>Net movement in funds</b>		<b>(200,364)</b>	<b>24,868</b>	<b>(175,388)</b>	<b>(227,876)</b>
<b>Reconciliation of funds</b>					
Total funds brought forward	(15)	233,598	484,917	718,513	948,389
<b>Total funds carried forward</b>	<b>(15)</b>	<b>33,232</b>	<b>509,885</b>	<b>543,117</b>	<b>718,513</b>

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

The notes on pages 29 to 40 form part of these accounts.

**STATEMENT OF FINANCIAL ACTIVITIES FOR THE YEAR ENDED 31 MARCH 2024 (PRIOR YEAR)**  
**(INCLUDING INCOME AND EXPENDITURE ACCOUNT)**

	Further Details	Unrestricted Funds	Restricted Funds	Total Funds Year Ended 31st March 2024
		£	£	£
<b>Income from:</b>				
Donations and legacies	(4)	5,428	144,580	150,018
Charitable Activities	(5)	36,978	1,848,148	1,885,124
Other Trading Activities	(6)	108,080	-	108,080
Investment Income		4,942	-	4,942
<b>Total</b>		<b>153,428</b>	<b>1,992,738</b>	<b>2,146,164</b>
<b>Expenditure on:</b>				
Raising Funds	(7)	30,646	5,250	35,896
Charitable Activities	(7)	270,673	2,048,430	2,317,103
Other	(7)	21,041	-	21,041
<b>Total</b>		<b>322,360</b>	<b>2,051,680</b>	<b>2,374,040</b>
<b>Net (expenditure)</b>		<b>(168,934)</b>	<b>(58,942)</b>	<b>(227,876)</b>
<b>Transfers between funds</b>	(15)	158,846	(158,846)	-
<b>Net movement in funds</b>		<b>(10,088)</b>	<b>(217,788)</b>	<b>(227,876)</b>
<b>Reconciliation of funds</b>				
Total funds brought forward	(15)	243,884	702,705	946,389
<b>Total funds carried forward</b>	(15)	<b>233,696</b>	<b>484,917</b>	<b>718,513</b>

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

The notes on pages 29 to 40 form part of these accounts.

**BALANCE SHEET AS AT 31 MARCH 2025**

Company registration number 07788593

	Notes	Unrestricted Funds £	Restricted Funds £	2025 £	2024 £
<b>Fixed assets:</b>					
Tangible assets	(11)	-	1,579	1,579	2,953
<b>Total fixed assets</b>		-	1,579	1,579	2,953
<b>Current assets:</b>					
Debtors	(12)	78,997	24,107	101,104	68,816
Cash at Bank & in Hand		33,482	713,009	746,491	788,128
<b>Total current assets</b>		110,479	737,116	847,595	856,944
<b>Liabilities:</b>					
Creditors: Amounts falling due within one year	(13)	77,247	228,810	306,067	147,384
<b>Net current assets or liabilities</b>		33,232	508,306	541,538	718,560
<b>Total assets less current liabilities</b>		33,232	509,885	543,117	718,513
<b>Total net assets or liabilities</b>		33,232	509,885	543,117	718,513
<b>The funds of the charity:</b>					
Restricted income funds	(15)	-	509,885	509,885	484,917
Unrestricted income funds	(16)	33,232	-	33,232	233,596
<b>Total charity funds</b>		33,232	509,885	543,117	718,513

The charitable company is entitled to exemption from audit under Section 477 of the Companies Act 2006 for the year ended 31 March 2025.

The members have not deposited notice, pursuant to Section 476 of the Companies Act 2006 requiring an audit of these financial statements.

The trustees acknowledge their responsibilities for

(a) ensuring that the charitable company keeps accounting records that comply with Sections 386 and 387 of the Companies Act 2006 and

(b) preparing financial statements which give a true and fair view of the state of affairs of the charitable company as at the end of each financial year and of its surplus or deficit for each financial year in accordance with the requirements of Sections 394 and 395 and which otherwise comply with the requirements of the Companies Act 2006 relating to financial statements, so far as applicable to the charitable company.

These financial statements have been audited under the requirements of Section 145 of the Charities Act 2011.

Approved by the trustees on

-----  
Trustee

The notes on pages 29 to 40 form part of these accounts.

## Statement of Cash Flows for the year ending 31st March 2025

	Year Ended 31st March 2025 £	Year Ended 31st March 2024 £
<b>Reconciliation of net movement in funds to net cash flow from operating activities</b>		
Net movement in funds	(175,398)	(227,876)
Add back depreciation	1,214	1,901
Deduct investment income	(5,738)	(4,842)
(Increase)/decrease in debtors	(34,288)	148,125
(Decrease)/increase in creditors	158,873	38,042
<b>Net cash used in operating activities</b>	<b>(55,535)</b>	<b>(48,750)</b>
<b>Cash flows from investment activities:</b>		
Interest	5,738	4,942
Disposal of fixed assets	160	-
Purchase of fixed assets	-	(1,485)
<b>Net cash provided by investing activities</b>	<b>5,898</b>	<b>3,457</b>
<b>(Decrease) in cash and cash equivalents during the year</b>	<b>(49,637)</b>	<b>(45,293)</b>
Cash and cash equivalents brought forward	786,128	841,421
<b>Cash and cash equivalents carried forward</b>	<b>746,491</b>	<b>796,128</b>

The notes on pages 29 to 40 form part of these accounts.

## Notes to the accounts for the year ended 31st March 2025

**1. Accounting policies****(a) Basis of preparation and assessment of going concern**

The accounts (financial statements) have been prepared under the historical cost convention with items recognised at cost or transaction value unless otherwise stated in the relevant notes to these accounts. The financial statements have been prepared 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 (FRS 102) issued on 1st January 2019 and the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102) and the Companies Act 2008.

The charity constitutes a public benefit entity as defined by FRS 102.

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

**(b) Funds structure**

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by the donor or trust deed. Unrestricted income funds comprise those funds which the trustees are free to use for any purpose in furtherance of the charitable objectives. Unrestricted funds include designated funds where the trustees, at their discretion, have created a fund for a specific purpose.

There are 46 restricted funds.

An analysis of income and expenditure on an activity basis has not been included as the trustees believe it would be overly complex, due to the many different income streams and activities of the charity.

**(c) 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.

All amounts stated net of VAT where applicable.

Donations are recognised when the charity has been notified in writing of both the amount and settlement date. In the event that a donation is subject to conditions that require a level of performance before the charity is entitled to the funds, the income is deferred and not recognised until either those conditions are fully met, or the fulfilment of those conditions is wholly within the control of the charity and it is probable that those conditions will be fulfilled in the reporting period.

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. Dividends are recognised once the dividend has been declared and notification has been received of the dividend due.

**(d) Expenditure Recognition**

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that settlement will be required and the amount of the obligation can be measured reliably.

All expenditure is accounted for on an accruals basis. All expenses including support costs and governance costs are allocated or apportioned to the applicable expenditure headings. For more information on this attribution refer to note (g) below.

**(e) Irrecoverable VAT**

Irrecoverable VAT is charged against the expenditure heading Irrecoverable VAT.

**(f) Allocation of support and governance costs**

Support costs have been allocated between governance costs and other support costs. Governance costs comprise all costs involving the public accountability of the charity and its compliance with regulation and good practice. These costs include costs related to independent examination and legal fees together with an apportionment of overhead and support costs.

Governance costs and support costs relating to charitable activities have been apportioned based on type of expense. The allocation of support and governance costs is analysed in note 8.

**(g) Costs of raising funds**

The costs of raising funds consists of costs required to generate income.

**(h) Charitable Activities**

Costs of charitable activities include governance costs and an apportionment of support costs as shown in note 8.

Notes to the accounts for the year ended 31st March 2025

(i) Tangible fixed assets and depreciation

All assets costing more than £500 are capitalised and valued at historical cost. Depreciation is charged on the following basis:

Refurbishment of Leased Premises	33.33% straight line
Computer & Office Equipment	25% straight line
Fixtures & Fittings	25% reducing balance
Website	25% straight line

(j) Realised gains and losses

All gains and losses are taken to the Statement of Financial Activities as they arise. Realised gains and losses on investments are calculated as the difference between sales proceeds and their opening carrying value or their purchase value if acquired subsequent to the first day of the financial year. Unrealised gains and losses are calculated as the difference between the fair value at the year end and their varying value. Realised and unrealised investment gains and losses are combined in the Statement of Financial Activities.

(k) Pensions

The charity currently administers contributions to a pension scheme on behalf of individuals. The charity has no liability beyond making its contributions and paying across the deductions for the employee's contributions.

(l) 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.

(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) Significant Judgements and Estimates

In the process of applying the entity's accounting policies, management have not made any judgements that would have a significant effect on the amounts recognised in the financial statements. No estimations have been made that would have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year.

2. Related party transactions and trustees' expenses and remuneration

The trustees all give freely their time and expertise without any form of remuneration or other benefit in cash or kind (2024: Enil). Expenses paid for the trustees in the year totalled Enil (2024: Enil).

3. Net incoming resources is stated after charging:

	Year Ended 31st March 2025	Year Ended 31st March 2024
	£	£
Depreciation	1,214	1,901
Audit Fees	7,860	6,500
Accountancy Support	2,557	5,123
Accountancy/Independent Examination Fees	2,850	3,100

4. Donations and Legacies

	Unrestricted Year Ended 31st March 2025	Restricted Year Ended 31st March 2025	Total Funds Year Ended 31st March 2025	Total Funds Year Ended 31st March 2024
	£	£	£	£
Donations	48,648	-	48,648	5,428
Donations (Migrant Destitution Fund)	-	14,342	14,342	107,651
Donations (Real Change Manchester)	-	42,108	42,108	38,939
	48,648	56,448	104,896	150,018

Previous reporting period

	Unrestricted Year Ended 31st March 2024	Restricted Year Ended 31st March 2024	Total Funds Year Ended 31st March 2024
	£	£	£
Donations	5,428	-	5,428
Donations (Migrant Destitution Fund)	-	107,651	107,651
Donations (Real Change Manchester)	-	38,939	38,939
	5,428	144,590	150,018

## Notes to the accounts for the year ended 31st March 2025

## 5. Income from charitable activities

	Unrestricted Year Ended 31st March 2025 £	Restricted Year Ended 31st March 2025 £	Total Funds Year Ended 31st March 2025 £	Total Funds Year Ended 31st March 2024 £
<b>Unrestricted grants:</b>				
NAVCA Ukraine Infrastructure	-	-	-	15,000
10GM - Workforce Development	-	-	-	21,976
<b>Restricted contracts:</b>				
Manchester City Council	-	589,000	589,000	591,000
10GM - E26 Programme	-	54,479	54,479	-
NHS Greater Manchester ICB - GMOPN Mental Health	-	42,885	42,885	65,497
Greater Sport System Leadership	-	62,500	62,500	75,000
Greater Manchester Combined Authority - Older People	-	52,937	52,937	51,875
Manchester City Council - Household Support Fund	-	197,850	197,850	340,000
<b>Restricted grants:</b>				
Manchester City Council - Hate Crime	-	72,500	72,500	20,000
Eric Wright Charitable Foundation	-	180,000	180,000	12,800
The Christie NHS Foundation Trust	-	18,000	18,000	-
<b>Real Change Manchester:</b>				
Manchester Metropolitan University	-	6,562	6,562	-
<b>Migrant Destitution Fund:</b>				
Oglesby Charitable Trust - Migrant Destitution Fund	-	15,000	15,000	15,000
Eric Wright Charitable Trust	-	13,250	13,250	-
The Blue Thread	-	22,000	22,000	-
The Evan Cornish Foundation	-	9,000	9,000	-
GM Mayor's Charity	-	9,000	9,000	-
Greater Manchester Combined Authority	-	8,700	8,700	-
Network for Social Change	-	7,525	7,525	-
The Dowager Countess Eleanor Peel Trust	-	5,000	5,000	-
The Swan Mountain	-	4,500	4,500	-
The Albert Hunt Trust - Migrant Destitution Fund	-	7,200	7,200	-
10GM - Greater Manchester Combined Authority	-	-	-	4,248
10GM2 - Increasing Covid Vaccination	-	15,000	15,000	-
10GM - Accord Ecosystem	-	-	-	8,652
Voluntary Sector North West - Accord Ecosystem	-	11,000	11,000	-
10GM - UKSPF	-	89,925	89,925	90,317
10GM - VSCE Accord	-	9,085	9,085	-
10GM2 - Violence Reduction	-	12,458	12,458	-
Manchester City Council - CHEM	-	230,000	230,000	400,000
Manchester City Council - Social Economy Alliance	-	8,000	8,000	25,000
Manchester City Council - Royal Oak Transition	-	8,500	8,500	-
<b>Small Grants:</b>				
Catholics Dioceses of Shrewsbury (Small Grants)	-	-	-	5,000
Young Manchester (Small Grants)	-	-	-	14,000
10GM2 - Small Grants - Violence Reduction	-	26,260	26,260	-
10GM2 - Small Grants - GMOPN	-	2,500	2,500	-
Young Manchester (Grants Programmes)	-	-	-	38,000
<b>Greater Manchester Older Peoples' Network:</b>				
National Lottery Community Fund - GMOPN	-	51,338	51,338	50,512
Greater Manchester Combined Authority - GMOPN	-	5,000	5,000	-
Greater Manchester Combined Authority - Ageing Well - GMOPN	-	-	-	10,000
10GM - Fairer Health for All - GMOPN	-	-	-	6,500
<b>Manchester Homelessness Partnership:</b>				
The Booth Centre - Manchester Homeless Partnership	-	-	-	24,747
Manchester City Council - Manchester Homeless Partnership	-	30,000	30,000	-
<b>MDAG Funding:</b>				
Small Grants - MDAG	-	8,800	8,800	-
National Lottery Community Fund - MDAG	-	20,000	20,000	-
Oglesby Charitable Trust - MDAG	-	18,985	18,985	-
	-	1,924,529	1,924,529	1,885,124

Notes to the accounts for the year ended 31st March 2025

5. Income from charitable activities

Previous reporting period

	Unrestricted Year Ended 31st March 2024 £	Restricted Year Ended 31st March 2024 £	Total Funds Year Ended 31st March 2024 £
<b>Unrestricted grants:</b>			
NAVCA Ukraine Infrastructure	15,000	-	15,000
10GM - Workforce Development	21,978	-	21,978
<b>Restricted contracts:</b>			
Manchester City Council	-	591,000	591,000
NHS Greater Manchester ICB - GMOPN Mental Health	-	65,497	65,497
Greater Sport System Leadership	-	75,000	75,000
Greater Manchester Combined Authority - Older People	-	61,875	61,875
Manchester City Council - Household Support Fund	-	340,000	340,000
<b>Restricted grants:</b>			
Manchester City Council - Hate Crime	-	20,000	20,000
Eric Wright Charitable Foundation	-	12,800	12,800
Oglesby Charitable Trust	-	15,000	15,000
10GM - Greater Manchester Combined Authority	-	4,248	4,248
10GM - Accord Ecosystem	-	8,852	8,852
10GM - UKSPF	-	90,317	90,317
Manchester City Council - CHEM	-	400,000	400,000
Manchester City Council - Social Economy Alliance	-	25,000	25,000
Manchester City Council (Small Grants)	-		
Ceritas Dioceses of Shrewsbury (Small Grants)	-	5,000	5,000
Young Manchester (Small Grants)	-	14,000	14,000
Young Manchester (Grants Programmes)	-	38,000	38,000
National Lottery Community Fund - GMOPN	-	50,512	50,512
Greater Manchester Combined Authority - Ageing Well	-	10,000	10,000
10GM - Fairer Health for All	-	6,500	6,500
The Booth Centre	-	24,747	24,747
	<b>38,978</b>	<b>1,848,148</b>	<b>1,885,124</b>

6. Income from other trading activities

	Unrestricted Year Ended 31st March 2025 £	Restricted Year Ended 31st March 2025 £	Total Funds Year Ended 31st March 2025 £	Total Funds Year Ended 31st March 2024 £
Training Income, Room Hire and Other Charges	89,652	-	89,652	27,538
Management Fees	77,000	-	77,000	71,527
Fundraising Income	-	-	-	7,017
	<b>166,652</b>	<b>-</b>	<b>166,652</b>	<b>106,080</b>

Previous reporting period

	Unrestricted Year Ended 31st March 2024 £	Restricted Year Ended 31st March 2024 £	Total Funds Year Ended 31st March 2024 £
Training Income, Room Hire and Other Charges	27,538	-	27,538
Management Fees	71,527	-	71,527
Fundraising Income	7,017	-	7,017
	<b>106,080</b>	<b>-</b>	<b>106,080</b>

## Notes to the accounts for the year ended 31st March 2025

## 7. Expenditure

Activities	Year Ended	
	31st March 2025	31st March 2024
£	£	£
<b>Expenditure on raising funds:</b>		
Promotional Expenses	6,350	1,827
Funding Portal	5,721	5,723
Events	34,241	28,546
	<u>46,312</u>	<u>35,896</u>
<b>Expenditure on charitable activities:</b>		
Employment Costs	1,071,240	947,409
Staff Welfare	2,188	446
Secondment	-	1,484
Research	-	104
Partnerships & Campaigns	-	4,000
Minor Equipment	13	-
Training	11,338	4,818
Rates & Water	6,130	4,395
Subcontracted Services	60,702	33,033
Grants Paid	874,309	1,098,847
Consultancy	17,311	28,933
Payroll Bureau Fees	3,434	2,744
Childcare Fees	28	83
Volunteer Expenses	170	25
Bad Debts	117	270
Beneficiary Training	1,750	465
Recycling	3,930	391
Organisational Development	15,811	7,000
Participation Expenses	7,840	1,653
Travel Expenses	1,879	2,050
Refreshments	2,340	1,238
Heat & Light	15,871	7,360
Subscriptions	2,608	2,615
Security	1,000	2,838
Cleaning and Maintenance	18,785	22,109
Telephones	15,837	14,283
Rent	87,591	54,117
Computer Costs	27,939	44,855
Health and Safety	-	67
Speaker/Trainer Fees	-	490
Bank Charges	889	876
Insurance	3,830	3,490
Governance and Support Costs	40,046	18,030
Post, Printing & Stationery	6,752	4,888
Loss on Disposal of Assets	160	-
Depreciation	1,214	1,801
	<u>2,302,868</u>	<u>2,317,103</u>
<b>Other expenditure:</b>		
Irrecoverable VAT	28,131	21,041
	<u>28,131</u>	<u>21,041</u>
<b>Total Expenditure</b>	<u><b>2,377,311</b></u>	<u><b>2,374,040</b></u>
Restricted funds	2,026,271	2,051,680
Unrestricted funds	351,040	322,360
	<u><b>2,377,311</b></u>	<u><b>2,374,040</b></u>

Notes to the accounts for the year ended 31st March 2025

8. Allocation of governance and support costs

The breakdown of support costs and how these were allocated between governance and other support costs is shown below:

	General Support	Governance	Total 2025	Basis of apportionment
Audit Fees	-	7,860	7,860	type of expense
HR Support	3,825	-	3,825	type of expense
Professional Fees	34	-	34	type of expense
Legal Fees	22,920	-	22,920	type of expense
Accountancy Support	2,557	-	2,557	type of expense
Accountancy Fees	-	2,850	2,850	type of expense
	<u>29,338</u>	<u>10,710</u>	<u>40,048</u>	

	General Support	Governance	Total 2024	Basis of apportionment
Audit Fees	-	6,500	6,500	type of expense
HR Support	3,209	-	3,209	type of expense
Interest Paid	1	-	1	type of expense
Accountancy Support	5,123	-	5,123	type of expense
Trustee Meetings	-	97	97	type of expense
Accountancy Fees	-	3,100	3,100	type of expense
	<u>8,333</u>	<u>9,697</u>	<u>18,030</u>	

9. Analysis of grants paid

Analysis	Details	Grants to Institutions £	Total £
Real Change Manchester	Small grants paid to 8 institutions	37,912	37,912
Migrant Destitution Fund	Small grants paid to 23 institutions	101,365	101,365
Small Grants	Small grants paid to 11 institutions	39,042	39,042
Household Support Fund	Small and large grants paid to 32 institutions	437,050	437,050
	Included as large grants and cumulative grants from Household Support Fund are:		
	Across Ummah	£19,500	
	African Caribbean Care Group	£1,200	
	African Caribbean Mental Health	£47,700	
	Age UK Manchester	£13,200	
	Angels for Hope	£6,300	
	Annana	£26,200	
	Bollyfit Active	£35,650	
	Cheetham Hill Advice Centre	£14,700	
	Elite Community Hub	£5,000	
	Equal Education Chances	£19,500	
	Ethnic Health Forum	£8,900	
	Europla	£9,000	
	Flowheslon	£25,200	
	George House Trust	£13,200	
	Global Vision Initiative	£15,750	
	GMCDP	£10,350	
	Hopewell	£16,350	
	Jesuscina Foundation	£3,150	
	Jewish Representative Council	£9,750	
	JustLife	£15,000	
	MASH	£18,450	
	Manchester Bangladeshi Women	£800	
	Manchester City Mission	£5,000	
	Manchester Refugee Support	£17,850	
	Rainbow Surprise	£17,550	
	Revive Project	£2,700	
	The Big Life Co.	£3,150	
	The Gaddum Centre	£12,150	
	The Message Community Grovery	£15,750	
	Tree of Life	£16,350	
	Women's Voices	£3,150	
	Wythenshawe Good Neighbours	£11,850	
Grants Programmes	Small grant paid to 1 institution	800	800
Hate Crime Awareness Grants	Grants of £500 and £1,000 paid to 26 institutions	73,040	73,040
Emergency Response Grants	Small grant of £1,500 paid to 1 institution	1,500	1,500
Eric Wright Trust Grants	Grants of £920 and £5,000 paid to 49 institutions	183,800	183,800
		<u>874,309</u>	<u>874,309</u>

Details of the purposes of these grants are included in note 16 and in the Trustees Report.

Notes to the accounts for the year ended 31st March 2025

10. Analysis of staff costs

	Year Ended 31st March 2025	Year Ended 31st March 2024
	£	£
Wages and Salaries	957,592	850,570
Social Security Costs	85,164	72,358
Pension Costs	28,484	24,483
	<u>1,071,240</u>	<u>947,409</u>
Charitable activities	1,071,240	947,409
Support costs	-	-
	<u>1,071,240</u>	<u>947,409</u>

The average number of employees during the year was 35 (previous year: 35).

The analysis of staff by category was:

Administration	3
Management	9
Development	23

The charity considers its key management personnel comprises the trustees and Senior Manager. The total employment benefits, including employer pension contributions of the key management personnel were £46,516 (previous year: £46,845). No employee has benefits in excess of £60,000 (previous year: none).

11. Fixed Assets

	Refurbishment of Leased Premises	Office Equipment	Fixtures and Fittings	Website	Total
	£	£	£	£	£
<b>Cost</b>					
At 1st April 2024	9,127	98,256	23,960	9,670	141,013
Additions	-	-	-	-	-
Disposals	(9,127)	(93,430)	(20,375)	-	(122,932)
At 31st March 2025	-	4,826	3,585	9,670	18,081
<b>Depreciation</b>					
At 1st April 2024	9,127	85,463	23,800	9,670	138,060
Charge for Year	-	1,214	-	-	1,214
Eliminated on Disposals	(9,127)	(93,430)	(20,215)	-	(122,772)
At 31st March 2025	-	3,247	3,585	9,670	16,502
<b>NET BOOK VALUE</b>					
At 31st March 2025	-	1,579	-	-	1,579
At 31st March 2024	-	2,793	160	-	2,953

12. Analysis of debtors

	2025	2024
	£	£
Debtors	89,109	48,728
Prepayments	11,995	18,088
	<u>101,104</u>	<u>66,816</u>

Debtors and prepayments comprise £78,997 restricted funds and £24,107 unrestricted funds (2024: £51,239/£15,577).

13. Creditors: amounts falling due within one year

	2025	2024
	£	£
Creditors	17,381	8,654
Short-term compensated absences (holiday pay)	7,657	18,333
Other creditors and accruals	11,169	9,513
Deferred income	182,508	31,000
Pension creditor	4,043	2,856
Taxation and social security costs	83,321	78,928
	<u>308,057</u>	<u>147,384</u>

14. Deferred Income

Deferred income comprises grants received in advance of the next financial year.

Balance as at 1st April 2024	31,000
Amount released to income earned from charitable activities	(31,000)
Amount deferred in year	182,508
Balance at 31st March 2025	<u>182,508</u>

Notes to the accounts for the year ended 31st March 2025

15. Analysis of charitable funds

Analysis of movements in restricted funds

	Balance at 1 April 2024	Incoming Resources	Resources Expended	Transfers	Balance at 31 March 2025
	£	£	£	£	£
Manchester City Council - Hate Crime	11,100	72,500	(73,040)	-	10,560
Small Grants	51,893	-	(40,892)	525	11,526
Oglesby Charitable Trust	4,117	-	(22,502)	18,385	-
Voluntary Sector North West - Accord Ecosystem	-	11,000	-	-	11,000
10GM - UKSPF	53,285	89,925	(118,547)	-	24,663
10GM - VSCE Accord	-	9,085	(9,085)	-	-
Manchester City Council - Royal Oak Transition	-	8,500	(8,500)	-	-
Manchester City Council - Social Economy Alliance	24,577	8,000	(28,888)	1,400	5,111
Eric Wright Charitable Foundation	-	180,000	(184,014)	13,800	9,788
GM Moving c/o Greater Sports	28,108	-	(1,800)	-	27,308
<b>Real Change Manchester:</b>					
Real Change Manchester Donations	27,380	42,108	(30,858)	-	38,630
Manchester Metropolitan University	-	8,562	(8,562)	-	-
<b>Manchester Active (grant returned)</b>	197	-	-	-	197
Greater Manchester Combined Authority - Older People	42,023	52,937	(43,722)	330	51,568
Manchester City Council	-	589,000	(591,079)	2,079	-
10GM - E28 Programme	-	54,479	(25,165)	4,227	33,541
Greater Sport System Leadership	34,593	82,500	(70,887)	-	26,428
<b>Grants Programmes:</b>					
The Christie NHS Foundation Trust	-	18,000	(332)	-	17,668
10GM2 - Increasing Covid Vaccination	-	15,000	(271)	-	14,729
Manchester City Council - CHEM	2,373	230,000	(230,000)	-	2,373
Young Manchester (Grants Programmes)	38,000	-	(7,260)	-	30,740
Manchester City Council - Household Support Fund	3,829	197,850	(208,650)	5,371	400
<b>Migrant Destitution Fund:</b>					
Migrant Destitution Fund Donations	43,054	14,342	(18,514)	-	37,882
Oglesby Charitable Trust - Migrant Destitution Fund	-	15,000	(15,000)	-	-
Eric Wright Charitable Trust	-	13,250	(13,250)	-	-
The Blue Thread	-	22,000	(22,000)	-	-
The Evan Cornish Foundation	-	9,000	(9,000)	-	-
GM Mayor's Charly	-	9,000	(9,000)	-	-
Greater Manchester Combined Authority	-	8,700	(8,700)	-	-
Network for Social Change	-	7,525	(7,525)	-	-
The Dowager Countess Eleanor Peel Trust	-	5,000	(5,000)	-	-
The Swan Mountain	-	4,500	(4,500)	-	-
The Albert Hunt Trust - Migrant Destitution Fund	-	7,200	(7,200)	-	-
<b>Greater Manchester Older Peoples' Network:</b>					
GMOPN (formerly GMCVO)	18,437	-	(18,437)	-	-
10GM2 - Small Grants - GMOPN	-	2,500	(2,500)	-	-
National Lottery Community Fund - GMOPN	50,512	51,338	(28,944)	6,200	81,108
Greater Manchester Combined Authority - GMOPN	-	5,000	(5,000)	-	-
Greater Manchester Combined Authority - Ageing Well - GMOPN	10,000	-	(10,000)	-	-
10GM - Falrer Health for All - GMOPN	6,500	-	(6,500)	-	-
<b>Violence Reduction:</b>					
10GM2 - Small Grants - Violence Reduction	-	26,250	(15,765)	-	10,485
10GM2 - Violence Reduction	-	12,458	(7,419)	-	5,039
<b>Manchester Homelessness Partnership:</b>					
Manchester City Council - Manchester Homeless Partnership	-	30,000	(47,895)	17,895	-
	-	8,800	(215)	-	8,585
<b>MDAG Funding:</b>					
National Lottery Community Fund - MDAG	-	20,000	(3,159)	-	16,841
Small Grants - MDAG	-	18,885	(5,375)	-	13,610
<b>GMOPN Mental Health Project:</b>					
NHS Greater Manchester ICB - GMOPN Mental Health	32,939	42,685	(55,983)	260	19,911
	484,817	1,980,977	(2,028,271)	70,262	509,885
<b>General Fund</b>	225,816	220,938	(351,040)	(70,262)	25,452
<b>Designated Funds</b>	7,780	-	-	-	7,780
<b>Total Funds</b>	718,513	2,201,915	(2,377,311)	-	543,117

## Notes to the accounts for the year ended 31st March 2025

## 15. Analysis of charitable funds

## Analysis of movements in restricted funds

## Previous reporting period

	Balance at 1 April 2023	Incoming Resources	Resources Expended	Transfers	Balance at 31 March 2024
	£	£	£	£	£
Manchester City Council - Hate Crime	7,800	20,000	(20,000)	3,500	11,100
Small Grants (see note 5 for funder breakdown)	41,383	19,000	(10,490)	2,000	51,893
Grants Programmes:					
Manchester City Council - CHEM	179,990	400,000	(577,617)	-	2,373
Young Manchester (Grants Programmes)	-	38,000	-	-	38,000
Oglesby Charitable Trust	-	15,000	(10,883)	-	4,117
10GM - Greater Manchester Combined Authority	-	4,248	(22,369)	18,111	-
10GM - Accord Ecosystem	-	8,652	(8,652)	-	-
10GM - UKSPF	36,345	90,317	(73,377)	-	53,285
Manchester City Council - Social Economy Alliance	-	25,000	(423)	-	24,577
Eric Wright Charitable Foundation	30	12,800	(13,800)	970	-
Manchester City Council - Household Support Fund	21,079	340,000	(358,450)	1,200	3,829
GM Moving c/o Greater Sports	30,246	-	(1,138)	-	29,108
Real Change Manchester	26,074	38,939	(35,833)	-	27,380
Migrant Destitution Fund	5,378	107,651	(89,975)	-	43,054
Greater Manchester Older Peoples' Network:					
GMOPN (formerly GMCVO)	38,878	-	(28,444)	9,205	19,437
National Lottery Community Fund - GMOPN	-	50,512	-	-	50,512
Greater Manchester Combined Authority - Ageing Well	-	10,000	-	-	10,000
10GM - Fairer Health for All	-	6,500	-	-	6,500
National Lottery Community Fund - RC North West Region	25,000	-	(25,000)	-	-
Manchester City Council	222,572	591,000	(619,320)	(194,252)	-
Greater Sport System Leadership	-	75,000	(40,407)	-	34,593
GMOPN Mental Health Project:					
NHS Greater Manchester ICB - GMOPN Mental Health	-	65,497	(32,558)	-	32,939
NHS Salford CCG - Older People Mental Health	24,941	-	(24,941)	-	-
Manchester Active (grant returned)	202	-	(5)	-	197
Greater Manchester Combined Authority - Older People	28,217	61,875	(38,069)	-	42,023
Manchester Homeless Partnership:					
The Booth Centre	10,234	24,747	(35,401)	420	-
StreetSupport	4,738	-	(4,738)	-	-
	<u>702,705</u>	<u>1,992,738</u>	<u>(2,051,680)</u>	<u>(158,846)</u>	<u>484,917</u>
General Fund	243,684	153,426	(322,360)	151,066	225,816
Designated Funds	-	-	-	7,780	7,780
Total Funds	<u>946,389</u>	<u>2,146,164</u>	<u>(2,374,040)</u>	<u>-</u>	<u>718,513</u>

## Notes to the accounts for the year ended 31st March 2025

## 15. Analysis of charitable funds

## Analysis of movements in restricted funds

Name of unrestricted fund:	Description, nature and purpose of the fund
General Fund	Unrestricted funds less designated funds
Designated Funds	for future redundancy and closure costs
Name of restricted fund:	Description, nature and purpose of the fund
Manchester City Council - Hate Crime	Hate Crime Awareness grants for VCSE organisations to support activities promoting awareness of hate crime and the importance of social cohesion
Small Grants	A number of small grants used to provide small grants to VCSE organisations during the COVID19 pandemic - e.g. for fixtures and fittings for food provider organisations, funds as part of the No Child Should Go Hungry programme
Oglesby Charitable Trust	To fund a part time paid worker for the Migrant Destitution Action Group
Voluntary Sector North West - Accord Ecosystem	A grant under the GM VCSE Accord to support the work of the GM Sanctuary Seekers network
10GM - UKSPF	Engagement with VCSE Infrastructure (e.g. by increasing membership) to support local engagement with the GM Accord between the VCSE sector, GM Combined Authority and GM NHS
10GM - VCSE Accord	to transition The Royal Oak Centre from its current trustees
Manchester City Council - Royal Oak Transition	to fund activities supporting social enterprises and social entrepreneurs delivered via the Manchester Social Economy Alliance
Manchester City Council - Social Economy Alliance	to fund small grants for VCSE organisations (e.g. for volunteer expenses)
Eric Wright Charitable Foundation	A contract to develop a programme around system leadership for partners working across Greater Manchester
GM Moving c/o Greater Sports	A grant to cover Macc's administration costs for the Real Change Manchester Fund distributing grants to individuals via a network of VCSE referral partners
Real Change Manchester Donations and Grants	Funding to support a development worker role and grants programme to increase engagement of VCSE organisations in supporting physical activities
Manchester Active (grant returned)	A contract to administer and support the GM Older People's Equality Panel
Greater Manchester Combined Authority - Older People	Grant from the GM Violence Reduction Unit to support the Manchester Peace Together Alliance, a collaborative of VCSE organisations working to reduce the impact of crime on young people in central Manchester
10GM - Greater Manchester Combined Authority	To support local engagement with the GM Accord between the VCSE sector, GM Combined Authority and GM NHS
10GM - Accord Ecosystem	To fund activities supporting social enterprises and social entrepreneurs delivered via the Manchester Social Economy Alliance
Manchester City Council - Social Economy Alliance	Funding received for the "Greater Manchester Older People's Network" with its aim to influence service design, policy and practice to improve the lives of older people living in Greater Manchester.
National Lottery Community Fund - RC North West Region	A grant to support development of a mental health focus in GM Older People's Network - funded by GM health and Social Care Partnership but routed through NHS Salford
NHS Salford CCG - Older People Mental Health	
Manchester Homeless Partnership:	
Manchester City Council - Manchester Homeless Partnership	A grant to host a worker to support the running of Manchester Homelessness Partnership
The Booth Centre	A grant to host a worker to support the running of Manchester Homelessness Partnership
StreetSupport	Surplus funds from StreetSupport were donated to Macc to be used by Manchester Homelessness Partnership (e.g. towards website costs)
Grants Programmes:	
The Christie NHS Foundation Trust	To issue small grants to VCSE organisations working on cancer including promoting uptake of screening
10GM2 - Increasing Covid Vaccination	To organise engagement workshops with local communities on vaccination uptake
Manchester City Council - CHEM	A programme of hardship grants for individuals and families fitting relevant criteria on receipt of referrals from local VCSE organisations to address the inequalities faced by those from minority ethnic and inclusion health groups
Young Manchester (Grants Programmes)	to deliver a programme of workshops and a small grants round to support the VCSE sector's response to the cost of living crisis

Notes to the accounts for the year ended 31st March 2025

15. Analysis of charitable funds

Analysis of movements in restricted funds

Name of restricted fund:	Description, nature and purpose of the fund
Manchester City Council - Household Support Fund	To administer a programme of small hardship grants for households fitting relevant criteria on receipt of referrals from local VCSE organisations
Migrant Destitution Fund: Migrant Destitution Fund Donations and Grants	To distribute grants to individuals with No Recourse to Public Funds via a network of VCSE referral partners
The Albert Hunt Trust - Migrant Destitution Fund	To distribute grants to individuals with No Recourse to Public Funds via a network of VCSE referral partners
Greater Manchester Older Peoples' Network: GMOPN (formerly GMCVO)	Final grant from GMCVO to support the GM Older People's Network as part of the GM Ambition for Ageing Programme Final grant from GMCVO to support the GM Older People's Network as part of the GM Ambition for Ageing Programme
10GM2 - Small Grants - GMOPN	To support the work of the GM Older People's Network
National Lottery Community Fund - GMOPN	To support the work of the GM Older People's Network
Greater Manchester Combined Authority - GMOPN	To support the work of the GM Older People's Network
Greater Manchester Combined Authority - Ageing Well - GMOPN	To support the work of the GM Older People's Network
10GM - Fairer Health for All - GMOPN	To organise engagement workshops with local communities on health themes (e.g. healthy weight)
Violence Reduction: 10GM2 - Small Grants - Violence Reduction 10GM2 - Violence Reduction	To provide activities grants for the Manchester Peace Together Alliance To host a post supporting the Manchester Peace Together Alliance
MDAG Funding: National Lottery Community Fund - MDAG Small Grants - MDAG	To support the work of the Migrant Destitution Action Group To support the GM Migrant Destitution Fund
Manchester City Council	A contract to provide infrastructure services (capacity building, Volunteer Centre and voice and influence support) to VCSE organisations in Manchester
10GM - E26 Programme	To support the development and growth of social enterprises, mutuals and co-operatives
Greater Sport System Leadership	To deliver a programme of development support to leaders working in the field of physical activity
GMOPN Mental Health Project:	A grant to support development of a mental health focus in GM Older People's Network - funded by GM health and Social Care Partnership but routed through NHS Salford
NHS Greater Manchester ICB - GMOPN Mental Health	A grant to support development of a mental health focus in GM Older People's Network - funded by GM health and Social Care Partnership but routed through NHS Salford

16. Analysis of net assets between funds

	Unrestricted funds	Designated funds	Restricted funds	Total 2025
	£	£	£	£
Tangible fixed assets	-	-	1,579	1,579
Cash at bank and in hand	230,165	7,780	508,556	746,491
Other net current assets/(liabilities)	(204,703)	-	(250)	(204,953)
<b>Total</b>	<b>25,452</b>	<b>7,780</b>	<b>508,885</b>	<b>543,117</b>

	Unrestricted funds	Designated funds	Restricted funds	Total 2024
	£	£	£	£
Tangible fixed assets	8	-	2,945	2,953
Cash at bank and in hand	327,578	7,780	460,770	796,128
Other net current assets/(liabilities)	(101,770)	-	21,202	(80,568)
<b>Total</b>	<b>225,816</b>	<b>7,780</b>	<b>484,917</b>	<b>718,513</b>

17. Financial Instruments

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

Notes to the accounts for the year ended 31st March 2025

**18. Operating leases**

The total of future minimum lease payments under non-cancellable operating leases are:

	Land and Buildings 2025 £	Land and Buildings 2024 £
Payable within one year	-	47,000
Payable between 2 and five years	-	117,500
	<u>-</u>	<u>164,500</u>

Lease payments recognised as expenses, including service charges, are £87,591 within rent.  
In February 2025, the organisation moved into a property under a license agreement with Manchester City Council.

**MANCHESTER COMMUNITY CENTRAL**

England & Wales - Charity number 1145921

---

# Accounts

---

**MANCHESTER ALLIANCE FOR COMMUNITY CARE**

**FINANCIAL STATEMENTS FOR THE YEAR ENDED  
31 MARCH 2024**

Registered Charity No. 1145921  
Company Registration No. 07788593

# MANCHESTER ALLIANCE FOR COMMUNITY CARE

## INDEX

<u>PAGE NUMBER</u>	<u>CONTENTS</u>
1 - 24	TRUSTEES ANNUAL REPORT
25 - 27	INDEPENDENT AUDITORS REPORT
28	STATEMENT OF FINANCIAL ACTIVITIES
29	STATEMENT OF FINANCIAL ACTIVITIES (PRIOR YEAR)
30	BALANCE SHEET
31	STATEMENT OF CASH FLOWS
32 - 42	NOTES TO THE ACCOUNTS

**MANCHESTER ALLIANCE FOR COMMUNITY CARE****ANNUAL REPORT AND ACCOUNTS FOR THE YEAR ENDED 31st MARCH 2024**

---

The trustees present their annual directors' report and financial statements of the charity for the year ended 31st March 2024 which are also prepared to meet the requirements for a directors' report and accounts for Companies Act purposes.

The financial statements comply with the Charities Act 2011, the Companies Act 2006, the Memorandum and Articles of Association, and the Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019).

**Context: VCSE Infrastructure in Manchester**

Manchester and Salford Council of Social Service was established in 1919 to support the growing number of charitable organisations in the two cities. In line with the reorganisation of Local Government in the early 1970s, the organisation split into two distinct entities: Salford CVS and Manchester CVS. Manchester Alliance for Community Care was established as a programme within Manchester CVS in 1981. Over subsequent years (the history is long, complicated and open to a large amount of interpretation) VCSE sector support in Manchester became extremely fragmented with Manchester CVS – later known as Voluntary Action Manchester – being just one of a large number of agencies providing a variety of “infrastructure” roles: at one point 18 different organisations were involved and yet there were major gaps: e.g. no Volunteer Centre.

In 2009, Macc brought together a partnership to establish “Manchester Community Central” as a new umbrella brand under which any configuration of arrangements could sit, providing clarity and accessibility for local organisations and partners and creating a space for collaborative development. Sector leaders and Manchester City Council came together to explore these during 2011 and Macc proposed a new model (based on NCVO's Value of Infrastructure programme) to show the range of services and activities which a lead organisation could put in place to increase impact for the city's communities. From January 2012, Macc formally took on the role of lead voluntary sector infrastructure agency in Manchester and the range of functions has developed further in the intervening years. Macc was re-registered as a charity with updated objectives to reflect its new role.

A landmark was achieved in May 2013 when Manchester City Council issued a single tender for the full range of support to the local VCSE sector (information, capacity building, volunteering, policy, representation and engagement). The tender itself was an achievement for Macc since it showed that we had proved the case made that those functions needed to be joined together in order to generate greatest impact. We were successful in bidding for this contract which represented not only stability and security for the organisation and fresh opportunities to develop the role of the sector in Manchester, it also showed that Macc had delivered on its ambition and its promise to develop into the organisation Manchester needed.

That contract was re-tendered in 2019 and Macc was once again successful, consolidating a decade of developing support for the VCSE sector in the city. The contract was re-tendered again in September 2023 and we were advised early in 2024 that Macc had secured the contract for a fourth time, a major achievement which brings stability to the core services and activities for the next four years.

## MANCHESTER ALLIANCE FOR COMMUNITY CARE

This is a significant part of the context for the organisation: despite this long history, the current incarnation of Macc is still relatively young compared to equivalent organisations in other major cities.

We believe it to be important to be mindful of this because it drives Macc to recognise that there is always more to be done and always room for improvement. Macc is always a work in progress.

### OBJECTIVES AND ACTIVITIES

---

Macc's charitable objects as set out in the governing document are:

*To promote any charitable purposes for the benefit of the public, principally but not exclusively in the local government area of Manchester and its environs (hereinafter called the area of benefit) and, in particular but not exclusively by*

1. *Promoting the third sector by:
 
  - a. *building the capacity of third sector organisations and provide them with the necessary support, information and services to enable them to pursue or contribute to any charitable purpose;*
  - b. *promoting volunteering within the sector;*
  - c. *organising and facilitating co-operation and partnership working between third sector, statutory and other relevant bodies.**
2. *The promotion of good health of the local community.*
3. *The promotion of equality and diversity for the public benefit by:
 
  - a. *advancing education and raising awareness in equality and diversity;*
  - b. *promoting activities to foster understanding between people from diverse backgrounds;*
  - c. *conducting or commissioning research on equality and diversity issues and publishing the results to the public;*
  - d. *cultivating a sentiment in favour of equality and diversity.**

*'Third sector' means charities, voluntary organisations and social enterprises.*

As part of the organisation's transformation programme in 2022, a new Macc Strategy was developed to build our established function-led model to focus on purpose and values:

**Macc's Purpose:** to encourage and support voluntary and community groups, charities, social enterprises and local people to make a difference on issues that matter to them, to our communities and to our city, Manchester.

#### **Macc's Vision**

- Every community in Manchester is rich in charities, community groups, voluntary organisations and social enterprises of all kinds, working with all kinds of people and in all kinds of ways.
- The voluntary, community and social enterprise sector is at the heart of public debate about what kinds of communities, places and society we are creating.
- A common purpose of improving our city brings together trusting, creative and ambitious relationships with the voluntary, community and social enterprise sector, with local businesses and public bodies.

#### **Macc's Values:**

- **Being Supportive** – providing mutual support and encouraging one another

### MANCHESTER ALLIANCE FOR COMMUNITY CARE

- **Being Collaborative** – facilitating positive change in society by working with people
- **Being Influential** – harnessing people’s skills and building their confidence to shape and inform policy and practice

To fulfil these ambitions and in line with our charitable objects, Macc’s Strategy has 6 “strategic objectives”:

1. Ensure Macc is a well-run, connected and sustainable organisation with a great reputation as a responsible charity driven by our values.
2. Build a strong, diverse, engaged and connected membership.
3. Support a growing range of opportunities for local people to be active citizens in their communities.
4. Tell the stories of brilliant work being done by local VCSE groups and active citizens as a call to action to more people and organisations to get involved.
5. Support the local VCSE sector to build influential, collaborative relationships with each other, with public sector bodies and local businesses.
6. Support local VCSE organisations to set up, develop and thrive.

#### **How our activities deliver public benefit**

Macc's activities benefit voluntary sector organisations, individuals and the interaction between the statutory sector and the voluntary and community sector in Manchester and its environs.

The trustees confirm that they have referred to the Charity Commission’s guidance on Public Benefit when reviewing the Charity’s aims and objectives, in planning future activities, and setting the policies for the year. The Trustees have concluded:

1. That the aims of the organisation continue to be charitable.
2. That the aims and the work done give identifiable benefits to the charitable sector and both indirectly and directly to individuals in need.
3. That the benefits are for the public, are not unreasonably restricted in any way and certainly not by ability to pay.
4. That there is no detriment or harm arising from the aims or activities.

### **ACHIEVEMENTS AND PERFORMANCE**

---

Activities in this period were marked by a period of ever-increasing rises in the cost of living. Following on from the Covid19 pandemic, this created considerable pressure on the work of the local VCSE sector.

Achievements during the period are reported here against the 6 strategic objectives of the Macc Strategy for 2022-2025.

## MANCHESTER ALLIANCE FOR COMMUNITY CARE

***Ensure Macc is a well-run, connected and sustainable organisation with a great reputation as a responsible charity driven by our values.***

### **Staffing**

- As part of our strategic goal to nurture new talent within Macc, we created two trainee roles and recruited exclusively through RECLAIM – a local VCSE organisation which works to support and amplify the voices of working-class young people.
- We also took the opportunity to recruit three graduate trainees through the CharityWorks placement scheme.
- Under the Support and Accountability approach developed over the previous year, we focused more on personal development of our staff, investing in internal and external learning.
- Feedback from our staff survey informed plans to support health and wellbeing.
- Revisions to our recruitment pack, focusing on Macc’s values, culture and impact resulted in a marked increase in the number and quality of applications.
- We increased the diversity of our staff team, including at management level.

### **Tech**

- We put in place upgrades to our phone systems to support more agile and remote working
- We commissioned a major refresh of our main website and database
- We made further investments in tech to enable us to support hybrid meetings, following feedback from members that this was something they wished to see more of.

### **Anti-Racism/Equality, Diversity and Inclusion**

Macc’s Anti-Racism Strategy is embedded in our organisation strategy for 2022-2025. The strategy is based in three domains: personal, internal (operations within Macc) and external (our voice and leadership). During this period, the work was broadened to reflect other dimensions of equality, diversity and inclusion. Activities under this work include

- Working to recruit more inclusively to our paid and trustee roles
- Development of an EDI Lead/Peer Support staff role - a voluntary role that staff members would take on as a person that colleagues could speak to confidentially about EDI issues they were facing or ask for advice on topics related to EDI (for example, around how to make external events more inclusive).
- Revisions of our equalities monitoring standards in line with recommendations from GM Equalities Alliance – alongside discussion of the terminology we choose to adopt as an organisation.
- Prioritisation of work with communities which experience racial inequalities.
- Launching the “What Macc Stands For” Anti-Racism Statement.
- Macc signed the Age Friendly Employer pledge
- We began work on improving our support for carers using the GM Working Carers Toolkit.
- Activities to support mental health awareness both within the team and at wider events.

### **Climate Action**

Our staff working group developed an action plan based on the same model (personal/internal/external) as our Anti-Racism work. Activities included:

- Launching the “What Macc Stands For” Climate Action Statement

## MANCHESTER ALLIANCE FOR COMMUNITY CARE

- Become Green Together and Investors in the Environment (iiE) - We continue to work closely with iiE and Become Green Together programme to calculate our carbon footprint and create an environmental management system to reduce it. Continuing to encourage funders to include in their requirements / due diligence process that all VCSE organisations have a statement or plan around climate action (and EDI)
- Voluntary Sector Assembly event on Climate Action - Themed 'Breaking Barriers To Climate Action: What can the VCSE sector collectively do to address the climate crisis? ', the event brought together over 50 organisations and featured Cllr Tracey Rawlins, Executive Member for Environment and Transport.
- Local Infrastructure Organisation Environment Working Group – Macc lead on the first working group meeting for local infrastructure organisations in GM, a platform for sharing insights, learning, resources and best practices to collectively tackle the effects of climate change on our communities in Greater Manchester.

### **Infrastructure Development**

We continued our strong working relationship with neighbouring voluntary sector infrastructure organisations. Macc is a partner in 10GM, a joint venture with Salford CVS, Bolton CVS and Action Together (covering Oldham, Rochdale and Tameside). The purpose of 10GM is to

- Deliver collaborative projects across Greater Manchester with VCSE, public and private partners.
- Create more effective practical collaboration between local infrastructure organisations.
- Build a more consistent local infrastructure support offer in all 10 areas of Greater Manchester.

10GM is now constituted as a legal entity jointly owned by the partners with the Chief Executives as the Directors of the company. Since 2021, there has been considerable growth in the staff team employed by 10GM Ltd and a decision was therefore taken to appoint of Chief Operating Officer from April 2022. The 10GM Directors and the Chief Operating Officer meet every Friday morning to oversee delivery and development.

The development of 10GM has significantly increased Macc's ability to work collaboratively at a Greater Manchester level (with the Combined Authority, GM NHS structures and the Mayor's Office). It also enables a pipeline of GM-wide projects: funding is now flowing through 10GM Ltd into the partner organisations (and other Local Infrastructure Organisations in Greater Manchester) to deliver programmes in all 10 Greater Manchester localities.

### ***Build a strong, diverse, engaged and connected membership.***

Our new Membership Team relaunched Macc's membership with fresh marketing materials, a revised application process on outreach. The new membership structure uses the following categories:

- Core - Manchester VCSE organisations with benefit to the residents of Manchester as their main purpose (only core members have voting rights at the Macc AGM)
- Associate - non-Manchester organisations and individuals
- Supporter - businesses, public sector bodies
- Individual - volunteers, active citizens

## MANCHESTER ALLIANCE FOR COMMUNITY CARE

The membership process now includes a process of “asks and offers” from members – enabling us to build collaboration between members as a mutually supportive network.

The Membership Team also leads on Macc’s communications. Macc has a wide range of well-established channels:

- Manchester Community Central website contains a wide range of resources including
  - a directory of local groups
  - factsheets and policy templates
  - briefings
  - blogs
  - details of training and events
  - job and volunteer opportunities
  - online Funding Portal
  - online applications for Macc grants
  - case studies, community stories
  - open data releases from Macc’s work

The website received over 1million visitors during this period.

- Social media: YouTube, Facebook, Twitter and Instagram
- Regular ebulletins: Weekly bulletin, Funding Bulletin (monthly), Training Bulletin (monthly), Policy News (fortnightly), Leaders Updates (occasional), Newsflash Bulletins (occasional)

***Support a growing range of opportunities for local people to be active citizens in their communities.***

### **Volunteer Centre Manchester**

This officially launched in January 2012 and is accredited by the national Volunteer Centre Quality Accreditation standard. The Centre provides support to local people wishing to explore volunteering and to identify and apply for relevant opportunities, advises local groups on good practice in developing volunteer roles and acts as a champion of volunteering in the city. Other activities include:

- A monthly Volunteer Centre Manchester Training and Events digest (a monthly bulletin)
- A monthly digest of Volunteering Opportunities
- Hosting the city’s Volunteer Co-ordinators Forum to encourage peer support and deliver a range of training sessions.
- Further to convening a consultation with groups and organisations that involve volunteers to support driving and transport-based activities, Macc launched Manchester Volunteer Drivers Network to connect organisations with individuals who are able to drive and can support with multiple community tasks. This also creates a space where people, businesses or employees looking for one-off volunteering can engage with the VCSE sector.
- We developed a programme of activities focused on Trusteeship including an event with JCI Manchester exploring diverse trusteeship and practical steps to get young people on trustee boards plus a general Introduction to Trusteeship event during Trustees Week.
- As part of our annual celebration of Volunteers week we ran a Reward and Recognition programme which enabled local groups to request a certificate signed by the Lord Mayor to be presented to them during Volunteers Week.
- We developed new activities to support student volunteering, including working with our counterpart volunteer centres across Greater Manchester to amplify messages about the

## MANCHESTER ALLIANCE FOR COMMUNITY CARE

Student Volunteers Week campaign. We developed a working relationship with Rise at Manchester Metropolitan University, establishing a new way of sharing volunteering opportunity data on each organisation's website.

- Discussions with the School Governance Lead at Manchester City Council to support the further growth of opportunities to be an active citizen in Manchester by establishing referral and access pathways to school governor vacancies with promotion via the volunteer centre; developing shared information and resources about undertaking a role in school governance and jointly running events to raise awareness of these roles.
- Macc administers the Greater Manchester Volunteering Network, bringing together a range of partners including neighbouring LIOs to work together to promote and support the growth of volunteering in the city region and supporting the development of a Greater Manchester Volunteering Strategy

### **Employer Supporter Volunteering**

Macc's Employer Supported Volunteering (ESV) offer has developed further this year through collaborative working between the Volunteering Team and our new Business Partnerships Lead. We met with the BIG Alliance, based in Islington, about further developing our skills-based volunteering offer. We also did some exploratory work with Goodsted brokerage platform to test appetite for this as a space for skill-based volunteering in the city.

### **Greater Manchester Older People's Network**

GMOPN seeks to ensure older people have a voice in the development of Greater Manchester as devolution progresses.

Much of the work is done by three working groups. Examples of their work in this period include:

- **Health and Social Care:** Meeting held based on when things go right and wrong in Health and Social Care. Parliamentary and Health Services Ombudsman, Patient Services GMHSCP and Healthwatch GM all presented, providing an overview of how to provide feedback or complaints at different stages.
- **Housing and Neighbourhoods:** included meetings with housing and care providers around best practice, personalised care and ensuring continued connection to communities.
- **Transport and Out and About:** supported research on Transport and Dementia, involved in refreshing Transport for Greater Manchester's Local Transport Plan.

A major event, Living it up in Later Life, was held in October 2023. This event, which included workshops, presentations and an information marketplace, saw members discuss what a good later life meant to them and what could be done to support that in Greater Manchester. Insights have been brought together in the Living it up in Later Life Report, accompanied by a video report of the day, supported by Talking About my Generation (the UK's first news platform by and for older people).

The network is involved in a wide range of campaigns and works closely with a range of initiatives such as the GM Ageing Hub, the Centre for Ageing Better and the Ageing in Place programme. GMOPN continues to support Independent Age and other organisations calling for a commissioner for Older People and Ageing. This has been included as priority ask for all candidates standing for election as Mayor of Greater Manchester in May 2024.

## MANCHESTER ALLIANCE FOR COMMUNITY CARE

### **GM Older People's Equality Panel**

Macc also hosts a range of bodies to advise the GM Combined Authority and the Mayor's Office on equalities issues. This provides GMOPN with an official link into the GMCA structures feeding into themes such as hatecrime awareness, violence reduction, workplace inclusion, financial hardship and tackling digital exclusion.

### **Mature Minds Matter**

This work seeks to ensure the voices of older people with lived experience of mental health are influential in the transformation of mental health support across Greater Manchester. Individual members are recruited and supported to act as experts-by-experience around age-appropriateness, awareness, language, stigma, access and interventions. This enables the network to provide lived experience expertise to various projects across Greater Manchester such as complex emotional needs, eating disorders and self-harm.

Towards the end of the period, work was under way on a series of workshops to create poetry exploring themes of older adults and mental health. Extensive video work has taken place to explore the impact of this creative project on participants. This work has all been codesigned with participants and the pieces will be gathered together into a book to be launched in May 2024.

***Tell the stories of brilliant work being done by local VCSE groups and active citizens as a call to action to more people and organisations to get involved.***

### **Spirit of Manchester**

This is our annual programme of activities to engage new stakeholders, encourage existing organisations and celebrate the fantastic work carried out by thousands of VCSE organisations and volunteers across the city throughout the year.

The Awards work by Macc identifying a range of categories which reflect our values and the work of the VCSE sector: volunteering, involving the lived experience of people who use services, tackling inequalities, building collaborations and partnerships and leading inspiring campaigns. From there we invite nominations from communities across the city and work with an independent panel of volunteer judges to produce a shortlist. We then work with the shortlisted nominees to produce a short video which can be shown at the Awards event and the audience votes on the winners.

As well as being a marketing tool for the sector's work to raise the profile of all these organisations to the general public, encourage local giving and active citizenship, it is also an important recognition of collective effort by many individuals and organisations working on a complex array of issues in challenging times. Year by year, the programme grows and has become the most visible vehicle for our role in Manchester.

The 11th Spirit of Manchester Awards were held at King's House Conference Centre on the evening of Thursday 5<sup>th</sup> October 2023. Hosted by Macc's Chief Executive), with Guest of Honor the Lord Mayor of Manchester (Cllr Yasmine Dar). 304 people joined us in person with another 1400 people watching via YouTube.

## MANCHESTER ALLIANCE FOR COMMUNITY CARE

An important part of the Awards is that they are truly collaborative: it is delivered by the whole of the Macc staff team working together with supporters from other organisations, volunteer judges, nominations sent in from all across the city and of course voting for the winners is done live on the evening by those present. For the first time, we were able to support voting by people watching the livestream as well as those at the venue.

It is now a tradition that naming of tables at the Awards celebrates some aspect of Manchester's community and its history. This year we honoured prominent LGBTQ+ figures past and present connected to the city of Manchester. Each table displayed information on the LGBTQ+ figure in the form of a word description, photo and awareness date with many of the individuals we honoured invited and attending the event itself. Like everything else on the evening, these biographies were put together by Macc staff, increasing our knowledge of our communities and awareness of the history of social action in the city.

As well as the Awards, we also run a Spirit of Manchester Story programme twice a year. This captures examples of great social action by local VCSE organisations, focused on the response to a particular issue relevant to life in Manchester. The themes during this period were:

- "Stories of Sanctuary" sharing examples of work to support refugees and sanctuary seekers
- "Coming home stories" featured activities to support people who find themselves homeless

During the course of the programme, we do a little fundraising to create the Spirit of Manchester Fund. This provides mini grants to local voluntary and community groups, social enterprises charities to help deliver projects, events or community activities.

### ***Support the local VCSE sector to build influential, collaborative relationships with each other, with public sector bodies and local businesses.***

This work is delivered by our Policy and influence Team (which leads on building a connected and influential VCSE voice on a range of policy priorities across the city) and our Collaboration Team which works to build practical collaborations between VCSE organisations and in cross-sector partnerships with public and private sector colleagues.

The work is underpinned by a range of general/cross cutting activities:

- **VCSE representation**  
Macc supports local VCSE leaders acting as sector representatives in a range of structures including the Our Manchester Forum, Our Manchester Investment Board, Health and Wellbeing Board, Community Safety Partnership and others.
- **P&I "Shorts"**  
This policy email bulletin is sent out monthly to ensure that VCSE colleagues are aware of the latest policy news that affects the sector, such as updates from local Council committees.
- **Manchester VCSE Leaders**  
Macc hosts a regular monthly forum for leaders in local VCSE organisations. This is a space for peer support, exploration of common issues and information sharing.

## MANCHESTER ALLIANCE FOR COMMUNITY CARE

- **Community Explorers**  
Macc hosts monthly meetings in North, Central and South Manchester. They aim to bring together anyone with an interest in working collaboratively from across the VCSE sector with colleagues in the public sector, to influence, connect, share knowledge and build relationships.
- **Business Partnerships**  
With Manchester continuing to thrive as a business hub, there are increasing opportunities for cross sector collaboration. Macc's Business Partnerships work aims to facilitate partnerships between VCSE organisations and businesses in a mutually beneficial way. This work supports VCSE organisations to develop their skills and confidence in working with businesses – supported by a monthly drop-in session and regular peer support sessions for staff in VCSE organisations who are working with business partners. We also began a programme of “Macc Connect” events to attract businesses interested in finding VCSE organisations to partner with, challenges and issues they might wish to support and sharing good practice in ways of working with local organisations. This is a new programme for Macc, developed from an ambition to widen the ways the sector can create impact in the city. The changes to Macc's membership structure have been designed to include businesses as supporters, bring them into the wider collaborative network and the business partnerships category in the Spirit of Manchester Awards has been restructured to capture and celebrate examples of great cross-sector collaborations.

The general work is supported by specific activities around a number of public policy priorities (listed alphabetically):

- **Children and Families**  
Supporting VCSE leaders to collaborate with the Council team leading on the new Family Hubs and advising on processes such as representation and grants for VCSE organisations.
- **Cost of Living Crisis**  
Macc's work to respond to the Cost-of-Living Crisis has focused, as we did during the pandemic, on strengthening and amplifying the work done by local VCSE organisations to meet the challenge of increased demand as well as rising costs. Activities included:
  - A special section on our website with dedicated funding news, information about hardship funds, data and insights, campaigns and case studies and further reading.  
<https://manchestercommunitycentral.org/cost-living-crisis>
  - Grant programmes – Macc has also issued a range of grants related to this theme including Household Support Fund grants to hard-hit families and mini-grants to VCSE organisations.
  - Discussions with funders and commissioners locally and at GM level - Macc's Chief Executive is one of the VCSE sector representatives at a regular meeting convened by GMCA which brings together local authorities, NHS and VCSE sector colleagues to collaborate, support, challenge and share insights on the response to the cost-of-living crisis across GM. This is informed by local discussions such as our cost-of-living summits, shared intelligence between the Local Infrastructure Organisations across GM and feedback from the GM VCSE Leadership Group.

## **MANCHESTER ALLIANCE FOR COMMUNITY CARE**

- **Crime and Community Safety**  
 Macc continues to support the Manchester Peace Together Alliance as part of a programme funded by the GM Violence Reduction Unit via our 10GM partnership. Macc hosts a part time facilitator post. During this period, we have been supporting the Alliance to plan and secure funding for an extension of their work to create an innovative new project which will create positive engagement with marginalised young people as a precursor to joining employment support programmes.
- **Emergency Response/Resilience Planning**  
 Macc has established a basic protocol with Manchester City Council colleagues for activation our role in an Emergency Response. This is part of a wider ambition to develop a local VCSE sector support offer in the event of a major incident being declared. Work has started on a three-year plan which seeks to learn from the approach in place in Salford. Macc has also been supporting the development of a GM-wide approach to emergency response planning with the VCSE sector and is working with partners to identify resources for this work to be fully developed. As has been seen with emergencies such as the MEN Arena attack and the Covid-19 pandemic, preparedness is essential: but the work to develop and test plans, increase knowledge and awareness and build collaborative agreements with key agencies comes at a cost and we continue to press for this work to be resourced.
- **Funding and Commissioning**  
 Good quality funding and commissioning processes are essential in supporting the VCSE sector. Macc has a long history of working in this space. Recent activities include:

  - Working with local funding bodies in Manchester Funding Partnership
  - Promoting the GM VCSE Commissioning Framework (in collaboration across our 10GM partnership), sharing examples of good practice and challenging poor processes (e.g. use of The Chest procurement portal to provide grants to community organisations!)
- **Health and Wellbeing**

  - Our Health and Wellbeing VCSE Leaders Group is a space for VCSE sector leaders in Manchester involved in health and wellbeing initiatives. It provides a collaborative platform for key stakeholders from NHS-led organisations and Manchester City Council departments to connect, share knowledge and offer support. Through this group we have organised VCSE representation on influential boards like Manchester Partnership Board, Making Manchester Fairer Programme Board and MARMOT Task Group looking at health inequalities in the city.
  - Macc is also supporting the Health Determinants Research Collaboration (HDRC) Manchester which will create and support opportunities for community-led research projects into tackling health inequalities.
  - We delivered a programme to engage communities in focusing on childhood healthy weight awareness, providing mini-grants to local organisations to run workshops and feed messages back to decision-makers.
  - This work also links with GM-wide work on population health via our 10GM partnership (see below)

## MANCHESTER ALLIANCE FOR COMMUNITY CARE

- **Homelessness**  
Macc hosts a worker to support the Manchester Homelessness Partnership. Activities during this period included:

  - Implementing new partnership governance and structures following a review.
  - Supporting external communications and social media presence alongside regular communications between working groups within the partnership.
  - Ongoing collaborative discussions between VCSE partners and public services.
  - Continuing to administer the Real Change Manchester hardship grants.
  - Focusing on homelessness services for Spirit of Manchester Story week in December 2023.
  
- **Inclusive Economy**

  - Macc has helped to develop Manchester Social Economy Alliance as a space focused on bringing together organisations and individuals to develop more social enterprises and social-purpose businesses in the city. During this period, the Alliance received funding from Manchester City Council to develop a programme of activities to support members, build collaboration and raise the profile of the social economy in the city. A new category has been added to the 2024 Spirit of Manchester Awards to help amplify this message.
  - Macc also hosts Greater Manchester Social Value Network which has over 400 members from all sectors across GM working to promote and incorporate social value principles across Greater Manchester. Macc supports the cross-sector steering group, which aims to influence stakeholders, policy and strategy at the GM level by collecting information, supporting organisations to deliver social value and aims to influence behaviour of a range of individuals and organisations with a stake in social value.
  - Macc acts as VCSE lead for Manchester on Real Living Wage: championing those VCSE organisations which pay the Real Living Wage, produce content as part the annual Living Wage Week campaign, encouraging funders to adopt Living Wage standards and support VCSE organisations to pay the Real Living Wage.
  
- **Mental Health**  
Macc has worked with VCSE leaders to support involvement in the Living Well programme to transform community based mental health services. Building on the Theory of Change work supported by Macc in 2022, the ambition is to development a VCSE Mental Health Alliance based around a collaborative model Macc has developed.
  
- **Safeguarding**  
Macc had a request from Chief Executive of the City Council and the Director of Children’s Services to send out a message to the VCSE sector reminding them of the need to have good safeguarding processes in place – following the recent publicity around the findings of abuse in Rochdale. We therefore took the opportunity to organise a VCSE conversation around safeguarding practice to build joint working with the Safeguarding Partnership and improve collaboration around training, referral processes and sharing insights from communities.
  
- **Sanctuary Seekers**  
In August 2021, Macc rapidly pulled together a coalition of VCSE organisations across Greater Manchester to develop a response to people arriving in the area from Afghanistan and ensure that the burden of responding was not solely left to already-overstretched refugee and asylum seeker organisations. A key step was to put in place a VCSE liaison organisation for each of the

## MANCHESTER ALLIANCE FOR COMMUNITY CARE

hotels in which individuals and families were being housed. This enabled a rapid response by the VCSE sector while public authorities put longer term measures in place. This work was built on with a focus on developing support for people arriving from Ukraine starting in February 2022. During the period, it was agreed that the work should focus on all those seeking sanctuary in Greater Manchester. Our fortnightly GM Sanctuary Seekers collaboration meetings provide a unique space for VCSE organisations to work together, sharing information and resources with organisations and engaging with the public sector leads on provision and policy. Macc also compiles a regular update of support resources which are then cascaded to local partners as appropriate. This space has also enabled GM VCSE organisations to add their voice to national campaigns around refugees and asylum seekers, particularly around challenging the demonising political rhetoric and harsh legislation seen during the period.

Through our 10GM partnership Macc is involved in supporting a range of additional programmes at Greater Manchester level. These are shared achievements which create additional benefit for Manchester communities by working collaboratively with the GM Combined Authority and the GM NHS Integrated Care Partnership. Programmes during this period included:

- **GM VCSE Accord**  
The GM VCSE Accord Agreement is a three-way collaboration agreement between the Greater Manchester Combined Authority, the Greater Manchester Health and Social Care Partnership and the GM VCSE sector. 10GM coordinates locality engagement working with Local Infrastructure Organisations (or their equivalent) in all 10 boroughs.
- **Cancer and Inequalities**  
The 10GM team is working in collaboration with GM Cancer, partners from across the wider health system and the wider VCSE sector to achieve a permanent reduction in inequalities and inequity within Greater Manchester. The project is developing innovative ways of tackling inequalities by addressing the social, environmental, and economic determinants of health and wellbeing, with the aim to ensure active VCSE participation and parity in strategic work to enhance equality, equity and wellbeing.
- **Data and Intelligence**  
From August 2023-March 2024, 10GM partnered with Data Orchard CIC to research and understand the state of data and intelligence in the VCSE sector in Greater Manchester. The project's purpose was to understand the current state of data maturity, explore challenges and barriers, and identify opportunities and actions for advancing data capabilities in the Greater Manchester VCSE sector. This work was funded and supported by NHS Greater Manchester Population Health. We explored how the sector is doing currently, listened to existing challenges and needs around data, and planned future support and resources that will support identified needs.
- **Physical Activity**  
Greater Manchester Moving is GM's social movement for movement – everyone working together to positively change the lives of people across Greater Manchester through sport, physical activity or quite simply moving more. 10GM's role is to embed effective and meaningful engagement with communities and VCSE partners to accelerate system change and community leadership.

## MANCHESTER ALLIANCE FOR COMMUNITY CARE

- **Population Health**

10GM is working with partners from Population Health, Primary Care Networks and the wider VCSE sector to find innovative ways of tackling health inequalities. This work aims to maximise the role of people and communities (including through activities such as Social Prescribing, universal and targeted wellbeing and prevention work) in order to sustain and grow preventative activity which addresses the wider social determinants of health and / or activities which support the individuals and groups who are at greatest risk of poor health. It also includes the Fairer Health for All Framework, working with the GM Integrated Care Partnership to enhance health, reduce inequalities and create a greener, fairer and more prosperous city region. 10GM's work focuses on resourcing the VCSE sector to be able to collaboratively shape and implement the Fairer Health for All Framework to address health inequalities at neighbourhood, locality and Greater Manchester levels.

- **GM Grants Programmes**

Through our partnership we have also been able to create additional grant funding opportunities for VCSE organisations in Greater Manchester including:

- GMCA Inspire Fund - grants of up to £2000 to freelance and independent artists, and small organisations to support the regrowth and strengthening of the creative sector in Greater Manchester. (Managed by Salford CVS on behalf of 10GM)
- GM Walking and Wheeling Fund - grants of up to £5,000 to VCSE organisations to deliver projects to get more people walking and wheeling activities during autumn/winter. The fund aims to improve the health and wellbeing of communities in Greater Manchester by encouraging people who are less active or inactive to walk or wheel (e.g. using a wheelchair/mobility aid or pushing a pram) regularly. It also hopes to increase awareness of and engagement with GM Walking: a hub of information and resources that recognises the important role walking and wheeling can play in increasing physical activity levels. (Managed by Salford CVS on behalf of 10GM).
- Cancer & Inequalities Fund - grants of up to £5,000 for Greater Manchester-based VCSE organisations to deliver projects that raise awareness of the early signs and symptoms of cancer and identify and understand the barriers people face when receiving a cancer diagnosis. (Managed by Salford CVS, on behalf of 10GM.)

### ***Support local VCSE organisations to set up, develop and thrive.***

Macc's Capacity Building Team provides support to organisations all across the city: demand for organisation development support is always increasing and so part of Macc's strategy in this period was to increase the size of the support team to enable us to meet this demand more effectively. While we provide a wide range of resources through our website and ebulletins encouraging groups to "self-serve" where possible, there is ongoing demand for one-to-one support by new and existing local organisations across Manchester's diverse communities.

Informed by our annual VCSE Training Needs Assessment, we maintained programme of training covering topics including Trustee Roles and Responsibilities and Committee and Meeting Skills.

From our State of the Sector research reports, we have long known that the sector is less well developed in the north of the city. As a result, Macc has a focus on growing the sector in North Manchester, working with partners on "North Manchester Together". Macc supports the steering

## **MANCHESTER ALLIANCE FOR COMMUNITY CARE**

group meetings and is continuing to facilitate, promote and host the now established North Manchester National Lottery Community Fund virtual support drop-ins.

### **Funding**

This remains the highest priority for many groups, as reflected in being the most-requested type of support from Macc. This is seen through direct requests for support, referrals, and drop-in sessions. Members of Macc have access to our online funding portal which enables local organisations to search a comprehensive database of funding opportunities. We also provide regular training workshops on planning funded projects and good practice in bid writing. Our team also provides one-to-one support to organisations in developing bids and our small grants programmes are designed, where possible, to provide good entry-level opportunities for smaller groups gaining their first grant funding.

### **Governance**

Behind many of the support requests we receive, there is often a governance issue. It is always in the top 5 types of requested support, involving new or starter organisations as well as those looking to formalise or change their structure. Macc continues to provide essential support to organisations looking to set up, explore legal structures and develop a governing document. During this period, we were able to couple this with a campaign around trustee recruitment through the Volunteer Centre, with the aim of increasing both the number and diversity of people involved in acting as trustees in local organisations.

### **VCSE Premises**

Following our work during the Covid19 pandemic to understand the impact of loss of income from community-led spaces having to go into lockdown, and with the increased use of remote working options, we know that the 'economy' of sector premises has changed significantly over the last few years. Macc hosts a collaboration space for VCSE organisations to explore opportunities to share premises and promote their venues.

### **VCSE Workforce**

Macc's Chief Executive has led work in recent years to improve awareness of the needs of the VCSE sector's paid and voluntary workforce. This was already underway prior to the Covid19 pandemic, with a GM-wide research project which made a series of recommendations about supporting recruitment, retention, diversity, skills and wellbeing in the sector's workforce. Arising from the pandemic, this became even more important as the challenges of continuing to provide services and support increased the pressure on many workers and leaders. When a funding opportunity arose in 2021, Macc led on preparation of a bid by 10GM to deliver a programme based on the recommendations which, though successful was then delayed by over a year due to contracting issues.

The bulk of the activity finally took place in 2023-2024, working with Local Infrastructure Organisations in all 10 boroughs to establish

- a shared workforce development hub for the sector with a comprehensive range of resources on HR, recruitment, talent development, diversity and inclusion, leadership and wellbeing.
- a shared recruitment advertising portal for the sector
- research into the HR and payroll capacity of the sector
- research into pay and conditions in VCSE organisations across Greater Manchester

### MANCHESTER ALLIANCE FOR COMMUNITY CARE

- two new programmes to support leadership development: one for Existing Leaders and one for Future Leaders. Launched in January 2024, these each offered 20 leaders from Greater Manchester's VCSE sector the opportunity to co-design and learn what makes a good leader together in closed cohort groups. Both programmes includes facilitated workshops with the Future Leaders also including one-to-one coaching, and a contribution to costs for organisations (in order to reach smaller organisations in more marginalised communities and support a more diverse cohort in the next generation of VCSE leaders.)
- A series of open space workshops for VCSE leaders on key challenges including: personal wellbeing, using data to drive decisions, building inclusive workplace cultures and leading with values.

#### Leadership

In addition to the leadership work under the VCSE Workforce Development programme, Macc continues to focus on supporting collaborative "system leadership" approaches.

Our Greater Manchester Systems Leadership project aims to support and enable a transformation in the knowledge, skills, and opportunities of people (paid and voluntary) in Greater Manchester to work and lead across sectors and within communities around the shared purpose of changing lives through movement, physical activity, and sport. We have delivered a range of workshops and events on topics relating to Systems Leadership themes and informed by what attendees have expressed an interest in learning about. These workshops bring together people from different sectors and organisations around a shared purpose, and have a strong peer support and networking element, as well as taught content. Topics include:

- Introduction to Systems Leadership: How to lead when you're not in charge
- Putting Values into Practice
- Coaching Skills
- Keeping Change Going: Leading Through Uncertainty

For this project we are working with Curators of Change as our co-design partner, ensuring we bring together people from different localities to reflect on their journey over the course of the project and draw out what they would like to see from future sessions. This enables us to be responsive, to maintain an element of local focus in this GM-wide project and to keep working to make the programme more diverse and inclusive.

#### Grants Programmes

Macc continued to deliver a range of grants programmes during this period including:

- Hate Crime Awareness Grants (funded by Manchester City Council) – grants for VCSE activities to raise awareness of hate crime.
- Spirit of Manchester Fund (funded by donations) – mini-grants for local VCSE organisations.
- Volunteers' Expenses Fund (funded by the Eric Wright Charitable Trust [EWCT]) – small grants for local VCSE organisations to support volunteer expenses.
- Cost of Living Fund (funded by the Eric Wright Charitable Trust [EWCT]) – grants for medium sized VCSE organisations across Greater Manchester to assist in keeping organisations sustainable in the face of increased cost and demand pressures.
- Migrant Destitution Fund GM (funded by public donations and some small grants) – hardship awards to destitute migrants with no recourse to public funds.

### MANCHESTER ALLIANCE FOR COMMUNITY CARE

- Real Change Manchester (funded by donations) – hardship awards to people facing homelessness.
- Household Support Fund (national government / Manchester City Council) – Macc administered several rounds of hardship payments to households.
- CHEM Cost of Living Grants (Manchester City Council) – a similar programme to Household Support Fund but focused on people identified by the Manchester Public Health team as facing the greatest health inequalities.

### FINANCIAL REVIEW

---

Income for the year was £2,146,164 and expenditure was £2,374,040 giving a net deficit for the year of £227,876. At the year end the total funds of the charity were £718,513 of which restricted funds were £484,917 and unrestricted reserves were £233,596.

#### Principal Funding Sources 2023-2024

- **Manchester City Council – Infrastructure Contract (2019-2024):** A contract won by competitive tender to provide a range of support services for the local voluntary, community and social enterprise sector: capacity building, the Volunteer Centre, representation of the sector and building relationships with the public and private sectors. This contract, which had previously run from 2013 to 2019, was awarded to Macc following a competitive tender in summer 2019 (having been merged with some aspects of Macc’s historic funding from the local NHS – though with the mental health component removed). A review and codesign process took place in 2021 and 2022 leading to the contract being re-tendered in autumn 2023. Macc was advised early in 2024 that we had been successful in securing the new contract to start from 1<sup>st</sup> April 2024.
- **Manchester Homelessness Partnership** - A grant to host a worker to support the running of Manchester Homelessness Partnership
- **GM Older People’s Network** – A grant from the National Lottery Community Fund to support the development of our network of people aged 50 and above and VCSE sector organisations working for positive change for older people in Greater Manchester.
- **GM Older People’s Mental Health Network** - A grant to support development of a mental health focus in GM Older People’s Network – funded by GM Health and Social Care Partnership but routed through NHS Salford.
- **Violence Reduction Alliance [via 10GM]** - Funding from GM Violence Reduction Unit for a facilitator to support partnership between local VCSE organisations
- **UK Shared Prosperity Fund [via 10GM]** – Manchester allocation of E11 strand of UKSPF which is to support the development of locality VCSE infrastructure.

#### Investment Policy

The Macc Board of Trustees has considered the most appropriate policy for investing funds and has agreed that it is more prudent to keep the funds in a more secure form on deposit at the bank and accept a lower rate of return. Accordingly, no powers have been delegated to managers for the investment of funds and all investment decisions are reserved for the Board of Trustees. The matter is a regular subject of discussion by the Board and the current view is that the present policy is sufficient for Macc’s reserves.

## **MANCHESTER ALLIANCE FOR COMMUNITY CARE**

### **Reserves Policy**

The balance held in unrestricted reserves at 31st March 2024 was £233,596 of which £225,808 are free reserves, after allowing for funds tied up in tangible fixed assets and designated funds of £7,780.

In accordance with the guidelines established by the Charity Commission, the Macc Board of Trustees has established a policy whereby the unrestricted funds not committed or invested in tangible fixed assets (the free reserves) held by the organisation should be sufficient to meet liabilities such as property leases and redundancy payments and also to keep the organisation running at a minimum level should there be a significant drop in funding.

The Board annually reviews the figure required in reserves to meet the organisation's financial liabilities with regard to payment for staff sickness (some long-standing staff have a substantial contractual entitlement) and should the organisation have to close, staff salaries and redundancy payments, lease penalty payments and other miscellaneous costs such as advertising the closure of services over a period of approximately 4 months. The unrestricted reserves less designated reserves stands at £225,816.

### **Risk Management**

The Macc Board of Trustees maintains an overview of the major risks to which the organisation is exposed and systems have been established to mitigate those risks. These are set out in the organisation's policies and procedures and in our Strategy. The major business risks for the organisation are identified in terms of their impact on the organisation and the actions which will be taken to mitigate against them. These form the critical success factors for Macc which are:

1. Maintaining strong relationships and reputation
2. Managing increasing demand
3. Managing team capacity
4. Generating additional income
5. Managing costs

Macc's funding has diversified over recent years. This has helped offset the risk of our two main income streams being consolidated into a single large contract from Manchester City Council and put out to competitive tender. With the news that Macc has again secured this contract until at least 2028, this risk is being managed successfully for the medium term.

We have increasingly focused on generating income through smaller contracts, some project grant funding and sales. The creation of 10GM has resulted in a "pipeline" of additional small projects, increasing our ability to deliver in collaboration with neighbouring boroughs. This does of course bring increased risks from a more variable cashflow, a need to be flexible in responding to customer base and the challenge of time spent on business development to create and secure opportunities. This approach is highly dependent on being well positioned as a reliable and useful partner organisation with a good reputation for delivery, efficiency and value.

This also helps offset another risk which has increased in recent years: staff recruitment and retention. As very few funders have awarded uplifts in the value of the grants and contracts Macc receives, it has been difficult to ensure that salaries and terms and conditions have kept their real value when set against the rising cost of living due to increases in inflation as well as limiting any

## MANCHESTER ALLIANCE FOR COMMUNITY CARE

scope for pay progression. We have sought to address this through increasing Macc's "value proposition" as an employer (emphasising values, inclusive workplace culture, flexible working) and Trustees maintain a close watch on progress with a view to improvements. The approach would seem to be effective as we ended the period with a much lower staff vacancy rate than has been the case in the last few years, with a significant increase in successful recruitment of new staff.

The Board's view therefore is that the greatest risk to the organisation is in maintaining the diversity of our funding relationships. The principal mitigation of this risk is to maintain strong relationships with funders and commissioners based on the quality of work done by Macc as an organisation with a strong local track record and a staff team with a reputation for creative, collaborative working.

### Statement of Going Concern

There are no material uncertainties that may cast significant doubt about the charity's ability to continue as a going concern. With our most significant contract now secured until at least March 2028, a significant proportion of our main activities are resourced for the foreseeable future. All charitable organisations are subject to fluctuations in funding, but these do not constitute a material uncertainty since the organisation is not reliant on a single source of income, Macc has strategies and plans in place to anticipate and/or such fluctuations as outlined elsewhere in this report.

## PLANS FOR FUTURE PERIODS

---

This period reflects the first full year of delivery of the Macc Strategy 2022-2025. As described above, this strategy, which includes action plans and a new framework of impact measures, comprises three main areas:

1. Macc Improvement Strategy – how we support and strengthen Macc's practice, income, position and leadership.
2. Active Communities Strategy – how we support and enable local people to be active in their communities.
3. VSCE Sector Strategy – how we support and strengthen the local VCSE sector.

Two theme-specific strategies were also added to this plan during 2022. A **Macc Anti-Racism Strategy** and a **Macc Climate Action Strategy**. These are led by working groups comprising staff and trustees and both follow the same model:

- Increasing personal knowledge – supporting all our staff, volunteers and trustees to develop their own knowledge and understanding of the theme
- Making internal changes – operational changes to ensure Macc is maximising its impact not only in what we do but also in how our organisation works
- External leadership – Macc's work in telling the story of how we're working towards change, supporting and challenging other partners to develop their own approach.

## STRUCTURE, GOVERNANCE AND MANAGEMENT

---

### Governing Document

Manchester Alliance for Community Care is a company limited by guarantee, (incorporated in England and Wales) and is registered with the Charity Commission. The company was established

## MANCHESTER ALLIANCE FOR COMMUNITY CARE

under a Memorandum of Association. A copy of the Memorandum of Association is available on Macc's website at <http://www.macc.org.uk/content/governance>

The Memorandum of Association establishes the charity's objectives and powers. It is governed under its Articles of Association. The memorandum and articles of association were last updated in January 2012 in line with guidance from the Charity Commission. The documents are up to date and fit for purpose.

The organisation operates under the working name "Macc" and this has been registered with the Charity Commission. An explanation of the name and the organisation's history is included on our website: <http://www.macc.org.uk/about-macc>

### **Recruitment and Appointment of the Board of Trustees**

The Board of Trustees are elected from within the membership of Macc and appointed at the Annual General Meeting. At each Annual General Meeting one-third of the Trustees retire by rotation on the basis of those who have been longest in office since their last appointment. The Board of Trustees must include a minimum of five but a maximum of fifteen members. The Trustees may also co-opt up to four people provided that this does not cause the number of co-opted Trustees to exceed 40% of the total number of Trustees. All co-opted members must stand down at the Annual General Meeting.

Periodically, the skills and experience of existing trustees are audited, and new trustees are recruited in order to complement the existing trustees, so a diverse set of skills, knowledge and perspectives is reflected in the Board. If the Board feels there are particular skills lacking or in order to ensure that the governance of Macc is reflective of local communities, they are able to highlight these during the recruitment process or approach individuals to explore co-option.

### **Induction and Training of Trustees**

A new induction process / development plan was devised with the support of Cranfield Trust in 2018. All trustees and senior management team produce a short biography to share their background, perspectives, interests and thereby build connections. The Trustees have now established a Board Development Plan to familiarise new trustees with Macc's work, its systems, staff team and culture.

### **Related Parties and co-operation with other organisations**

None of Macc's Trustees receive remuneration or other benefit from their work with the charity. Any connection between a trustee or senior manager with any service providers must be disclosed to the full Board of Trustees in the same way as any other contractual relationship with a related party. In the current year no such transactions were reported.

### **Organisation and Management Structure**

The organisation structure is intended to ensure both proper decision making and consultation with staff and volunteers at all levels:

- 1. Board of Trustees / Company Directors:** The Board of Trustees acts as both the Charity Trustee Board and the Board of Directors. It has ultimate responsibility for Macc and oversees its strategic direction. In addition, it approves an annual budget for the Management Team to work to. The Board has established a formal Scheme of Delegation which sets out the matters

## MANCHESTER ALLIANCE FOR COMMUNITY CARE

it reserves to itself (e.g. approval of expenditure significantly outside the budget, the appointment of the Chief Executive) and the delegated decision-making authority of the Chief Executive and Managers. During the year it monitors performance and reviews the management accounts. Board meetings are attended by the Chief Executive, Deputy Chief Executive and the Finance Manager. Each meeting begins with a presentation by a member of staff on a current piece of work.

2. **Management Team Meeting:** The Chief Executive, Deputy Chief Executive, the Finance Manager hold a weekly meeting with managers of delivery teams. They implement the strategy decided by the Board, develop the services provided by Macc and oversee the day to day running of the organisation.
3. **Leadership Meeting:** An extended monthly Management Team meeting which looks at: monthly Management Accounts, tracks progress in delivery of the Macc Strategy and is a space for management to look at wider / longer-term issues than day to day delivery. It is also important as a space for building managers' cross-cutting understanding of the whole organisation and avoiding siloed approaches to management.
4. **Staff Meeting:** This is the major link with the Chief Executive and senior managers for all staff. As well as facilitating team working, Board and management decisions are reported, informal consultation is undertaken and ideas for future strategy and delivery are incubated.
5. **Team and Workgroup Meetings:** Delivery teams and working groups (e.g. communications and marketing) meet to develop services and take forward cross-organisation issues.
6. **"Sitrep":** a fortnightly space for each team to share any insights, observations and concerns arising from Macc's work which require a tactical or operational response (e.g. concerns about a particular organisation, feedback from funding bodies, etc.). This ensures Macc's is responsive and also provides a check that our strategic priorities remain relevant to the city.

### Statement of the Organisation's Policies

The financial, personnel and general policies and procedures for Macc are form part of the terms and conditions of employment for all employees. The full set of policies, procedures and guidance is stored on a shared drive which is accessible to all staff and volunteers.

Any changes to policies and procedures identified by management and/or recommended by our advisors, auditors or other appropriate bodies are considered at the level identified by the Scheme of Delegation: some policies require approval by the Chief Executive while others require approval by a Board subgroup or the full Board. An exception is made in the case of clarifications which may be signed off by the Chief Executive.

### Grants Policy

Macc delivers a number of grants programmes to enhance the activities of local community organisations. With one exception, these programmes are commissioned by other partners with Macc acting as administrator (inviting and processing applications, decision-making, awarding, due diligence checks and monitoring). In most cases, the funds are transferred to Macc for distribution on instruction from an independent panel of key stakeholders (e.g. local public and private sector partners, members of the local community with relevant lived experience). Macc convenes these panels but does not have any voting rights on them: no trustees, staff or volunteers at Macc participate in the decision to award. The exception is the Spirit of Manchester Fund which is created by public fundraising undertaken by Macc although the award decisions are still made by

## MANCHESTER ALLIANCE FOR COMMUNITY CARE

an independent panel convened by Macc who produce recommendations to the Macc Board of Trustees.

### **Volunteer Policy**

Macc engages volunteers in a number of roles such as administration support to the Volunteer Centre, filming and video work and helping run large events. Macc's Volunteer Policy is available on the Macc website <http://www.macc.org.uk/sites/macc.org.uk/files/Volunteers.pdf>.

### **Affiliations**

To facilitate its objectives and gain as much input from elsewhere as possible, Macc is affiliated (through formal membership) to various other organisations including: NAVCA, NCVO, Voluntary Sector Northwest and GMCVO.

## **REFERENCE AND ADMINISTRATIVE INFORMATION**

---

Manchester Alliance for Community Care is a charitable company limited by guarantee. Having started in 1981 as a programme within Manchester CVS (now defunct), it became independent and was originally registered as a society for the benefit of the community under the Industrial and Provident Societies Act 1965-1978 on 7<sup>th</sup> February 1994.

As a result of changes brought about under the Charities Act 2006, the Board of Trustees took the decision to convert the organisation to a Company Limited by Guarantee. The company registration took place on 27<sup>th</sup> September 2011 and charity registration was completed on 15<sup>th</sup> February 2012.

Company Registration Number	07788593 (Incorporated 27/09/2011)
Charity Registration Number	1145921 (Registered 15/02/2012)

### **Registered Office**

Swan Buildings  
20 Swan Street  
Manchester  
M4 5JW

### **Directors**

The Directors of the charitable company (the charity) are its trustees for the purposes of charity law and are known internally as the Board of Trustees. The trustees and officers serving during the year, and since the year end, were as follows:

Rodger Cairns	Chair
Janet Finucane	Deputy Chair
Charles Kwaku-Odoi	Treasurer
Julian Skyrme	
Daniel Taylor	
Samina Arfan	(resigned May 2024)
Nicola Shellens	(appointed November 2023)
Bethany Leslie	(appointed November 2023)
James Hume	(appointed November 2023)
Mona Moussa	(appointed March 2024)

**MANCHESTER ALLIANCE FOR COMMUNITY CARE**

**Chief Executive & Company Secretary**

Michael Wild

**Principal Staff**

Martin Preston	Deputy Chief Executive
Angela Hampson	Finance and Facilities Manager
Cheryl McAlister	Membership Manager
Sarah Whitelegg	Capacity Building Manager
Millie Brown	Collaboration Manager
Lauren Rosegreen	Policy and Influence Manager (to September 2023)
Zara Hakobyan	Policy and Influence Manager (from September 2023)
Liz Jones	GM Older People's Network Manager
Jack Puller	Volunteering and Active Communities Manager

**Auditors**

Wyatt Morris Golland Limited  
200 Drake Street  
Rochdale  
OL16 1PJ

**Independent Examiners**

Community Accountancy Service Limited  
The Grange  
Pilgrim Drive  
Beswick  
Manchester  
M11 3TQ

**Bankers**

Co-operative Bank plc,  
Olympic House  
6 Olympic Court  
Montford Street  
Salford  
M5 2QP

Charity Bank  
194 High Street  
Tonbridge  
Kent  
TN9 1BE

**MANCHESTER ALLIANCE FOR COMMUNITY CARE**

CAF (Charities Aid Foundation) Bank  
 25 Kings Hill Avenue  
 Kings Hill  
 West Malling  
 Kent  
 ME19 4TA

**Trustees' Responsibilities in Relation to the Financial Statements**

The Trustees (who are Directors of Manchester Alliance for Community Care for the purpose 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 income resources and application of resources including the income and expenditure of the Charitable Company for that period. In preparing those financial statements, the Trustees are required to

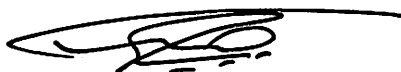
- Select suitable accounting policies and apply them consistently
- Observe the methods and principles in the Charities SORP
- Make judgements and estimates that are reasonable and prudent
- State whether UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements
- Prepare the financial statements on a going concern basis unless it is inappropriate to presume that the Charitable Company will continue in operation.

So far as the Trustees are aware, there is no relevant audit information (as defined by section 418 of the Companies Act 2006) of which the Charitable Company's auditors are unaware and each Trustee has taken all steps that they should in order to make themselves aware of any relevant audit information and to establish that the Charitable Company's auditors are aware of that information.

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 accounts 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.

By order of the Board of Trustees

SIGNED:



NAME:

CHARLES KWAKU - ODO

POSITION:

TRUSTEE

DATE:

27/11/2024

## **REPORT OF THE INDEPENDENT AUDITORS TO THE TRUSTEES OF MANCHESTER ALLIANCE FOR COMMUNITY CARE**

### **Opinion**

We have audited the financial statements of Manchester Alliance for Community Care (the 'charitable company') for the year ended 31 March 2024 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement 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 (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, 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.

### **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 Auditors' 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 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 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 Report of the Independent Auditors 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.

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 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.

### **Matters on which we are required to report by exception**

We have nothing to report in respect of the following matters where the Charities (Accounts and Reports) Regulations 2008 requires us to report to you if, in our opinion:

- the information given in the Report of the Trustees is inconsistent in any material respect with the financial statements; or
- the charitable company has not kept adequate accounting records; or
- the financial statements are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we require for our audit.

### **Responsibilities of trustees**

As explained more fully in the Statement of Trustees' Responsibilities, 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.

## **REPORT OF THE INDEPENDENT AUDITORS TO THE TRUSTEES OF MANCHESTER ALLIANCE FOR COMMUNITY CARE**

### **Our responsibilities for the audit of the financial statements**

We have been appointed as auditors under Section 144 of the Charities Act 2011 and report in accordance with the Act and relevant regulations made or having effect thereunder.

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 a Report of the Independent Auditors 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.

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

-the engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;

-we identified the laws and regulations applicable to the company through discussions with directors and other management, and from our commercial knowledge and experience of charities;

-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 charity, including the Charities Act 2011 and Companies Act 2006 and

-we assessed the extent of compliance with the laws and regulations identified above through making enquiries of management and inspecting legal correspondence where necessary,

-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 charity's financial statements 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, suspected and alleged fraud and

-considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

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 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 financial statement disclosures to underlying supporting documentation;

-enquiring of management as to actual and potential litigation and claims; and

-reviewing correspondence with HMRC.

There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of the directors and other management and the inspection of regulatory and legal correspondence, if any.

Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

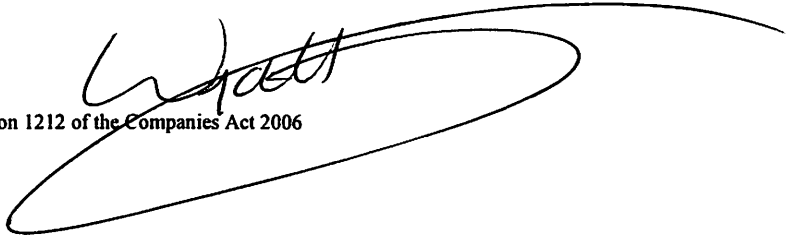
**REPORT OF THE INDEPENDENT AUDITORS TO THE TRUSTEES OF  
MANCHESTER ALLIANCE FOR COMMUNITY CARE**

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](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our Report of the Independent Auditors.

**Use of our report**

This report is made solely 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 trustees those matters we are required to state to them in an auditors' 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 trustees as a body, for our audit work, for this report, or for the opinions we have formed.

Wyatt Morris Golland Ltd  
Statutory Auditors  
Eligible to act as an auditor in terms of Section 1212 of the Companies Act 2006  
Park House  
200 Drake Street  
Rochdale  
Lancashire  
OL16 1PJ



Date: 27 November 2024

MANCHESTER ALLIANCE FOR COMMUNITY CARE

28

**STATEMENT OF FINANCIAL ACTIVITIES FOR THE YEAR ENDED 31 MARCH 2024**  
**(INCLUDING INCOME AND EXPENDITURE ACCOUNT)**

	Further Details	Unrestricted Funds £	Restricted Funds £	Total Funds Year Ended 31st March 2024 £	Total Funds Year Ended 31st March 2023 £
<b>Income from:</b>					
Donations and legacies	(4)	5,428	144,590	150,018	89,634
Charitable Activities	(5)	36,976	1,848,148	1,885,124	1,537,111
Other Trading Activities	(6)	106,080	-	106,080	141,547
Investment Income		4,942	-	4,942	1,809
Other Income		-	-	-	-
<b>Total</b>		<b>153,426</b>	<b>1,992,738</b>	<b>2,146,164</b>	<b>1,770,101</b>
<b>Expenditure on:</b>					
Raising Funds	(7)	35,896	-	35,896	18,578
Charitable Activities	(7)	265,423	2,051,680	2,317,103	1,558,159
Other	(7)	21,041	-	21,041	19,233
<b>Total</b>		<b>322,360</b>	<b>2,051,680</b>	<b>2,374,040</b>	<b>1,595,970</b>
<b>Net (expenditure)/income</b>		<b>(168,934)</b>	<b>(58,942)</b>	<b>(227,876)</b>	<b>174,131</b>
Transfers between funds	(15)	158,846	(158,846)	-	-
<b>Net movement in funds</b>		<b>(10,088)</b>	<b>(217,788)</b>	<b>(227,876)</b>	<b>174,131</b>
<b>Reconciliation of funds</b>					
Total funds brought forward	(15)	243,684	702,705	946,389	772,258
<b>Total funds carried forward</b>	<b>(15)</b>	<b>233,596</b>	<b>484,917</b>	<b>718,513</b>	<b>946,389</b>

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

The notes on pages 32 to 42 form part of these accounts.

MANCHESTER ALLIANCE FOR COMMUNITY CARE

29

**STATEMENT OF FINANCIAL ACTIVITIES FOR THE YEAR ENDED 31 MARCH 2023 (PRIOR YEAR)**  
**(INCLUDING INCOME AND EXPENDITURE ACCOUNT)**

	Further Details	Unrestricted Funds £	Restricted Funds £	Total Funds Year Ended 31st March 2023 £
<b>Income from:</b>				
Donations and legacies	(4)	15,523	74,111	89,634
Charitable Activities	(5)	10,500	1,526,611	1,537,111
Other Trading Activities	(6)	96,933	44,614	141,547
Investment Income		1,809	-	1,809
Other Income		-	-	-
<b>Total</b>		<b>124,765</b>	<b>1,645,336</b>	<b>1,770,101</b>
<b>Expenditure on:</b>				
Raising Funds	(7)	13,328	5,250	18,578
Charitable Activities	(7)	251,571	1,306,588	1,558,159
Other	(7)	19,233	-	19,233
<b>Total</b>		<b>284,132</b>	<b>1,311,838</b>	<b>1,595,970</b>
<b>Net (expenditure)</b>		<b>(159,367)</b>	<b>333,498</b>	<b>174,131</b>
Transfers between funds	(15)	(13,627)	13,627	-
<b>Net movement in funds</b>		<b>(172,994)</b>	<b>347,125</b>	<b>174,131</b>
<b>Reconciliation of funds</b>				
Total funds brought forward	(15)	416,678	355,580	772,258
<b>Total funds carried forward</b>	<b>(15)</b>	<b>243,684</b>	<b>702,705</b>	<b>946,389</b>

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

The notes on pages 32 to 42 form part of these accounts.

MANCHESTER ALLIANCE FOR COMMUNITY CARE

30

**BALANCE SHEET AS AT 31 MARCH 2024**

Company registration number 07788593

	Notes	Unrestricted Funds £	Restricted Funds £	2024 £	2023 £
<b>Fixed assets:</b>					
Tangible assets	(11)	8	2,945	2,953	3,369
<b>Total fixed assets</b>		<b>8</b>	<b>2,945</b>	<b>2,953</b>	<b>3,369</b>
<b>Current assets:</b>					
Debtors	(12)	15,577	51,239	66,816	212,941
Cash at Bank & in Hand		335,358	460,770	796,128	841,421
<b>Total current assets</b>		<b>350,935</b>	<b>512,009</b>	<b>862,944</b>	<b>1,054,362</b>
<b>Liabilities:</b>					
Creditors: Amounts falling due within one year	(13)	117,347	30,037	147,384	111,342
<b>Net current assets or liabilities</b>		<b>233,588</b>	<b>481,972</b>	<b>715,560</b>	<b>943,020</b>
<b>Total assets less current liabilities</b>		<b>233,596</b>	<b>484,917</b>	<b>718,513</b>	<b>946,389</b>
<b>Total net assets or liabilities</b>		<b>233,596</b>	<b>484,917</b>	<b>718,513</b>	<b>946,389</b>
<b>The funds of the charity:</b>					
Restricted income funds	(15)	-	484,917	484,917	702,705
Unrestricted income funds	(15)	233,596	-	233,596	243,684
<b>Total charity funds</b>		<b>233,596</b>	<b>484,917</b>	<b>718,513</b>	<b>946,389</b>

The charitable company is entitled to exemption from audit under Section 477 of the Companies Act 2006 for the year ended 31 March 2024.

The members have not deposited notice, pursuant to Section 476 of the Companies Act 2006 requiring an audit of these financial statements.

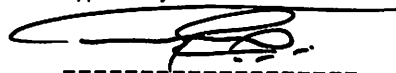
The trustees acknowledge their responsibilities for

(a) ensuring that the charitable company keeps accounting records that comply with Sections 386 and 387 of the Companies Act 2006 and

(b) preparing financial statements which give a true and fair view of the state of affairs of the charitable company as at the end of each financial year and of its surplus or deficit for each financial year in accordance with the requirements of Sections 394 and 395 and which otherwise comply with the requirements of the Companies Act 2006 relating to financial statements, so far as applicable to the charitable company.

These financial statements have been audited under the requirements of Section 145 of the Charities Act 2011.

Approved by the trustees on



Trustee

CHARLES KWACH - Obo

The notes on pages 32 to 42 form part of these accounts.

27/11/2024

**MANCHESTER ALLIANCE FOR COMMUNITY CARE**

31

**Statement of Cash Flows for the year ending 31st March 2024**

	<b>Year Ended 31st March 2024 £</b>	<b>Year Ended 31st March 2023 £</b>
<b>Reconciliation of net movement in funds to net cash flow from operating activities</b>		
Net movement in funds	(227,876)	174,131
Add back depreciation	1,901	1,924
Deduct investment income	(4,942)	(1,809)
(Increase)/decrease in debtors	146,125	(96,452)
(Decrease)/increase in creditors	36,042	34,945
<b>Net cash used in operating activities</b>	<u>(48,750)</u>	<u>112,739</u>
<b>Cash flows from investment activities:</b>		
Interest	4,942	1,809
Purchase of fixed assets	(1,485)	(3,341)
<b>Net cash provided by investing activities</b>	<u>3,457</u>	<u>(1,532)</u>
(Decrease) in cash and cash equivalents during the year	(45,293)	111,207
Cash and cash equivalents brought forward	841,421	730,214
<b>Cash and cash equivalents carried forward</b>	<u><u>796,128</u></u>	<u><u>841,421</u></u>

The notes on pages 32 to 42 form part of these accounts.

Notes to the accounts for the year ended 31st March 2024

**1. Accounting policies**

**(a) Basis of preparation and assessment of going concern**

The accounts (financial statements) have been prepared under the historical cost convention with items recognised at cost or transaction value unless otherwise stated in the relevant notes to these accounts. The financial statements have been prepared 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 (FRS 102) issued on 1st January 2019 and the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102) and the Companies Act 2006.

The charity constitutes a public benefit entity as defined by FRS 102.

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

**(b) Funds structure**

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by the donor or trust deed. Unrestricted income funds comprise those funds which the trustees are free to use for any purpose in furtherance of the charitable objectives. Unrestricted funds include designated funds where the trustees, at their discretion, have created a fund for a specific purpose.

There are 31 restricted funds.

An analysis of income and expenditure on an activity basis has not been included as the trustees believe it would be overly complex, due to the many different income streams and activities of the charity.

**(c) 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.

All amounts stated net of Vat where applicable.

Donations are recognised when the charity has been notified in writing of both the amount and settlement date. In the event that a donation is subject to conditions that require a level of performance before the charity is entitled to the funds, the income is deferred and not recognised until either those conditions are fully met, or the fulfilment of those conditions is wholly within the control of the charity and it is probable that those conditions will be fulfilled in the reporting period.

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. Dividends are recognised once the dividend has been declared and notification has been received of the dividend due.

**(d) Expenditure Recognition**

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that settlement will be required and the amount of the obligation can be measured reliably.

All expenditure is accounted for on an accruals basis. All expenses including support costs and governance costs are allocated or apportioned to the applicable expenditure headings. For more information on this attribution refer to note (g) below.

**(e) Irrecoverable VAT**

Irrecoverable VAT is charged against the expenditure heading irrecoverable VAT.

**(f) Allocation of support and governance costs**

Support costs have been allocated between governance costs and other support costs. Governance costs comprise all costs involving the public accountability of the charity and its compliance with regulation and good practice. These costs include costs related to independent examination and legal fees together with an apportionment of overhead and support costs.

Governance costs and support costs relating to charitable activities have been apportioned based on type of expense. The allocation of support and governance costs is analysed in note 8.

**(g) Costs of raising funds**

The costs of raising funds consists of costs required to generate income.

**(h) Charitable Activities**

Costs of charitable activities include governance costs and an apportionment of support costs as shown in note 8.

Notes to the accounts for the year ended 31st March 2024

**(i) Tangible fixed assets and depreciation**

All assets costing more than £500 are capitalised and valued at historical cost. Depreciation is charged on the following basis:

Refurbishment of Leased Premises	33.33% straight line
Computer & Office Equipment	25% straight line
Fixtures & Fittings	25% reducing balance
Website	25% straight line

**(j) Realised gains and losses**

All gains and losses are taken to the Statement of Financial Activities as they arise. Realised gains and losses on investments are calculated as the difference between sales proceeds and their opening carrying value or their purchase value if acquired subsequent to the first day of the financial year. Unrealised gains and losses are calculated as the difference between the fair value at the year end and their varying value. Realised and unrealised investment gains and losses are combined in the Statement of Financial Activities.

**(k) Pensions**

The charity currently administers contributions to a pension scheme on behalf of individuals. The charity has no liability beyond making its contributions and paying across the deductions for the employee's contributions.

**(l) 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.

**(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) Significant Judgements and Estimates**

In the process of applying the entity's accounting policies, management have not made any judgements that would have a significant effect on the amounts recognised in the financial statements. No estimations have been made that would have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year.

**2. Related party transactions and trustees' expenses and remuneration**

The trustees all give freely their time and expertise without any form of remuneration or other benefit in cash or kind (2023: £nil). Expenses paid for the trustees in the year totalled £nil (2023: £nil).

**3. Net incoming resources is stated after charging:**

	Year Ended 31st March 2024 £	Year Ended 31st March 2023 £
Depreciation	1,901	1,924
Audit Fees	6,500	5,100
Accountancy Support	5,123	2,567
Accountancy/Independent Examination Fees	3,100	2,650

**4. Donations and Legacies**

	Unrestricted Year Ended 31st March 2024 £	Restricted Year Ended 31st March 2024 £	Total Funds Year Ended 31st March 2024 £	Total Funds Year Ended 31st March 2023 £
Donations	5,428	-	5,428	11,435
Donations (Migrant Destitution Fund)	-	107,651	107,651	50,442
Donations (Real Change Manchester)	-	36,939	36,939	27,757
	<u>5,428</u>	<u>144,590</u>	<u>150,018</u>	<u>89,634</u>

Previous reporting period

	Unrestricted Year Ended 31st March 2023 £	Restricted Year Ended 31st March 2023 £	Total Funds Year Ended 31st March 2023 £
Donations	11,435	-	11,435
Donations (Migrant Destitution Fund)	-	50,442	50,442
Donations (Real Change Manchester)	4,088	23,669	27,757
	<u>15,523</u>	<u>74,111</u>	<u>89,634</u>

MANCHESTER ALLIANCE FOR COMMUNITY CARE

34

Notes to the accounts for the year ended 31st March 2024

5. Income from charitable activities

	Unrestricted Year Ended 31st March 2024 £	Restricted Year Ended 31st March 2024 £	Total Funds Year Ended 31st March 2024 £	Total Funds Year Ended 31st March 2023 £
<b>Unrestricted grants:</b>				
NAVCA VSEP	-	-	-	500
NAVCA Ukraine Infrastructure	15,000	-	15,000	-
10GM	-	-	-	10,000
4CT	-	-	-	5,000
10GM - Workforce Development	21,976	-	21,976	-
Forever Manchester (grant returned)	-	-	-	(5,000)
<b>Restricted contracts:</b>				
Manchester City Council	-	591,000	591,000	579,000
NHS Greater Manchester ICB - GMOPN Mental Health	-	65,497	65,497	-
Greater Sport System Leadership	-	75,000	75,000	-
Greater Manchester Combined Authority - Older People	-	51,875	51,875	50,000
Manchester City Council - Household Support Fund	-	340,000	340,000	270,000
<b>Restricted grants:</b>				
Manchester City Council - Hate Crime	-	20,000	20,000	20,000
Manchester City Council Small Grants (returned)	-	-	-	(28,000)
NAVCA Ukraine Infrastructure (Small Grants)	-	-	-	15,000
Eric Wright Charitable Foundation	-	12,800	12,800	192,600
Oglesby Charitable Trust	-	15,000	15,000	-
NHS Salford CCG - Older People Mental Health	-	-	-	83,000
10GM	-	-	-	36,345
10GM - Greater Manchester Combined Authority	-	4,248	4,248	-
10GM - Accord Ecosystem	-	8,652	8,652	-
10GM - UKSPF	-	90,317	90,317	-
Manchester Active (grant returned)	-	-	-	(3,000)
Manchester City Council - CHEM	-	400,000	400,000	200,000
Manchester City Council - Social Economy Alliance	-	25,000	25,000	-
Manchester City Council (Small Grants)	-	-	-	12,800
Caritas Dioceses of Shrewsbury (Small Grants)	-	5,000	5,000	-
Comic Relief (Small Grants)	-	-	-	12,500
Young Manchester (Small Grants)	-	14,000	14,000	-
Young Manchester (Grants Programmes)	-	38,000	38,000	-
National Lottery Community Fund - RC North West Region	-	-	-	25,000
Greater Manchester Older Peoples' Network:				
National Lottery Community Fund - GMOPN	-	50,512	50,512	-
Greater Manchester Combined Authority - Ageing Well	-	10,000	10,000	-
10GM - Fairer Health for All	-	6,500	6,500	-
Manchester Homelessness Partnership:				
The Booth Centre	-	24,747	24,747	51,028
StreetSupport	-	-	-	4,738
Greater Manchester Older People's Network (formerly GMCVO):				
NHS Trafford CCG	-	-	-	5,000
British Society of Gerontology	-	-	-	600
	<b>36,976</b>	<b>1,848,148</b>	<b>1,885,124</b>	<b>1,537,111</b>

Notes to the accounts for the year ended 31st March 2024

5. Income from charitable activities

Previous reporting period

	Unrestricted Year Ended 31st March 2023 £	Restricted Year Ended 31st March 2023 £	Total Funds Year Ended 31st March 2023 £
<b>Unrestricted grants:</b>			
NAVCA VSEP	500	-	500
10GM	10,000	-	10,000
4CT	5,000	-	5,000
Forever Manchester (grant returned)	(5,000)	-	(5,000)
<b>Restricted contracts:</b>			
Manchester City Council	-	579,000	579,000
Greater Manchester Combined Authority - Older People	-	50,000	50,000
Manchester City Council - Household Support Fund	-	270,000	270,000
<b>Restricted grants:</b>			
Manchester City Council Hate Crime	-	20,000	20,000
Manchester City Council Small Grants (returned)	-	(28,000)	(28,000)
NAVCA Ukraine Infrastructure (Small Grants)	-	15,000	15,000
Eric Wright Charitable Foundation	-	192,600	192,600
NHS Saiford CCG - Older People Mental Health	-	83,000	83,000
10GM	-	36,345	36,345
Manchester Active (grant returned)	-	(3,000)	(3,000)
Manchester City Council - CHEM	-	200,000	200,000
Manchester City Council (Small Grants)	-	12,800	12,800
Comic Relief (Small Grants)	-	12,500	12,500
National Lottery Community Fund - RC North West Region	-	25,000	25,000
The Booth Centre	-	51,028	51,028
StreetSupport	-	4,738	4,738
NHS Trafford CCG	-	5,000	5,000
British Society of Gerontology	-	600	600
	<b>10,500</b>	<b>1,526,611</b>	<b>1,537,111</b>

6. Income from other trading activities

	Unrestricted Year Ended 31st March 2024 £	Restricted Year Ended 31st March 2024 £	Total Funds Year Ended 31st March 2024 £	Total Funds Year Ended 31st March 2023 £
Training Income, Room Hire and Other Charges	27,536	-	27,536	69,133
Management Fees	71,527	-	71,527	27,800
Fundraising Income	7,017	-	7,017	-
Fundraising Income (Real Change Manchester)	-	-	-	1,097
Fundraising Income (Migrant Destitution Fund)	-	-	-	43,517
	<b>106,080</b>	<b>-</b>	<b>106,080</b>	<b>141,547</b>

Previous reporting period

	Unrestricted Year Ended 31st March 2023 £	Restricted Year Ended 31st March 2023 £	Total Funds Year Ended 31st March 2023 £
Training Income, Room Hire and Other Charges	69,133	-	69,133
Management Fees	27,800	-	27,800
Fundraising Income (Real Change Manchester)	-	1,097	1,097
Fundraising Income (Migrant Destitution Fund)	-	43,517	43,517
	<b>96,933</b>	<b>44,614</b>	<b>141,547</b>

MANCHESTER ALLIANCE FOR COMMUNITY CARE

36

Notes to the accounts for the year ended 31st March 2024

7. Expenditure

	Activities £	Year Ended 31st March 2024 £	Year Ended 31st March 2023 £
<b>Expenditure on raising funds:</b>			
Promotional Expenses	1,627	1,627	-
Funding Portal	5,723	5,723	1,430
Events	28,546	28,546	17,148
	<u>35,896</u>	<u>35,896</u>	<u>18,578</u>
<b>Expenditure on charitable activities:</b>			
Employment Costs	947,409	947,409	722,543
Agency Staff	-	-	40,446
Recruitment	-	-	605
Staff Welfare	446	446	970
Secondment	1,494	1,494	-
Research	104	104	1,800
Partnerships & Campaigns	4,000	4,000	-
VCSE Representative Fees	-	-	1,800
Training	4,818	4,818	3,539
Rates & Water	4,395	4,395	2,779
Subcontracted Services	33,033	33,033	31,800
Grants Paid	1,098,847	1,098,847	601,221
Consultancy	28,933	28,933	10,558
Payroll Bureau Fees	2,744	2,744	-
Childcare Fees	83	83	188
Volunteer Expenses	25	25	28
Bad Debts	270	270	-
Beneficiary Training	465	465	1,182
Recycling	391	391	370
Organisational Development	7,000	7,000	17,375
Participation Expenses	1,653	1,653	2,499
Travel Expenses	2,050	2,050	2,190
Refreshments	1,236	1,236	856
Heat & Light	7,360	7,360	5,117
Subscriptions	2,615	2,615	2,230
Security	2,838	2,838	885
Cleaning and Maintenance	22,109	22,109	6,997
Telephone	14,293	14,293	8,412
Rent	54,117	54,117	46,064
Computer Costs	44,855	44,855	23,151
Health and Safety	67	67	321
Speaker/Trainer Fees	490	490	-
Bank Charges	876	876	1,017
Insurance	3,490	3,490	3,470
Governance and Support Costs	18,030	18,030	13,531
Post, Printing & Stationery	4,666	4,666	2,291
Depreciation	1,901	1,901	1,924
	<u>2,317,103</u>	<u>2,317,103</u>	<u>1,558,159</u>
<b>Other expenditure:</b>			
Irrecoverable VAT	21,041	21,041	19,233
	<u>21,041</u>	<u>21,041</u>	<u>19,233</u>
<b>Total Expenditure</b>	<u>2,374,040</u>	<u>2,374,040</u>	<u>1,595,970</u>
Restricted funds		2,051,680	1,311,838
Unrestricted funds		322,360	284,132
		<u>2,374,040</u>	<u>1,595,970</u>

Notes to the accounts for the year ended 31st March 2024

**8. Allocation of governance and support costs**

The breakdown of support costs and how these were allocated between governance and other support costs is shown below:

	General Support	Governance	Total 2024	Basis of apportionment
Audit Fees	-	6,500	6,500	type of expense
HR Support	3,209	-	3,209	type of expense
Interest Paid	1	-	1	type of expense
Accountancy Support	5,123	-	5,123	type of expense
Trustee Meetings	-	97	97	type of expense
Accountancy Fees	-	3,100	3,100	type of expense
	<b>8,333</b>	<b>9,697</b>	<b>18,030</b>	

	General Support	Governance	Total 2023	Basis of apportionment
Audit Fees	-	5,100	5,100	type of expense
HR Support	3,043	-	3,043	type of expense
Penalties	150	-	150	type of expense
Professional Fees	21	-	21	type of expense
Accountancy Support	2,567	-	2,567	type of expense
Accountancy Fees	-	2,650	2,650	type of expense
	<b>5,781</b>	<b>7,750</b>	<b>13,531</b>	

**9. Analysis of grants paid**

Analysis	Details	Grants to	
		Institutions	Total
		£	£
Real Change Manchester	Small grants paid to 9 institutions	31,659	31,659
Migrant Destitution Fund	Small grants paid to 21 institutions	69,285	69,285
Small Grants	Small grants paid to 2 institutions	1,920	1,920
Household Support Fund	Small and large grants paid to 32 institutions	712,705	712,705
	Included as large grants and cumulative grants from Household Support Fund are:		
	Across Ummah	£38,225	
	African Caribbean Care Group	£37,300	
	African Caribbean Mental Health	£66,225	
	Annana	£40,625	
	Better Things	£57,150	
	Cheetham Hill Advice Centre	£39,080	
	Equal Education Chances	£20,275	
	Flowhesion	£29,025	
	George House Trust	£25,550	
	Global Vision Initiative	£30,825	
	Hopewell	£31,475	
	Manchester Refugeee Support	£28,650	
	The Big Life Co.	£42,000	
	The Gaddum Centre	£41,650	
	Tree of Life	£53,100	
Grants Programmes	Small and large grants paid to 18 institutions	198,140	198,140
	Included as large grants and cumulative grants from Grants Programmes are:		
	Bollyfit Active	£124,450	
	Rainbow Surprise	£25,600	
Hate Crime Awareness Grants	Grants of £500 and £1,000 paid to 26 institutions	18,000	18,000
Emergency Response Grants	Small grants of £4,000 paid to 1 institution	4,000	4,000
Eric Wright Trust Grants	Small grant of £920 paid to 15 institutions	13,800	13,800
Unrestricted Grants	Grants paid to 3 institutions	20,900	20,900
Unrestricted Grants	Grants paid to 3 institutions	438	438
Spirit of Manchester	Grants of £1,000 paid to 28 institutions	28,000	28,000
		<b>1,098,847</b>	<b>1,098,847</b>

Details of the purposes of these grants are included in note 16 and in the Trustees Report.

**MANCHESTER ALLIANCE FOR COMMUNITY CARE**

38

**Notes to the accounts for the year ended 31st March 2024**

**10. Analysis of staff costs**

	Year Ended 31st March 2024	Year Ended 31st March 2023
	£	£
Wages and Salaries	850,570	647,992
Redundancy	-	-
Social Security Costs	72,356	56,322
Pension Costs	24,483	18,229
	<u>947,409</u>	<u>722,543</u>
Charitable activities	947,409	722,543
Support costs	-	-
	<u>947,409</u>	<u>722,543</u>

The average number of employees during the year was 33 (previous year: 24).

The analysis of staff by category was:

Administration	3
Management	9
Development	21

The charity considers its key management personnel comprises the trustees and Senior Manager. The total employment benefits, including employer pension contributions of the key management personnel were £46,645 (previous year: £45,418). No employee has benefits in excess of £60,000 (previous year: none).

Cost	Refurbishment of Leased Premises	Office Equipment	Fixtures and Fittings	Website £	Total £
At 1st April 2023	9,127	96,771	23,960	9,670	139,528
Additions	-	1,485	-	-	1,485
At 31st March 2024	<u>9,127</u>	<u>98,256</u>	<u>23,960</u>	<u>9,670</u>	<u>141,013</u>
<b>Depreciation</b>					
At 1st April 2023	9,127	93,726	23,636	9,670	136,159
Charge for Year	-	1,737	164	-	1,901
At 31st March 2024	<u>9,127</u>	<u>95,463</u>	<u>23,800</u>	<u>9,670</u>	<u>138,060</u>
<b>NET BOOK VALUE</b>					
At 31st March 2024	<u>-</u>	<u>2,793</u>	<u>160</u>	<u>-</u>	<u>2,953</u>
At 31st March 2023	<u>-</u>	<u>3,045</u>	<u>324</u>	<u>-</u>	<u>3,369</u>

**12. Analysis of debtors**

	2024 £	2023 £
Debtors	48,728	197,944
Prepayments	18,088	14,997
	<u>66,816</u>	<u>212,941</u>

Debtors and prepayments comprise £51,239 restricted funds and £15,577 unrestricted funds (2023: £186,500/£26,441).

**13. Creditors: amounts falling due within one year**

	2024 £	2023 £
Creditors	8,654	11,325
Short-term compensated absences (holiday pay)	18,333	11,208
Other creditors and accruals	9,513	10,056
Deferred income	31,000	-
Pension creditor	2,956	2,629
Taxation and social security costs	76,928	76,124
	<u>147,384</u>	<u>111,342</u>

**14. Deferred income**

Deferred income comprises grants received in advance of the next financial year.

Balance as at 1st April 2023	-
Amount released to income earned from charitable activities	-
Amount deferred in year	31,000
Balance at 31st March 2024	<u>31,000</u>

MANCHESTER ALLIANCE FOR COMMUNITY CARE

39

Notes to the accounts for the year ended 31st March 2024

15. Analysis of charitable funds

Analysis of movements in restricted funds

	Balance at 1 April 2023	Incoming Resources	Resources Expended	Transfers	Balance at 31 March 2024
	£	£	£	£	£
Manchester City Council - Hate Crime	7,600	20,000	(20,000)	3,500	11,100
Small Grants (see note 5 for funder breakdown)	41,383	19,000	(10,490)	2,000	51,893
Grants Programmes:					
Manchester City Council - CHEM	179,990	400,000	(577,617)	-	2,373
Young Manchester (Grants Programmes)	-	38,000	-	-	38,000
Oglesby Charitable Trust	-	15,000	(10,883)	-	4,117
10GM - Greater Manchester Combined Authority	-	4,248	(22,359)	18,111	-
10GM - Accord Ecosystem	-	8,652	(8,652)	-	-
10GM - UKSPF	36,345	90,317	(73,377)	-	53,285
Manchester City Council - Social Economy Alliance	-	25,000	(423)	-	24,577
Eric Wright Charitable Foundation	30	12,800	(13,800)	970	-
Manchester City Council - Household Support Fund	21,079	340,000	(358,450)	1,200	3,829
GM Moving c/o Greater Sports	30,246	-	(1,138)	-	29,108
Real Change Manchester	26,074	36,939	(35,633)	-	27,380
Migrant Destitution Fund	5,378	107,651	(69,975)	-	43,054
Greater Manchester Older Peoples' Network:					
Greater Manchester Older People's Network (formerly GMCVO):	38,676	-	(28,444)	9,205	19,437
National Lottery Community Fund - GMOPN	-	50,512	-	-	50,512
Greater Manchester Combined Authority - Ageing Well	-	10,000	-	-	10,000
10GM - Fairer Health for All	-	6,500	-	-	6,500
National Lottery Community Fund - RC North West Region	25,000	-	(25,000)	-	-
Manchester City Council	222,572	591,000	(619,320)	(194,252)	-
Greater Sport System Leadership	-	75,000	(40,407)	-	34,593
GMOPN Mental Health Project:					
NHS Greater Manchester ICB - GMOPN Mental Health	-	65,497	(32,558)	-	32,939
NHS Salford CCG - Older People Mental Health	24,941	-	(24,941)	-	-
Manchester Active (grant returned)	202	-	(5)	-	197
Greater Manchester Combined Authority - Older People	28,217	51,875	(38,069)	-	42,023
Manchester Homeless Partnership:					
The Booth Centre	10,234	24,747	(35,401)	420	-
StreetSupport	4,738	-	(4,738)	-	-
	<b>702,705</b>	<b>1,992,738</b>	<b>(2,051,680)</b>	<b>(158,846)</b>	<b>484,917</b>
General Fund	243,684	153,426	(322,360)	151,066	225,816
Designated Funds	-	-	-	7,780	7,780
Total Funds	<b>946,389</b>	<b>2,146,164</b>	<b>(2,374,040)</b>	<b>-</b>	<b>718,513</b>

At the end of each infrastructure contract with Manchester City Council, the unspent balance is transferred to unrestricted funds. This is with the consent of Manchester City Council. At 31st March 2023, this was £222,572.

**MANCHESTER ALLIANCE FOR COMMUNITY CARE**

40

Notes to the accounts for the year ended 31st March 2024

**15. Analysis of charitable funds**

**Analysis of movements in restricted funds**

Previous reporting period

	Balance at 1 April 2022	Incoming Resources	Resources Expended	Transfers	Balance at 31 March 2023
	£	£	£	£	£
Manchester City Council Hate Crime	-	20,000	(19,000)	6,600	7,600
Small Grants (see note 5 for funder breakdown)	39,083	12,300	(10,000)	-	41,383
Manchester City Council - CHEM	-	200,000	(20,010)	-	179,990
Department of Communities and Local Government	4,895	-	(4,895)	-	-
Eric Wright Charitable Foundation	-	192,600	(193,970)	1,400	30
Manchester City Council - Household Support Fund	-	270,000	(248,921)	-	21,079
GM Moving c/o Greater Sports	30,268	-	(22)	-	30,246
Real Change Manchester	14,346	24,766	(13,038)	-	26,074
Migrant Destitution Fund	16,294	93,959	(104,875)	-	5,378
Greater Manchester Older People's Network (formerly GMCVO):	33,868	5,600	(5,907)	5,115	38,676
Manchester City Council	163,604	579,000	(520,032)	-	222,572
GM Moving c/o Greater Sports - Moving Leadership	9,666	-	(9,666)	-	-
10GM	-	36,345	-	-	36,345
NHS Salford CCG - Older People Mental Health	-	83,000	(58,059)	-	24,941
Manchester Active (grant returned)	24,504	(3,000)	(21,302)	-	202
Greater Manchester Combined Authority - Older People	12,434	50,000	(34,717)	500	28,217
Manchester City Council Learning Disability Stocktake	13,953	-	(13,953)	-	-
Sport England	2,561	-	(2,573)	12	-
National Lottery Community Fund - RC North West Region	-	25,000	-	-	25,000
Manchester Homelessness Partnership:	-	-	-	-	-
The Booth Centre	(9,896)	51,028	(30,898)	-	10,234
StreetSupport	-	4,738	-	-	4,738
	<b>355,580</b>	<b>1,645,336</b>	<b>(1,311,838)</b>	<b>13,627</b>	<b>702,705</b>
General Fund	416,678	124,765	(284,132)	(13,627)	243,684
<b>Total Funds</b>	<b>772,258</b>	<b>1,770,101</b>	<b>(1,595,970)</b>	<b>-</b>	<b>946,389</b>

Notes to the accounts for the year ended 31st March 2024

15. Analysis of charitable funds

Analysis of movements in restricted funds

Name of unrestricted fund:	Description, nature and purpose of the fund
General Fund	Unrestricted funds less designated funds
Designated Funds	for future redundancy and closure costs
Name of restricted fund:	Description, nature and purpose of the fund
Manchester City Council - Hate Crime	Hate Crime Awareness grants for VCSE organisations to support activities promoting awareness of hatecrime and the importance of social cohesion
Small Grants (see note 5 for funder breakdown)	A number of small grants used to provide small grants to VCSE organisations during the COVID19 pandemic -e.g. for fixtures and fittings for food provider organisations, funds as part of the No Child Should Go Hungry programme
Grants Programmes: Manchester City Council - CHEM	Based on the model of Household Support Fund, a programme of grants to individuals and families via a network of VCSE referral partners to address the inequalities faced by those from minority ethnic and inclusion health groups
Young Manchester (Grants Programmes)	to deliver a programme of workshops and a small grants round to support the VCSE sector's response to the cost of living crisis
Oglesby Charitable Trust	to fund a part time paid worker for the Migrant Destitution Action Group
10GM - Greater Manchester Combined Authority	grant from the GM Violence Reduction Unit to support the Manchester Peace Together Alliance, a collaborative of VCSE organisations working to reduce the impact of crime on young people in central Manchester
10GM - Accord Ecosystem	to support local engagement with the GM Accord between the VCSE sector, GM Combined Authority and GM NHS
10GM - UKSPF	part of the UK Shared Prosperity Funding, a grant to increase engagement with VCSE infrastructure (e.g. by increasing membership to fund activities supporting social enterprises and social entrepreneurs delivered via the Manchester Social Economy Alliance
Manchester City Council - Social Economy Alliance	to fund small grants for VCSE organisations (e.g. for volunteer expenses)
Eric Wright Charitable Foundation	to administer a programme of small hardship grants for households fitting relevant criteria on receipt of referrals from local VCSE organisations
Manchester City Council - Household Support Fund	A contract to develop a programme around system leadership for partners working across Greater Manchester
GM Moving c/o Greater Sports	A grant to cover Macc's administration costs for the Real Change Manchester Fund distributing grants to individuals via a network of VCSE referral partners
Real Change Manchester	Funds to support Macc's administration costs for the Migrant Destitution Fund distributing grants to individuals via a network of VCSE referral partners
Migrant Destitution Fund	Funds to support facilitation and development of Greater Manchester Older People's Network (originally part of the GM Ambition for Ageing programme)
Greater Manchester Older Peoples' Network:	final grant from GMCVO to support the GM Older People's Network as part of the GM Ambition for Ageing Programme
Greater Manchester Older People's Network (formerly GMCVO):	to support the work of the GM Older People's Network
National Lottery Community Fund - GMOPN	to support the work of the GM Older People's Network
Greater Manchester Combined Authority - Ageing Well	to organise engagement workshops with local communities on health themes (e.g. healthy weight)
10GM - Fairer Health for All	Funding received for the "Greater Manchester Older People's Network" with its aim to influence service design, policy and practice to improve the lives of older people living in Greater Manchester.
National Lottery Community Fund - RC North West Region	A contract to provide infrastructure services (capacity building, Volunteer Centre and voice and influence support) to VCSE organisations in Manchester
Manchester City Council	contract to provide a GM-wide programme of leadership development masterclasses and workshops with a range of partners promoting system leadership principles and practice among people working to increase participation in physical activities and sports
Greater Sport System Leadership	A grant to support development of a mental health focus in GM Older People's Network - funded by GM health and Social Care Partnership but routed through NHS Salford
GMOPN Mental Health Project:	A grant to support development of a mental health focus in GM Older People's Network - funded by GM health and Social Care Partnership but routed through NHS Salford
NHS Greater Manchester ICB - GMOPN Mental Health	

Notes to the accounts for the year ended 31st March 2024

15. Analysis of charitable funds

Analysis of movements in restricted funds

Name of restricted fund:	Description, nature and purpose of the fund
NHS Salford CCG - Older People Mental Health	A grant to support development of a mental health focus in GM Older People's Network - funded by GM health and Social Care Partnership but routed through NHS Salford
Manchester Active (grant returned)	Funding to support a development worker role and grants programme to increase engagement of VCSE organisations in supporting physical activities (e.g. walking sports, etc.)
Greater Manchester Combined Authority - Older People	A contract to administer and support the GM Older People's Equality Panel
Manchester Homeless Partnership: The Booth Centre	A grant to host a worker to support the running of Manchester Homelessness Partnership
StreetSupport	Surplus funds from StreetSupport were donated to Macc to be used by Manchester Homelessness Partnership (e.g. towards website costs)
Department of Communities and Local Government GM Moving c/o Greater Sports - Moving Leadership	Grant for a feasibility study into the acquisition of property To deliver masterclasses and discussions to build the development of system leadership approaches between public and VCSE organisations
Manchester City Council Learning Disability Stocktake Sport England	Funds to research support for people with learning disabilities To support skills sharing through volunteering in local communities

16. Analysis of net assets between funds

	Unrestricted funds	Designated funds	Restricted funds	Total 2024
	£	£	£	£
Tangible fixed assets	8	-	2,945	2,953
Cash at bank and in hand	327,578	7,780	460,770	796,128
Other net current assets/(liabilities)	(101,770)	-	21,202	(80,568)
<b>Total</b>	<b>225,816</b>	<b>7,780</b>	<b>484,917</b>	<b>718,513</b>

	Unrestricted funds	Designated funds	Restricted funds	Total 2023
	£	£	£	£
Tangible fixed assets	442	-	2,927	3,369
Cash at bank and in hand	317,547	-	523,874	841,421
Other net current assets/(liabilities)	(74,305)	-	175,904	101,599
<b>Total</b>	<b>243,684</b>	<b>-</b>	<b>702,705</b>	<b>946,389</b>

17. Financial Instruments

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

18. Operating leases

The total of future minimum lease payments under non-cancellable operating leases are:

	Land and Buildings 2024	Land and Buildings 2023
	£	£
Payable within one year	47,000	42,000
Payable between 2 and five years	117,500	117,500
	<b>164,500</b>	<b>159,500</b>

Lease payments recognised as expenses, including service charges, are £54,117 within rent.

**MANCHESTER COMMUNITY CENTRAL**

England & Wales - Charity number 1145921

---

# Accounts

---

**MANCHESTER ALLIANCE FOR COMMUNITY CARE**

**FINANCIAL STATEMENTS FOR THE YEAR ENDED  
31 MARCH 2023**

Registered Charity No. 1145921  
Company Registration No. 07788593

# MANCHESTER ALLIANCE FOR COMMUNITY CARE

## INDEX

<u>PAGE NUMBER</u>	<u>CONTENTS</u>
1 - 16	TRUSTEES ANNUAL REPORT
17 - 19	INDEPENDENT AUDITORS REPORT
20	STATEMENT OF FINANCIAL ACTIVITIES
21	STATEMENT OF FINANCIAL ACTIVITIES (PRIOR YEAR)
22	BALANCE SHEET
23	STATEMENT OF CASH FLOWS
24 - 33	NOTES TO THE ACCOUNTS

## MANCHESTER ALLIANCE FOR COMMUNITY CARE

### ANNUAL REPORT AND ACCOUNTS FOR THE YEAR ENDED 31st MARCH 2023

The trustees present their annual directors' report and financial statements of the charity for the year ended 31st March 2023 which are also prepared to meet the requirements for a directors' report and accounts for Companies Act purposes.

The financial statements comply with the Charities Act 2011, the Companies Act 2006, the Memorandum and Articles of Association, and the Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019).

#### Objectives and Activities

The objectives of Macc as set out in the governing document are:

*To promote any charitable purposes for the benefit of the public, principally but not exclusively in the local government area of Manchester and its environs (hereinafter called the area of benefit) and, in particular but not exclusively by*

1. *Promoting the third sector by:*
  - a. *building the capacity of third sector organisations and providing them with the necessary support, information and services to enable them to pursue or contribute to any charitable purpose;*
  - b. *promoting volunteering within the sector;*
  - c. *organising and facilitating co-operation and partnership working between third sector, statutory and other relevant bodies.*
2. *The promotion of good health of the local community.*
3. *The promotion of equality and diversity for the public benefit by:*
  - a. *advancing education and raising awareness in equality and diversity;*
  - b. *promoting activities to foster understanding between people from diverse backgrounds;*
  - c. *conducting or commissioning research on equality and diversity issues and publishing the results to the public;*
  - d. *cultivating a sentiment in favour of equality and diversity.*

*'Third sector' means charities, voluntary organisations and social enterprises.*

In order to achieve these charitable objectives, Macc developed a model (based on NCVO's Value of Infrastructure programme) to show the range of services and activities which we now deliver. This model has been in place since 2011 when Macc formally took on the role of lead voluntary sector infrastructure agency in Manchester and the range of functions has developed further in the intervening years. This is a significant part of the context for the organisation: despite Macc itself having been established in the 1980s, the current incarnation of Macc is still relatively young compared to equivalent organisations in other major cities. Macc's approach is to ensure that all of these functions are delivered by an organisation with a strong track record and high profile within Manchester: the activities, projects and services reflected in these accounts.

#### How our activities deliver public benefit

The trustees confirm that they have referred to the Charity Commission's guidance on public benefit when reviewing the Charity's aims and objectives, in planning future activities, and setting the policies for the year. The charity furthers its charitable purposes for the public benefit through the following: Macc's activities benefit voluntary sector organisations, individuals and the interaction between the statutory sector and the voluntary and community sector in Manchester and its environs. The Trustees have considered Public Benefit in accordance with the guidance issued by the Charity Commission and have concluded:

1. That the aims of the organisation continue to be charitable.

## MANCHESTER ALLIANCE FOR COMMUNITY CARE

2. That the aims and the work done give identifiable benefits to the charitable sector and both indirectly and directly to individuals in need.
3. That the benefits are for the public, are not unreasonably restricted in any way and certainly not by ability to pay.
4. That there is no detriment or harm arising from the aims or activities.

### Achievements and Performance

For many years this voluntary sector "infrastructure" in Manchester was very fragmented, with a large number of agencies providing a variety of roles: at one point 18 different organisations were involved and yet there were major gaps: e.g. no Volunteer Centre. The history is long, complicated, and open to a large amount of interpretation. But a landmark was achieved in May 2013 when Manchester City Council issued a single tender for the full range of support to the local VCSE sector (information, capacity building, volunteering, policy, representation and engagement). The tender itself was an achievement for Macc since it showed that we had proved the case made over many years that those functions needed to be joined together in order to generate greatest impact. This had been a stated ambition of our bid for the capacity building service in 2009. We were successful in bidding for the new contract in 2013 which represented not only stability and security for the organisation and fresh opportunities to develop the role of the sector in Manchester. It also showed that Macc had delivered on its ambition and its promise to develop into the organisation Manchester needed. That contract was re-tendered in 2019 and Macc was once again successful, consolidating a decade of developing support for the VCSE sector in the city. There is always more to be done and room for improvement but this consolidation of the role and position, particularly in the context of Manchester's infrastructure history, was a major achievement.

Activities in this period were marked by a transition from responding to the Covid19 pandemic into the ever-increasing cost of living pressures on the work of the local VCSE sector.

### Information and Communications

Macc has a wide range of well-established communications methods:

- Manchester Community Central website contains a wide range of resources including:
  - a directory of local groups
  - factsheets and policy templates
  - briefings
  - blogs
  - details of training and events
  - job and volunteer opportunities
  - online Funding Portal
  - online applications for Macc grants
  - case studies, community stories
  - open data releases from Macc's work
- The website received over 1million visitors during this period.
- Social media: YouTube, Facebook, Twitter and Instagram
- Regular ebulletins: Weekly bulletin, Funding Bulletin (monthly), Training Bulletin (monthly), Policy News (fortnightly), Leaders Updates (occasional), Newsflash Bulletins (occasional)

### Development and Support

Demand for Macc's organisational development support has continued to increase. While we provide a wide range of resources through our website and ebulletins encouraging groups to "self-serve" where possible, there is ongoing demand for one-to-one support by new and existing local organisations across Manchester's diverse communities.

## MANCHESTER ALLIANCE FOR COMMUNITY CARE

- Funding of course remains the highest priority for many groups, as reflected in being the most-requested type of support from Macc. This is seen through direct requests for support, referrals, and the Friday drop-in sessions introduced during 2021 which have continued this year.
- Governance is always in the top 5 types of requested support, many involving new or starter organisations and those looking to formalise their group structure. Macc continues to provide essential support to organisations looking to set up, explore legal structures and develop a governing document.
- Macc has a focus on supporting the sector in North Manchester, working with partners on "North Manchester Together". Macc supports the steering group meetings and is continuing to facilitate, promote and host the now established North Manchester National Lottery Community Fund virtual support drop-ins.
- Community Storytelling - Macc supports people and community groups to have a voice through training in the use of written content, audio, video or photography and social media. The programme works well for a range of Macc's activities: it can be used by VCSE organisations to raise their profile, showcasing their work and highlighting their impact or for local people to say what they think about where they live and tell their personal story – it is also a way to build confidence and pride, meet new people and gain new skills. With the increased range of tech now available to many people and increased familiarity with video and podcasts, Macc's work now focuses on running training on storytelling technique rather than technical support.
- VCSE Premises - Macc hosts a collaboration space for VCSE organisations to explore opportunities to share premises. We also began work to redevelop the city's Community Hubs Network – a space for VCSE-led community centres. There have been various iterations of this over the years but none have taken root so Macc is supporting with thinking up new approaches.
- VCSE Workforce - Due to delays with payment and contracting, the programme which Macc successfully led on behalf of 10GM to establish a programme of support around the VCSE sector's workforce only commenced late in 2022. In the interim, Macc worked with GM partners to conduct a survey of the VCSE sector to identify key workforce challenges.

### Grants Programmes

Macc continued to deliver a range of grants programmes during this period:

- Hate Crime Awareness Grants (funded by Manchester City Council) – grants for CVSE activities to raise awareness of hate crime.
- Spirit of Manchester Fund (funded by donations) – mini-grants for local VCSE organisations.
- Volunteers' Expenses Fund (funded by the Eric Wright Charitable Trust [EWCT]) – small grants for local VCSE organisations to support volunteer expenses.
- Cost of Living Fund (funded by the Eric Wright Charitable Trust [EWCT]) – grants for medium sized VCSE organisations across Greater Manchester to assist in keeping organisations sustainable in the face of increased cost and demand pressures.
- Migrant Destitution Fund GM (funded by public donations and some small grants) – hardship awards to destitute migrants with no recourse to public funds.
- Real Change Manchester (funded by donations) – hardship awards to people facing homelessness.
- Household Support Fund (national government / Manchester City Council) – Macc administered several rounds of hardship payments to households.
- CHEM Cost of Living Grants (Manchester City Council) – a similar programme to Household Support Fund but focused on people identified by the Manchester Public Health team as facing the greatest health inequalities.

### Policy and Influence Team

This team leads on building a connected and influential VCSE voice on a range of policy priorities across the city. Work includes:

- Manchester VCSE Leaders – Macc hosts a semi-regular forum for leaders in local VCSE organisations. This is a space for peer support, exploration of common issues and information sharing.

## MANCHESTER ALLIANCE FOR COMMUNITY CARE

- **Community Explorers** - Macc hosts monthly meetings in North, Central and South Manchester. They aim to bring together anyone with an interest in health and wellbeing from across the VCSE sector with colleagues in the public sector, to influence, connect, share knowledge and build relationships.
- **Voluntary Sector Assembly** - Macc convenes larger events on key topics facing the local VCSE sector.
- **VCSE representation** - Macc supports local VCSE leaders acting as sector representatives in a range of structures including the Our Manchester Forum, Our Manchester Investment Board, Health and Wellbeing Board, Community Safety Partnership and others.
- **P&I "Shorts"** - This short policy email bulletin continues to be distributed on a fortnightly basis to ensure that VCSE colleagues are aware of the latest policy news that affects the sector, such as updates from local Council committees. It also contains short 'Just one thing' interviews with sector leaders and reports we have seen that we want to share.

### Collaboration Team

This new team leads on building practical collaborations - between VCSE organisations and in creating cross-sector partnerships with public and private sector colleagues. During this period, we engaged in a series of discussions with Manchester Housing Provider Partnership about building greater collaboration with local VCSE organisations, though it was noticeable that all partners were struggling with capacity to take actions forward. A significant focus in the team is on developing private sector collaboration - also linked to an expansion of Macc's membership model - with a new post of Business Partnerships Lead joining the team towards the end of the period.

Our public policy priorities and collaboration themes during this period included:

- **Children and Families**
  - Working with the Early Help team on a Voluntary Sector Assembly event to rebuild the sector's connection to Council teams working on early intervention and prevention.
  - Establishing a VCSE workstream for the new Family Hubs. Supporting VCSE leaders to collaborate with the Council team leading on this and advising on processes such as representation and grants for VCSE organisations.
- **Climate Action**

We are increasingly focusing on developing climate action as a running theme throughout our work - in parallel with equality, diversity and inclusion. Building on work done with Manchester Climate Change Agency prior to the pandemic, we began work on developing Macc's approach around climate action.

  - Establishing a staff working group to build an action plan on the same model (personal/internal/external) as our Anti-Racism work.
  - Continuing to encourage funders to include in their requirements / due diligence process that all VCSE organisations have a statement or plan around climate action (and EDI).
- **Cost of Living Crisis**

Macc's work to respond to the Cost of Living Crisis has focused, as we did during the pandemic, on strengthening and amplifying the work done by local VCSE organisations to meet the challenge of increased demand as well as rising costs. Activities included:

  - Website - a special section on our website with dedicated funding news, information about hardship funds, data and insights, campaigns and case studies and further reading. <https://manchestercommunitycentral.org/cost-living-crisis>
  - VCSE sector discussion spaces - we have held a range of events for Manchester's VCSE and public sectors discuss how the crisis has developed and how the residents of Manchester are now being affected. Local groups such as Cheetham Hill Advice Centre, Know Africa and colleagues from Manchester City Council's Cost of Living Helpline shared their experiences on supporting people. We also held practical support events such as how organisations can talk to service users about

## MANCHESTER ALLIANCE FOR COMMUNITY CARE

- utility debt when it isn't their main focus of work. The aim was for attendees to be able to provide some initial advice and subsequently signpost people to the right service if required.
  - Grant programmes – Macc has also issued a range of grants related to this theme (see 'Grants' above).
  - Discussions with funders and commissioners locally and at GM level - Macc's Chief Executive is one of the VCSE sector representatives on this group which is convened by GMCA and brings together local authorities, NHS and VCSE sector colleagues to collaborate, support, challenge and share insights on the response to the cost of living crisis across GM. This is informed by local discussions such as our cost of living summits, shared intelligence between the Local Infrastructure Organisations across GM and feedback from the GM VCSE Leadership Group.
  - Capturing stories, data and case studies – Cost of Living Response work was the theme for our Spirit of Manchester Stories programme, sharing stories of work done by local groups to provide support. These have then been used as case studies in discussions with decision makers and commissioners.
  - Supporting the Council's digital inclusion team to create a process to distribute 100 laptops to local community groups in support of cost of living response work.
- **Crime and Disorder**
  - Supporting the Manchester Peace Alliance as part of a programme funded by the GM Violence Reduction Unit via our 10GM partnership. Macc hosts a part time facilitator post.
  - Supporting sector representation on the city's Community Safety Partnership.
- **Emergency Response / Resilience Planning**
  - Macc began work with Manchester City Council colleagues to establish a plan and protocols for activation of a VCSE sector support offer in the event of a major incident being declared. This is a three-year plan which seeks to learn from the approach in place in Salford.
  - Macc is supporting the development of a GM wide approach to emergency response planning with the VCSE sector and led on submission of a proposal to the National Lottery Community Fund to provide capacity in all the VCSE Local Infrastructure Organisations in Greater Manchester to develop plans, increase knowledge and awareness and build collaborative agreements with key agencies.
- **Equality, Diversity and Inclusion**

This is a running theme throughout our work – both outward facing and in thinking about our own development as an organisation. Below are some examples of actions during this period:

  - Building on work done in 2020 and 2021 in response to the Black Lives Matter campaign, Macc's Anti-Racism Strategy is now embedded into our new organisation strategy for 2022-2025. The strategy is based in three domains: personal, internal (operations within Macc) and external (our voice and leadership). Activities under this include efforts to recruit more inclusively to our paid and trustee roles, regular learn and share spaces in staff meetings, work to develop more inclusive equality monitoring standards and prioritisation of work with communities which experience racial inequalities.
  - We continued to support CAHN with delivery of the Global Majority Fund grants programme including a number of targeted support sessions for organisations whose grants were coming to an end.
  - Our plans around workforce include a focus on better understanding of how inclusive the VCSE sector is as an employer – and whether it is reflective of the communities we serve. It also includes support for new and emerging leaders.
  - Continuing to encourage funders to include in their requirements / due diligence process that all VCSE organisations have a statement or plan around EDI (and climate action).
  - At the 2022 Spirit of Manchester Awards, the tables were named after notable Mancunians of African and Caribbean heritage – we identified a list of names and then shared these out among the

## MANCHESTER ALLIANCE FOR COMMUNITY CARE

team so everyone had to do a little bit of research and write a short biography which will be displayed on the table. We invited as many of the named individuals as we could to attend the Awards – and several were indeed present. This received very positive feedback from a number of people who were at the event.

- **Funding and Commissioning**

Good quality funding and commissioning processes are essential in supporting the VCSE sector. Macc has a long history of working in this space. Recent activities include:

  - Working with local funding bodies in Manchester Funding Partnership
  - Supporting VCSE sector engagement with the city council's Better Outcomes, Better Lives commissioning redesign.
  - Highlighting examples of good practice and challenging poor processes (e.g. use of The Chest procurement portal to provide grants to community organisations!).
- **Health and Wellbeing**
  - Health and Social Care - Our Health and Wellbeing VCSE Leaders Group has been working through a series of meetings with key leaders in the local health organisations in anticipation of the next reorganisation of local NHS structures.
  - Macc hosted a NHS Graduate Placement who conducted a range of interviews with partners to identify priorities for joint work and produced a report with recommendations.
  - Macc has supported recruitment of a new VCSE Representative role on the Manchester Partnership Board.
  - Working with 4CT to restart a delayed programme of activities to engage the VCSE sector in the redevelopment of North Manchester General Hospital.
  - Concluding a programme of activities to support VCSE engagement in the MCRactive Local Pilot to support uptake of physical activity ("active lives") in local communities. This initiative was planned in 2019 but was massively disrupted by the pandemic as well as some staffing difficulties and it was agreed to draw a line under the work and reconsider the approach once the funded activities have been concluded.
- **Homelessness**
  - Macc now hosts a worker to support the Manchester Homelessness Partnership. Activities during this period included:
    - Establishing regular communications between working groups within the partnership.
    - Leading a review of partnership governance and structures.
    - Improved external communications and social media presence.
    - Ongoing collaborative discussions between VCSE partners and public services.
  - Macc also engages with the Greater Manchester Homelessness Action Network to connect work at GM level including the Mayor's "A Bed Every Night" Initiative.
  - Continuing to administer the Real Change Manchester hardship grants.
- **Inclusive Economy**
  - Acting as VCSE lead for Manchester on Real Living Wage: championing those VCSE organisations which pay the Real Living Wage, produce content as part the annual Living Wage Week campaign, encouraging funders to adopt Living Wage standards and support VCSE organisations to pay the Real Living Wage.
  - Developing a new Manchester Social Economy Alliance bringing together organisations and individuals to develop more social enterprises and social-purpose businesses in the city.
  - Greater Manchester Social Value Network has over 400 members from all sectors across Greater Manchester working to promote and incorporate social value principles across Greater Manchester. Macc hosts the cross-sector steering group, which aims to influence stakeholders, policy and

## MANCHESTER ALLIANCE FOR COMMUNITY CARE

strategy at the GM level by collecting information, supporting organisations to deliver social value and aims to influence behaviour of a range of individuals and organisations with a stake in social value.

- **Mental Health**

- Supporting VCSE leaders' involvement in the Living Well programme to transform community based mental health services. This has included assisting with production of a VCSE Theory of Change, developing an expression of interest process and 'VCSE prototype' role descriptions.
- Advising on models for the development of a VCSE Mental Health Alliance.

- **Sanctuary Seekers**

In August 2021, Macc rapidly pulled together a coalition of VCSE organisations across Greater Manchester to develop a response to people arriving in the area from Afghanistan. A key step was to put in place a VCSE liaison organisation for each of the hotels in which individuals and families were being housed. This enabled a rapid response by the VCSE sector while public authorities put longer term measures in place. Macc produced a report on the first four months of this work which led to the Council formally commissioning the hotel liaison and co-ordination function from a local VCSE organisation. This work continued and was built on with a focus on developing support for people arriving from Ukraine starting in February 2022. During the period, it was agreed that the work should focus on all those seeking sanctuary in Greater Manchester – and not only focus on the two 'special case scenarios' relating to Afghanistan and Ukraine. Activities included:

- GM Community Response Fund: Ukraine Crisis – a fundraising appeal to generate funds. These were distributed equally between a hardship fund for individuals/families (delivered by Europa) and small grants for a number of VCSE organisations involved in providing practical support.
- Macc staff produced a report on the role of the VCSE sector in the Afghan "bridging hotels" including interviews with hotel residents sharing their stories and the impact which the support from VCSE organisations has had on them.
- Macc successfully bid to a grants programme administered by NAVCA to increase support around the Ukraine response. This enabled us to distribute additional small grants for activities and to commission a piece of work to record the voices of people who had arrived in Greater Manchester from Ukraine and their insights into the support from public bodies and VCSE organisations.
- Hosting fortnightly collaboration meetings for VCSE organisations.
- Sharing information and resources with organisations: we compile a regular update of support resources for those involved – these are then cascaded to local partners as appropriate.
- Adding a GM voice to national campaigns around refugees and asylum seekers, particularly around challenging the demonising rhetoric and harsh legislation being pushed by Government.
- Continuing to administer the Migrant Destitution Fund GM hardship grants.

- **Greater Manchester Older People's Network**

Macc has a range of funds to support this network. GMOPN seeks to ensure older people have a voice in the development of Greater Manchester as devolution progresses. The Network continued to remain active during the Covid19 pandemic, holding online events and discussion groups and maintaining campaigns such as positive images of ageing. During this period the focus was on finding new funding sources to support the network's core activities. Macc successfully bid to the National Lottery Community Fund for 3 years' funding to develop the Network's membership and longer-term sustainability.

Macc also hosts the GM Older People's Equality Panel – one of a range of bodies to advise the GM Combined Authority and the Mayor's Office on equalities issues.

Toward the end of the period, we launched a new GM Older People's Mental Health Network. Macc was approached by NHS commissioners in Greater Manchester to develop a vehicle for older people to have a

## MANCHESTER ALLIANCE FOR COMMUNITY CARE

greater voice in the field of mental health. The Network formally launched with an event at St Thomas Centre on 2<sup>nd</sup> March. It was a genuinely inclusive and powerful space where people shared their experiences of mental health, the support services they had used and the things which made a real difference.

### Volunteer Centre Manchester

This officially launched in January 2012 and is accredited by the national Volunteer Centre Quality Accreditation standard – which we successfully regained during 2022. The Centre provides support to local people wishing to explore volunteering and to identify and apply for relevant opportunities, advises local groups on good practice in developing volunteer roles and acts as a champion of volunteering in the city. Other activities include:

- A monthly Volunteer Centre Manchester Training and Events digest (a monthly bulletin).
- A monthly digest of Volunteering Opportunities.
- Social media including Facebook, Twitter and Instagram.
- Hosting the city's Volunteer Co-ordinators Forum to encourage peer support and deliver a range of training events including a new Managing Volunteers training course - delivered in a webinar format, and to complement other topics that are delivered in volunteer management (Recruit and Retain Volunteers and Volunteer Rights and Responsibilities - formerly Volunteers and the Law).
- Reward and Recognition programme which enables local groups to track the contribution made by their volunteers and request a certificate (signed by the Lord Mayor) to be presented to them during Volunteers Week.
- Further delivery a programme of support to Museum Development UK – a recommission after the previous programme.
- Supporting businesses to explore Employer Supported Volunteering, donating to local organisations and engaging with our Spirit of Manchester programme.
- Supporting several pieces of work from Manchester City Council where volunteering is a feature or component:
  - Manchester Digital Support Volunteers - providing information, advice and guidance in the operational sense e.g. reimbursing expenses.
  - Get Ready to Volunteer courses.
  - Over 50's Employment Support Group - including the attendance at a CV workshop.
- Supporting the development of a Greater Manchester Volunteering Strategy.
- Contributing to the Vision for Volunteering for England - that offers new ways to define volunteering as well as aspirations in key themes ranging from experimentation and power to equity and inclusion.

### Spirit of Manchester

This is our annual programme of activities to engage new stakeholders, encourage existing organisations and celebrate the fantastic work carried out by thousands of VCSE organisations and volunteers across the city throughout the year. As well as being a marketing tool for the sector's work to raise the profile of all these organisations to the general public, encourage local giving and active citizenship, it is also an important recognition of collective effort by many individuals and organisations working on a complex array of issues in challenging times. Year by year, the programme grows and has become the most visible vehicle for our role in Manchester.

- For the first time since the pandemic, our Spirit of Manchester Awards were back to being a live event, held at Whitworth Hall. The 10<sup>th</sup> Awards were also streamed live on Macc's YouTube channel. We were helped by the University of Manchester Events and AV teams to put on a great hybrid event. The virtual event had an audience of 1,549 views and we had around 200 people in the room. Ben from Media Cubs (one of the Award category supporters) interviewed the winners and the Lord Mayor about the event. As usual the Chief Executive of Macc hosted the event but unfortunately tested positive for COVID19 the night before the event and steps were put in place to enable him to host remotely. The

## MANCHESTER ALLIANCE FOR COMMUNITY CARE

Lord Mayor of Manchester, Cllr Donna Ludford, presented the shortlisted certificates and the Awards to the winners.

- Our Spirit of Manchester Story programme, capturing examples of great social action by local VCSE organisations, focused on the response to the Cost-of-Living Crisis – and were also used as case studies to be shared with public bodies across Greater Manchester as examples of how the VCSE sector can help reach communities hit hardest by the crisis.
- Spirit of Manchester Fund provides mini grants to local voluntary and community groups, social enterprises charities to help deliver projects, events, or community activities.

### Infrastructure Development

We continued our strong working relationship with neighbouring voluntary sector Infrastructure organisations. Macc is a partner in 10GM, a joint venture with Salford CVS, Bolton CVS and Action Together (covering Oldham, Rochdale and Tameside). The purpose of 10GM is to

- Deliver collaborative projects across Greater Manchester with VCSE, public and private partners.
- Create more effective practical collaboration between local infrastructure organisations.
- Build a more consistent local Infrastructure support offer in all 10 areas of Greater Manchester.

10GM is now constituted as a legal entity jointly owned by the partners with the Chief Executives as the Directors of the company. Since 2021, there has been considerable growth in the staff team employed by 10GM Ltd and a decision was therefore taken to appoint of Chief Operating Officer from April 2022. The 10GM Directors and the Chief Operating Officer meet every Friday morning to oversee delivery and development.

The development of 10GM has significantly increased Macc's ability to work collaboratively at a Greater Manchester level (with the Combined Authority, GM NHS structures and the Mayor's Office). It also enables a pipeline of GM-wide projects: funding is now flowing through 10GM Ltd into the partner organisations (and other Local Infrastructure Organisations) to deliver programmes in all 10 Greater Manchester localities.

### Financial Review

Income for the year was £1,770,101 and expenditure was £1,595,970 giving a net surplus for the year of £174,131. At the year end the total funds of the charity were £946,389 of which restricted funds were £702,705 and unrestricted reserves were £243,684.

### Principal Funding Sources 2022-2023

- **Manchester City Council – Infrastructure Contract (2019-present):** A contract won by competitive tender to provide a range of support services for the local voluntary, community and social enterprise sector: capacity building, the Volunteer Centre, representation of the sector and building relationships with the public and private sectors. This contract, which had been in place since 2013, was the subject of a codesign process in early 2019 and was subsequently re-tendered in summer 2019. For the first time, this was merged with some aspects of Macc's historic funding from the local NHS – though with the mental health component removed. Macc was the successful bidder.
- **Manchester Homelessness Partnership** – A grant to host a worker to support the running of Manchester Homelessness Partnership.
- **GM Older People's Mental Health Network** – A grant to support development of a mental health focus in GM Older People's Network – funded by GM Health and Social Care Partnership but routed through NHS Salford.
- **Violence Reduction Alliance (via 10GM)** – Funding from GM Violence Reduction Unit for a facilitator to support partnership between local VCSE organisations.
- **UK Shared Prosperity Fund (via 10GM)** – Manchester allocation of E11 strand of UKSPF which is to support the development of locality VCSE infrastructure.

## MANCHESTER ALLIANCE FOR COMMUNITY CARE

### Investment Policy

The Macc Board of Trustees has considered the most appropriate policy for investing funds and has agreed that it is more prudent to keep the funds in a more secure form on deposit at the bank and accept a lower rate of return. Accordingly, no powers have been delegated to managers for the investment of funds and all investment decisions are reserved for the Board of Trustees. The matter is a regular subject of discussion by the Board and the current view is that the present policy is sufficient for Macc's reserves.

### Reserves Policy

The balance held in unrestricted reserves at 31st March 2023 was £243,684 of which £243,242 are free reserves, after allowing for funds tied up in tangible fixed assets.

In accordance with the guidelines established by the Charity Commission, the Macc Board of Trustees has established a policy whereby the unrestricted funds not committed or invested in tangible fixed assets (the free reserves) held by the organisation should be sufficient to meet liabilities such as property leases and redundancy payments and also to keep the organisation running at a minimum level should there be a significant drop in funding.

The Board annually reviews the figure required in reserves to meet the organisation's financial liabilities with regard to payment for staff sickness (some long-standing staff have a substantial contractual entitlement) and should the organisation have to close, staff salaries and redundancy payments, lease penalty payments and other miscellaneous costs such as advertising the closure of services over a period of approximately 4 months. The reserves currently stand at £243,684.

### Risk Management

The Macc Board of Trustees conducted a review of the major risks to which the organisation is exposed, and systems have been established to mitigate those risks. These are set out in the organisation's policies and procedures and in our Business Plan. The major business risks for the organisation are identified in terms of their impact on the organisation and the actions which will be taken to mitigate against them.

These form the critical success factors for Macc which are:

1. Maintaining strong relationships and reputation
2. Managing increasing demand
3. Managing reducing capacity
4. Generating additional income
5. Managing costs

The funding profile of Macc is generally the same as in recent years but a number of our funding streams have been consolidated into a single large contract from Manchester City Council, which Macc won through competitive tender. Increasing focus is being given to generating income through sales and smaller contracts and the Board is aware of the increased risks from a more variable cashflow, changes to our customer base and competition from other providers. While income generation is growing, it is highly unlikely to become the main source of the organisation's income. Therefore, the Board's view is that the greatest risk to the organisation is maintaining the continuity of funding relationships. The principal mitigation of this risk is to maintain strong relationships with funders based on the quality of work done by Macc as an organisation with a strong local track record and a reputation for creative, collaborative working.

### Statement of Going Concern

There are no material uncertainties that may cast significant doubt about the charity's ability to continue as a going concern. With our most significant contract now secured until at least March 2024, a significant proportion of our main activities are resourced for the foreseeable future. All charitable organisations are subject to fluctuations in funding, but these do not constitute a material uncertainty since the organisation

## MANCHESTER ALLIANCE FOR COMMUNITY CARE

is not reliant on a single source of income. Macc has strategies and plans in place to anticipate and/or such fluctuations as outlined elsewhere in this report.

### Plans for Future Periods

This period saw intensive work on a transformation plan to consolidate the learning and achievements from the Covid19 response period and ensure Macc is able to support the VCSE sector and local communities through the challenges of the economic downturn. This involved considerable work by all staff and trustees but especially the Management Team, with the support of a temporary post of Transformation Manager brought in specifically to lead the work which had been on hold since 2019 due to the pandemic.

As a result, Macc now has in place:

1. **Macc Strategy** – a new 3-year strategy (with action plans and impact measures) for our work comprising:
  - a. **Macc Improvement Strategy** – how we support and strengthen Macc's practice, income and leadership.
  - b. **Active Communities Strategy** – how we support and enable people to be active in their communities
  - c. **VCSE Sector Strategy** – how we support and strengthen the local VCSE sector.
2. **Team Structure** – a revised team structure to reflect strategic priorities around membership support, collaboration and that managers have capacity to provide support and development for staff. Following an intensive programme of recruitment and role reviews, this structure is now fully in place to enable Macc to deliver its strategy.
3. **Support and Accountability Policy** – improved support, supervision, personal development and impact reporting by individual Macc staff.
4. **Hybrid Working** – a new policy retaining the benefits in terms of reach, flexibility and cost savings from using remote working while ensuring the team builds collaboration and our support services are delivered in line with the preferences and needs of our members.
5. **Impact Framework** – a comprehensive dashboard of qualitative and quantitative measures to measure the impact of Macc's work, provide accountability to our Trustees, Members and Partners, to monitor progress against our strategy, ensure quality, meet funder requirements, and assess trends.

Two theme-specific strategies were also added to this plan during 2022: A Macc Anti-Racism Strategy and a Macc Climate Action Strategy. These were developed and are being delivered by working groups comprising staff and trustees and both follow the same model:

- **Increasing personal knowledge** – supporting all our staff, volunteers and trustees to develop their own knowledge and understanding of the theme.
- **Making internal changes** – operational changes to ensure Macc is maximising its impact not only in what we do but also in how our organisation works.
- **External leadership** – Macc's work in telling the story of how we're working towards change, supporting and challenging other partners to develop their own approach.

### Structure, Governance and Management

#### Governing Document

Manchester Alliance for Community Care is a company limited by guarantee, is registered in England and Wales, and is registered with the Charity Commission. The company was established under a Memorandum of Association. A copy of the Memorandum of Association is available on Macc's website at <http://www.macc.org.uk/content/governance>

## MANCHESTER ALLIANCE FOR COMMUNITY CARE

The Memorandum of Association establishes the charity's objectives and powers. It is governed under its Articles of Association. The memorandum and articles of association were last updated in January 2012 in line with guidance from the Charity Commission. The documents are up to date and fit for purpose.

The organisation operates under the working name "Macc" and this has been registered with the Charity Commission. An explanation of the name and the organisation's history is included on our website: <http://www.macc.org.uk/about-macc>

### Recruitment and Appointment of the Board of Trustees

The Board of Trustees are elected from within the membership of Macc and appointed at the Annual General Meeting. At each Annual General Meeting one-third of the Trustees retire by rotation on the basis of those who have been longest in office since their last appointment. The Board of Trustees must include a minimum of five but a maximum of fifteen members. The Trustees may also co-opt up to four people provided that this does not cause the number of co-opted Trustees to exceed 40% of the total number of Trustees. All co-opted members must stand down at the Annual General Meeting.

Periodically, the skills and experience of existing trustees are audited, and new trustees are recruited in order to complement the existing trustees, so a wide set of skills and knowledge is reflected in the Board. If the Board feels there are particular skills lacking, they are able to promote these during the recruitment process.

### Induction and Training of Trustees

A new induction process / development plan was devised with the support of Cranfield Trust in 2018. All trustees and senior management team produce a short biography to share their background, perspectives, interests and thereby build connections. The Trustees have now established a Board Development Plan to familiarise new trustees with Macc's work, its systems, staff team and culture.

### Related Parties and co-operation with other organisations

None of Macc's Trustees receive remuneration or other benefit from their work with the charity. Any connection between a trustee or senior manager with any service providers must be disclosed to the full Board of Trustees in the same way as any other contractual relationship with a related party. In the current year no such transactions were reported.

### Organisation and Management Structure

The organisation structure is intended to ensure both proper decision making and consultation with staff and volunteers at all levels:

1. **Board of Trustees / Company Directors:** The Board of Trustees acts as both the Charity Trustee Board and the Board of Directors. It has ultimate responsibility for Macc and oversees its strategic direction. In addition, it approves an annual budget for the Management Team to work to. The Board has established a formal Scheme of Delegation which sets out the matters it reserves to itself (e.g. approval of expenditure significantly outside the budget, the appointment of the Chief Executive) and the delegated decision making authority of the Chief Executive and Managers. During the year it monitors performance and reviews the management accounts. Board meetings are attended by the Chief Executive, Deputy Chief Executive and the Finance Manager. Other staff are asked to present on their projects or teams from time to time.
2. **Management Team Meeting:** The Chief Executive, Deputy Chief Executive and the Finance Manager hold a weekly meeting with managers of delivery teams. They implement the strategy decided by the Board, develop the services provided by Macc and oversee the day to day running of the organisation.
3. **Leadership Meeting:** An extended monthly Management Team meeting which looks at: monthly Management Accounts, tracks progress in delivery of the Macc Strategy and is a space for management to look at wider / longer-term issues than day to day delivery. It is also important as a space for building

## MANCHESTER ALLIANCE FOR COMMUNITY CARE

managers' cross-cutting understanding of the whole organisation and avoiding siloed approaches to management.

4. **Staff Meeting:** This is the major link with the Chief Executive and senior managers for all staff. As well as facilitating team working, Board and management decisions are reported, informal consultation is undertaken and ideas for future strategy and delivery are incubated.
5. **Team and Workgroup Meetings:** Delivery teams and working groups (e.g. communications and marketing) meet to develop services and take forward cross-organisation issues.
6. **"Sitrep":** a fortnightly space for each team to share any insights, observations and concerns arising from Macc's work which require a tactical or operational response (e.g. concerns about a particular organisation, feedback from funding bodies, etc.). This ensures Macc is responsive and also provides a check that our strategic priorities remain relevant to the city.

### Statement of the Organisation's Policies

The financial, personnel and general policies and procedures for Macc are form part of the terms and conditions of employment for all employees. The full set of policies, procedures and guidance is stored on a shared drive which is accessible to all staff and volunteers.

Any changes to policies and procedures identified by management and/or recommended by our advisors, auditors or other appropriate bodies are considered at the level identified by the Scheme of Delegation: some policies require approval by the Chief Executive while others require approval by a Board subgroup or the full Board. An exception is made in the case of clarifications which may be signed off by the Chief Executive.

### Grants Policy

Macc delivers a number of grants programmes to enhance the activities of local community organisations. With one exception, these programmes are commissioned by other partners with Macc acting as administrator (inviting and processing applications, decision-making, awarding, due diligence checks and monitoring). In most cases, the funds are transferred to Macc for distribution on instruction from an independent panel of key stakeholders (e.g. local public and private sector partners, members of the local community with relevant lived experience). Macc convenes these panels but does not have any voting rights on them: no trustees, staff or volunteers at Macc participate in the decision to award. The exception is the Spirit of Manchester Fund which is created by public fundraising undertaken by Macc although the award decisions are still made by an independent panel convened by Macc who produce recommendations to the Macc Board of Trustees.

### Volunteer Policy

Macc engages volunteers in a number of roles such as administration support to the Volunteer Centre, filming and video work and helping run large events. Macc's Volunteer Policy is available on the Macc website <http://www.macc.org.uk/sites/macc.org.uk/files/Volunteers.pdf>.

### Affiliations

To facilitate its objectives and gain as much input from elsewhere as possible, Macc is affiliated (through formal membership) to various other organisations including: NAVCA, NCVO, Voluntary Sector North West and GMCVO.

### Reference and Administrative Information

Manchester Alliance for Community Care is a charitable company limited by guarantee. Having started in 1981 as a programme within Manchester CVS (now defunct), it became independent and was originally registered as a society for the benefit of the community under the Industrial and Provident Societies Act 1965-1978 on 7<sup>th</sup> February 1994.

### MANCHESTER ALLIANCE FOR COMMUNITY CARE

As a result of changes brought about under the Charities Act 2006, the Board of Trustees took the decision to convert the organisation to a Company Limited by Guarantee. The company registration took place on 27<sup>th</sup> September 2011 and charity registration was completed on 15<sup>th</sup> February 2012.

Company Registration Number 07788593 (Incorporated 27/09/2011)  
Charity Registration Number 1145921 (Registered 15/02/2012)

#### Registered Office

Swan Buildings  
20 Swan Street  
Manchester  
M4 5JW

#### Directors

The Directors of the charitable company (the charity) are its trustees for the purposes of charity law and are known internally as the Board of Trustees. The trustees and officers serving during the year, and since the year end, were as follows:

Rodger Cairns	Chair	
Charles Kwaku-Odoi	Treasurer	
Julian Skyrme		
Tim Naor Hilton		(resigned April 2022)
Isolda Taylor		(resigned April 2022)
Janet Finucane	Deputy Chair	
Dr Tracey Vell, MBE		(resigned March 2023)
Edward Dylan Cox		(resigned April 2022)
Samina Arfan		
Daniel Taylor		(appointed July 2022)

#### Chief Executive & Company Secretary

Michael Wild

#### Principal Staff

Martin Preston	Deputy Chief Executive
Angela Hampson	Finance and Facilities Manager
Cheryl McAlister	Membership Manager
Sarah Whitelegg	Capacity Building Manager
Millie Brown	Collaboration Manager
Lauren Rosegreen	Policy and Influence Manager
Liz Jones	GM Older People's Network Manager
Jack Puller	Volunteering and Active Communities Manager

#### Key Management Personnel Remuneration Policy

The principles of our salary structure are consistent across the organisation – including senior staff – and are stated in the Remuneration Policy set by the Board of Trustees:

**Fairness:** the same benefits, including pensions and terms and conditions, apply to the Chief Executive and all other staff.

**Differentiation:** based on the level of responsibility within the organisation including:

**Benchmarking:** comparisons with similar roles within VCSE sector organisations of similar size in Greater Manchester.

**Equity:** Macc will seek to ensure that salary levels are maintained at the rates at which the post would be advertised.

**MANCHESTER ALLIANCE FOR COMMUNITY CARE**

- **Retention:** trying to retain staff for the long-term, developing them and benefiting from their growing knowledge and profile in the local sector.

- **Affordability:** Trustees are obliged to be mindful of Macc's financial position in the short and longer term.

**Auditors**

Wyatt Morris Golland Limited  
200 Drake Street  
Rochdale  
OL16 1PJ

**Independent Examiners**

Community Accountancy Service Limited  
The Grange  
Pilgrim Drive  
Beswick  
Manchester  
M11 3TQ

**Bankers**

Co-operative Bank plc,  
Olympic House  
6 Olympic Court  
Montford Street  
Salford  
M5 2QP

**Charity Bank**

194 High Street  
Tonbridge  
Kent  
TN9 1BE

**CAF (Charities Aid Foundation) Bank**

25 Kings Hill Avenue  
Kings Hill  
West Malling  
Kent  
ME19 4TA

**MANCHESTER ALLIANCE FOR COMMUNITY CARE**

**Trustees' Responsibilities in Relation to the Financial Statements**

The Trustees (who are Directors of Manchester Alliance for Community Care for the purpose 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 income resources and application of resources including the income and expenditure of the Charitable Company for that period. In preparing those financial statements, the Trustees are required to

- Select suitable accounting policies and apply them consistently
- Observe the methods and principles in the Charities SORP
- Make judgements and estimates that are reasonable and prudent
- State whether UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements
- Prepare the financial statements on a going concern basis unless it is inappropriate to presume that the Charitable Company will continue in operation.

So far as the Trustees are aware, there is no relevant audit information (as defined by section 418 of the Companies Act 2006) of which the Charitable Company's auditors are unaware and each Trustee has taken all steps that they should in order to make themselves aware of any relevant audit information and to establish that the Charitable Company's auditors are aware of that information.

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 accounts 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.

By order of the Board of Trustees

SIGNED: 

NAME: CHARLES KWAKU-ODOI

POSITION: TRUSTEE

DATE: 18/09/2023

## **REPORT OF THE INDEPENDENT AUDITORS TO THE TRUSTEES OF MANCHESTER ALLIANCE FOR COMMUNITY CARE**

### **Opinion**

We have audited the financial statements of Manchester Alliance for Community Care (the 'charitable company') for the year ended 31 March 2023 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement 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 (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 2023 and of its 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.

### **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 Auditors' 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 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 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 Report of the Independent Auditors 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.

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 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.

### **Matters on which we are required to report by exception**

We have nothing to report in respect of the following matters where the Charities (Accounts and Reports) Regulations 2008 requires us to report to you if, in our opinion:

- the information given in the Report of the Trustees is inconsistent in any material respect with the financial statements; or
- the charitable company has not kept adequate accounting records; or
- the financial statements are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we require for our audit.

### **Responsibilities of trustees**

As explained more fully in the Statement of Trustees' Responsibilities, 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.

## **REPORT OF THE INDEPENDENT AUDITORS TO THE TRUSTEES OF MANCHESTER ALLIANCE FOR COMMUNITY CARE**

### **Our responsibilities for the audit of the financial statements**

We have been appointed as auditors under Section 144 of the Charities Act 2011 and report in accordance with the Act and relevant regulations made or having effect thereunder.

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 a Report of the Independent Auditors 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.

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

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

- the engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;

- we identified the laws and regulations applicable to the company through discussions with directors and other management, and from our commercial knowledge and experience of charities;

- 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 charity, including the Charities Act 2011 and Companies Act 2006 and

- we assessed the extent of compliance with the laws and regulations identified above through making enquiries of management and inspecting legal correspondence where necessary,

- 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 charity's financial statements 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, suspected and alleged fraud and

- considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

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 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 financial statement disclosures to underlying supporting documentation;

- enquiring of management as to actual and potential litigation and claims; and

- reviewing correspondence with HMRC.

There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of the directors and other management and the inspection of regulatory and legal correspondence, if any.

**REPORT OF THE INDEPENDENT AUDITORS TO THE TRUSTEES OF  
MANCHESTER ALLIANCE FOR COMMUNITY CARE**

Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or 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](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our Report of the Independent Auditors.

**Use of our report**

This report is made solely 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 trustees those matters we are required to state to them in an auditors' 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 trustees as a body, for our audit work, for this report, or for the opinions we have formed.

Wyatt Morris Golland Ltd  
Statutory Auditors  
Eligible to act as an auditor in terms of Section 1212 of the Companies Act 2006  
Park House  
200 Drake Street  
Rochdale  
Lancashire  
OL16 1PJ



Date: 19 September 2023

MANCHESTER ALLIANCE FOR COMMUNITY CARE

20

**STATEMENT OF FINANCIAL ACTIVITIES FOR THE YEAR ENDED 31 MARCH 2023  
(INCLUDING INCOME AND EXPENDITURE ACCOUNT)**

	Further Details	Unrestricted Funds £	Restricted Funds £	Total Funds Year Ended 31st March 2023 £	Total Funds Year Ended 31st March 2022 £
<b>Income from:</b>					
Donations and legacies	(4)	16,623	74,111	89,634	62,903
Charitable Activities	(5)	10,600	1,626,611	1,537,111	1,811,717
Other Trading Activities	(8)	88,933	44,614	141,547	79,697
Investment Income		1,809		1,809	348
Other Income					338
<b>Total</b>		<b>124,765</b>	<b>1,645,338</b>	<b>1,770,101</b>	<b>1,844,899</b>
<b>Expenditure on:</b>					
Raising Funds	(7)	13,328	6,250	19,578	7,784
Charitable Activities	(7)	251,571	1,308,588	1,558,159	1,658,477
Other	(7)	19,233		19,233	18,183
<b>Total</b>		<b>284,132</b>	<b>1,311,838</b>	<b>1,586,970</b>	<b>1,680,414</b>
<b>Net (expenditure)/income</b>		<b>(159,367)</b>	<b>333,498</b>	<b>174,131</b>	<b>64,485</b>
<b>Transfers between funds</b>	(15)	<b>(13,827)</b>	<b>13,827</b>		
<b>Net movement in funds</b>		<b>(172,994)</b>	<b>347,125</b>	<b>174,131</b>	<b>64,485</b>
<b>Reconciliation of funds</b>					
Total funds brought forward	(15)	418,678	365,680	772,258	707,779
Total funds carried forward	(15)	243,884	702,705	946,389	772,258

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

The notes on pages 24 to 33 form part of these accounts.

MANCHESTER ALLIANCE FOR COMMUNITY CARE

21

**STATEMENT OF FINANCIAL ACTIVITIES FOR THE YEAR ENDED 31 MARCH 2022 (PRIOR YEAR)  
(INCLUDING INCOME AND EXPENDITURE ACCOUNT)**

	Further Details	Unrestricted Funds £	Restricted Funds £	Total Funds Year Ended 31st March 2022 £
<b>Income from:</b>				
Donations and legacies	(4)	4,085	48,818	52,903
Charitable Activities	(5)	495,854	1,018,083	1,511,717
Other Trading Activities	(6)	50,811	28,888	79,597
Investment Income		348	-	348
Other Income		338	-	338
<b>Total</b>		<b>561,332</b>	<b>1,093,667</b>	<b>1,844,889</b>
<b>Expenditure on:</b>				
Raising Funds	(7)	2,105	5,679	7,784
Charitable Activities	(7)	655,207	901,270	1,556,477
Other	(7)	18,153	-	18,153
<b>Total</b>		<b>673,465</b>	<b>906,949</b>	<b>1,580,414</b>
<b>Net (expenditure)</b>		<b>(122,133)</b>	<b>186,618</b>	<b>64,485</b>
Transfers between funds	(15)	(103,675)	103,675	-
<b>Net movement in funds</b>		<b>(225,708)</b>	<b>290,193</b>	<b>64,485</b>
<b>Reconciliation of funds</b>				
Total funds brought forward	(15)	642,386	65,387	707,773
<b>Total funds carried forward</b>	<b>(15)</b>	<b>416,678</b>	<b>385,680</b>	<b>772,258</b>

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

The notes on pages 24 to 33 form part of these accounts.

MANCHESTER ALLIANCE FOR COMMUNITY CARE

22

**BALANCE SHEET AS AT 31 MARCH 2023**

Company registration number 07788583

	Notes	Unrestricted Funds £	Restricted Funds £	2023 £	2022 £
<b>Fixed assets:</b>					
Tangible assets	(11)	442	2,627	3,389	1,652
<b>Total fixed assets</b>		<b>442</b>	<b>2,627</b>	<b>3,389</b>	<b>1,652</b>
<b>Current assets:</b>					
Debtors	(12)	26,441	188,600	212,941	116,489
Cash at Bank & In Hand		317,547	523,874	841,421	730,214
<b>Total current assets</b>		<b>343,988</b>	<b>710,374</b>	<b>1,054,362</b>	<b>846,703</b>
<b>Liabilities:</b>					
Creditors: Amounts falling due within one year	(13)	100,746	10,688	111,342	76,397
<b>Not current assets or liabilities</b>		<b>243,242</b>	<b>699,776</b>	<b>943,020</b>	<b>770,308</b>
<b>Total assets less current liabilities</b>		<b>243,684</b>	<b>702,705</b>	<b>948,389</b>	<b>772,258</b>
<b>Total net assets or liabilities</b>		<b>243,684</b>	<b>702,705</b>	<b>948,389</b>	<b>772,258</b>
<b>The funds of the charity:</b>					
Restricted income funds	(15)		702,705	702,705	356,580
Unrestricted income funds	(15)	243,684		243,684	418,678
<b>Total charity funds</b>		<b>243,684</b>	<b>702,705</b>	<b>948,389</b>	<b>772,258</b>

The charitable company is entitled to exemption from audit under Section 477 of the Companies Act 2006 for the year ended 31 March 2023.

The members have not deposited notices, pursuant to Section 478 of the Companies Act 2006 requiring an audit of these financial statements.

The trustees acknowledge their responsibilities for

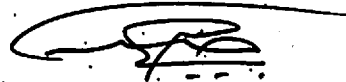
- (a) ensuring that the charitable company keeps accounting records that comply with Sections 388 and 387 of the Companies Act 2006 and
- (b) preparing financial statements which give a true and fair view of the state of affairs of the charitable company as at the end of each financial year and of its surplus or deficit for each financial year in accordance with the requirements of Sections 394 and 395 and which otherwise comply with the requirements of the Companies Act 2006 relating to financial statements, so far as applicable to the charitable company.

These financial statements have been audited under the requirements of Section 145 of the Charities Act 2011.

Approved by the trustees on

18/09/2023

Trustee



The notes on pages 24 to 33 form part of these accounts.

MANCHESTER ALLIANCE FOR COMMUNITY CARE

23

Statement of Cash Flows for the year ending 31st March 2023

	Year Ended 31st March 2023 £	Year Ended 31st March 2022 £
<b>Reconciliation of net movement in funds to net cash flow from operating activities</b>		
Net movement in funds	174,131	64,485
Add back depreciation	1,824	2,788
Deduct investment income	(1,808)	(348)
(Increase)/decrease in debtors	(88,452)	(67,314)
(Decrease)/increase in creditors	34,845	(453,760)
<b>Net cash used in operating activities</b>	<b>112,739</b>	<b>(454,137)</b>
<b>Cash flows from investment activities:</b>		
Interest	1,808	348
Purchase of fixed assets	(3,341)	(839)
<b>Net cash provided by investing activities</b>	<b>(1,532)</b>	<b>(285)</b>
<b>(Decrease) in cash and cash equivalents during the year</b>	<b>111,207</b>	<b>(454,430)</b>
<b>Cash and cash equivalents brought forward</b>	<b>730,214</b>	<b>1,184,644</b>
<b>Cash and cash equivalents carried forward</b>	<b>619,007</b>	<b>730,214</b>

The notes on pages 24 to 33 form part of these accounts.

Notes to the accounts

**1. Accounting policies**

**(a) Basis of preparation and assessment of going concern**

The accounts (financial statements) have been prepared under the historical cost convention with items recognised at cost or transaction value unless otherwise stated in the relevant notes to these accounts. The financial statements have been prepared 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 (FRS 102) issued on 1st January 2010 and the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102) and the Charities Act 2011.

The charity constitutes a public benefit entity as defined by FRS 102.

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

**(b) Funds structure**

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by the donor or trust deed. Unrestricted income funds comprise those funds which the trustees are free to use for any purpose in furtherance of the charitable objectives. Unrestricted funds include designated funds where the trustees, at their discretion, have created a fund for a specific purpose.

There are 21 restricted funds.

An analysis of income and expenditure on an activity basis has not been included as the trustees believe it would be overly complex, due to the many different income streams and activities of the charity.

**(c) 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.

Donations are recognised when the charity has been notified in writing of both the amount and settlement date. In the event that a donation is subject to conditions that require a level of performance before the charity is entitled to the funds, the income is deferred and not recognised until either those conditions are fully met, or the fulfilment of those conditions is wholly within the control of the charity and it is probable that those conditions will be fulfilled in the reporting period.

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. Dividends are recognised once the dividend has been declared and notification has been received of the dividend due.

**(d) Expenditure Recognition**

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that settlement will be required and the amount of the obligation can be measured reliably.

All expenditure is accounted for on an accruals basis. All expenses including support costs and governance costs are allocated or apportioned to the applicable expenditure headings. For more information on this attribution refer to note (g) below.

**(g) below.**

**(e) Irrecoverable VAT**

Irrecoverable VAT is charged against the expenditure heading irrecoverable VAT.

**(f) Allocation of support and governance costs**

Support costs have been allocated between governance costs and other support costs. Governance costs comprise all costs involving the public accountability of the charity and its compliance with regulation and good practice. These costs include costs related to independent examination and legal fees together with an apportionment of overhead and support costs.

Governance costs and support costs relating to charitable activities have been apportioned based on type of expense. The allocation of support and governance costs is analysed in note 8.

**(g) Costs of raising funds**

The costs of raising funds consists of costs required to generate income.

**(h) Charitable Activities**

Costs of charitable activities include governance costs and an apportionment of support costs as shown in note 8.

MANCHESTER ALLIANCE FOR COMMUNITY CARE

25

Notes to the accounts

(i) Tangible fixed assets and depreciation

All assets costing more than £500 are capitalised and valued at historical cost. Depreciation is charged on the following basis:

Refurbishment of Leased Premises	33.33% straight line
Computer & Office Equipment	25% straight line
Fixtures & Fittings	25% reducing balance
Websites	25% straight line

(j) Realised gains and losses

All gains and losses are taken to the Statement of Financial Activities as they arise. Realised gains and losses on investments are calculated as the difference between sales proceeds and their opening carrying value or their purchase value if acquired subsequent to the first day of the financial year. Unrealised gains and losses are calculated as the difference between the fair value at the year end and their varying value. Realised and unrealised investment gains and losses are combined in the Statement of Financial Activities.

(k) Pensions

The charity currently administers contributions to a pension scheme on behalf of individuals. The charity has no liability beyond making its contributions and paying across the deductions for the employee's contributions.

(l) 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.

(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) Significant Judgements and Estimates

In the process of applying the entity's accounting policies, management have not made any judgements that would have a significant effect on the amounts recognised in the financial statements. No estimations have been made that would have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year.

2. Related party transactions and trustees' expenses and remuneration

The trustees all give freely their time and expertise without any form of remuneration or other benefit in cash or kind (2022: £nil). Expenses paid for the trustees in the year totalled £nil (2022: £nil).

3. Net incoming resources is stated after charging:

	Year Ended 31st March 2023	Year Ended 31st March 2022
	£	£
Depreciation	1,824	2,788
Audit Fees	5,100	4,760
Accountancy Support	2,687	273
Accountancy/Independent Examination Fees	2,880	1,300

4. Donations and Legacies

	Unrestricted Year Ended 31st March 2023	Restricted Year Ended 31st March 2023	Total Funds Year Ended 31st March 2023	Total Funds Year Ended 31st March 2022
	£	£	£	£
Donations	11,435	-	11,435	7,765
Donations (Migrant Destitution Fund)	-	50,442	50,442	39,177
Donations (Real Change Manchester)	4,088	23,669	27,767	5,881
	<u>15,523</u>	<u>74,111</u>	<u>89,634</u>	<u>52,803</u>

Previous reporting period

	Unrestricted Year Ended 31st March 2022	Restricted Year Ended 31st March 2022	Total Funds Year Ended 31st March 2022
	£	£	£
Donations	4,085	3,880	7,965
Donations (Migrant Destitution Fund)	-	39,177	39,177
Donations (Big Change Manchester)	-	5,881	5,881
	<u>4,085</u>	<u>48,818</u>	<u>52,903</u>

MANCHESTER ALLIANCE FOR COMMUNITY CARE

28

Notes to the accounts

5. Income from charitable activities

	Unrestricted Year Ended 31st March 2023 £	Restricted Year Ended 31st March 2023 £	Total Funds Year Ended 31st March 2023 £	Total Funds Year Ended 31st March 2022 £
<b>Unrestricted contracts:</b>				
10GM				
<b>Unrestricted grants:</b>				
NHS Manchester CCG's				458,154
NHS Manchester CCG - NHSVR				30,000
NAVCA VSEP	500		500	1,500
10GM	10,000		10,000	
4CT	8,000		5,000	
Forever Manchester (grant returned)	(5,000)		(5,000)	5,000
<b>Restricted contracts:</b>				
Manchester City Council		579,000	579,000	579,000
Greater Manchester Combined Authority - Older People		60,000	60,000	37,500
Manchester City Council - Household Support Fund		270,000	270,000	60,000
<b>Restricted grants:</b>				
Manchester City Council Hate Crime (Small Grants)				10,000
Manchester City Council Hate Crime		20,000	20,000	10,000
Manchester City Council Small Grants (returned)		(28,000)	(28,000)	
NAVCA Ukraine Infrastructure (Small Grants)		15,000	15,000	
Eric Wright Charitable Foundation		182,600	182,600	
GM Moving c/o Greater Sports - Moving Leadership				62,500
GMCVO - Older People				99,620
NHS Salford CCG - Older People Mental Health		83,000	83,000	8,333
10GM		36,345	36,345	
Groundwork - Kickstarter				8,084
Manchester Active (grant returned)		(3,000)	(3,000)	117,248
Greater Manchester Combined Authority (Small Grants)				13,800
Shelter (Migrant Destitution Fund)				2,000
Manchester City Council - CHEM		200,000	200,000	
Manchester City Council (Small Grants)		12,600	12,600	
Comic Relief (Small Grants)		12,500	12,500	
Citizen's Advice Bureau (Small Grants)				20,000
National Lottery Community Fund - RC North West Region		25,000	25,000	
Manchester Homelessness Partnership:				
The Booth Centre		51,028	51,028	
StreetSupport		4,738	4,738	
Greater Manchester Older People's Network				
NHS Trafford CCG		5,000	5,000	
British Society of Gerontology		600	600	
	10,500	1,528,811	1,637,111	1,611,717

MANCHESTER ALLIANCE FOR COMMUNITY CARE

27

Notes to the accounts

5. Income from charitable activities

Previous reporting period

	Unrestricted Year Ended 31st March 2022 £	Restricted Year Ended 31st March 2022 £	Total Funds Year Ended 31st March 2022 £
Unrestricted grants:			
NHS Manchester CCG's	488,154	-	488,154
NHS Manchester CCG - NHSVR	30,000	-	30,000
NAVCA VSEP	1,500	-	1,500
Forever Manchester	5,000	-	5,000
Restricted contracts:			
GM Moving c/o Greater Sports - Moving Leadership	-	62,500	62,500
Manchester City Council	-	579,000	579,000
Greater Manchester Combined Authority - Older People	-	37,500	37,500
Manchester City Council - Household Support Fund	-	50,000	50,000
Restricted grants:			
Manchester City Council Hate Crime (Small Grants)	-	10,000	10,000
Manchester City Council Hate Crime	-	10,000	10,000
GMCO - Older People	-	69,820	69,820
NHS Salford CCG - Older People Mental Health	-	8,333	8,333
Groundwork - Kickstarter	-	5,084	5,084
Manchester Active	-	117,248	117,248
Greater Manchester Combined Authority (Small Grants)	-	13,800	13,800
Shelter (Migrant Destitution Fund)	-	2,000	2,000
Citizen's Advice Bureau (Small Grants)	-	20,000	20,000
	<u>488,654</u>	<u>1,016,083</u>	<u>1,511,717</u>

6. Income from other trading activities

	Unrestricted Year Ended 31st March 2023 £	Restricted Year Ended 31st March 2023 £	Total Funds Year Ended 31st March 2023 £	Total Funds Year Ended 31st March 2022 £
Training Income, Room Hire and Other Charges	69,133	-	69,133	31,358
Management Fees	27,800	-	27,800	23,350
Fundraising Income	-	-	-	30
Fundraising Income (Real Change Manchester)	-	1,097	1,097	-
Fundraising Income (Migrant Destitution Fund)	-	43,617	43,617	24,881
	<u>96,933</u>	<u>44,614</u>	<u>141,547</u>	<u>79,697</u>

Previous reporting period

	Unrestricted Year Ended 31st March 2022 £	Restricted Year Ended 31st March 2022 £	Total Funds Year Ended 31st March 2022 £
Training Income, Room Hire and Other Charges	31,358	-	31,358
Management Fees	19,525	3,825	23,380
Fundraising Income	30	-	30
Fundraising Income (Migrant Destitution Fund)	-	24,881	24,881
	<u>50,911</u>	<u>28,686</u>	<u>79,697</u>

MANCHESTER ALLIANCE FOR COMMUNITY CARE

28

Notes to the accounts

7. Expenditure

	Activities £	Year Ended 31st March 2023 £	Year Ended 31st March 2022 £
<b>Expenditure on raising funds:</b>			
Promotional Expenses			3,207
Funding Portal	1,430	1,430	
Publicity			3,089
Events	17,148	17,148	1,488
	<u>18,578</u>	<u>18,578</u>	<u>7,784</u>
<b>Expenditure on charitable activities:</b>			
Employment Costs	722,543	722,543	695,740
Agency Staff	40,448	40,448	8,807
Recruitment	605	605	251
Staff Welfare	970	970	1,014
Research	1,800	1,800	
Partnerships & Campaigns			1,950
VCSE Representative Fees	1,800	1,800	
Training	3,639	3,639	8,264
Rates	2,779	2,779	3,792
Subcontracted Services	31,800	31,800	84,708
Grants Paid	601,221	601,221	626,782
Consultancy	10,658	10,658	9,318
Payroll Bureau Fees			2,040
Childcare Fees	188	188	204
Volunteer Expenses	28	28	
Bad Debts			228
Beneficiary Training	1,182	1,182	1,450
Recycling	370	370	97
Organisational Development	17,375	17,375	16,056
Participation Expenses	2,489	2,489	2,378
Travel Expenses	2,180	2,180	4,517
Refreshments	858	858	652
Heat, Light & Water	5,117	5,117	3,455
Subscriptions	2,230	2,230	1,708
Security	885	885	1,038
Cleaning and Maintenance	6,997	6,997	6,860
Telephones	8,412	8,412	5,988
Rent	48,084	48,084	47,238
Computer Costs	23,151	23,151	22,938
Health and Safety	321	321	159
Miscellaneous			100
Bank Charges	1,017	1,017	824
Insurance	3,470	3,470	3,211
Governance and Support Costs	13,531	13,531	11,278
Post, Printing & Stationery	2,291	2,291	3,660
Depreciation	1,824	1,824	2,798
	<u>1,556,159</u>	<u>1,556,189</u>	<u>1,568,477</u>
<b>Other expenditure:</b>			
Irrecoverable VAT	19,233	19,233	18,153
	<u>19,233</u>	<u>19,233</u>	<u>18,153</u>
	<u>1,585,970</u>	<u>1,585,970</u>	<u>1,580,414</u>
<b>Restricted funds</b>		1,311,838	906,949
<b>Unrestricted funds</b>		284,132	673,465
		<u>1,595,970</u>	<u>1,580,414</u>

MANCHESTER ALLIANCE FOR COMMUNITY CARE

29

Notes to the accounts

8. Allocation of governance and support costs

The breakdown of support costs and how these were allocated between governance and other support costs is shown below:

	General Support	Governance	Total 2023	Basis of apportionment
Audit Fees		5,100	5,100	type of expense
HR Support	3,043	-	3,043	type of expense
Penalties	160	-	160	type of expense
Professional Fees	21	-	21	type of expense
Accountancy Support	2,567	-	2,567	type of expense
Accountancy Fees	-	2,650	2,650	type of expense
	<u>5,781</u>	<u>7,750</u>	<u>13,531</u>	

	General Support	Governance	Total 2022	Basis of apportionment
Audit Fees		4,700	4,700	type of expense
HR Support	4,642	-	4,642	type of expense
Legal Fees	-	450	450	type of expense
Professional Fees	13	-	13	type of expense
Accountancy Support	273	-	273	type of expense
Accountancy Fees	-	1,300	1,300	type of expense
	<u>4,628</u>	<u>6,450</u>	<u>11,278</u>	

9. Analysis of grants paid

Analysis	Details	Grants to Institutions	Total
Real Change Manchester	Small grants paid to 9 Institutions	13,038	13,038
Migrant Destitution Fund	Small grants paid to 17 Institutions	104,248	104,248
NHS Manchester CCG's	Small grants paid to 2 Institutions	8,000	8,000
Household Support Fund	Small and large grants paid to 22 Institutions	217,720	217,720
	Included as large grants and cumulative grants from Household Support Fund are:		
	Better Things	£22,500	
	Cheetham Hill Advice Centre	£78,850	
	Hopewell	£13,450	
	Talbot House	£81,750	
	Tree of Life	£11,030	
Hate Crime Awareness Grants	Grants of £500 paid to 38 Institutions	19,500	19,500
Eric Wright Trust Grants	Small grants of £800 paid to 18 Institutions	12,800	12,800
Eric Wright Trust Grants	Small grant of £920 paid to 1 Institution	920	920
Eric Wright Trust Grants	Grants of £5,000 paid to 36 Institutions	180,000	180,000
Manchester Local Pilot	Grants of £1,000 to £3,000 paid to 8 Institutions	18,000	18,000
Spirit of Manchester	Grants of £1,000 paid to 18 Institutions	18,000	18,000
Spirit of Manchester Fundraising	Grants of £1,000 paid to 6 Institutions	6,000	6,000
Ukraine Crisis Grants	Grants of £1,000 paid to 5 Institutions	5,000	5,000
		<u>601,221</u>	<u>601,221</u>

Details of the purposes of these grants are included in note 18 and in the Trustees Report.

10. Analysis of staff costs

	Year Ended 31st March 2023	Year Ended 31st March 2022
	£	£
Wages and Salaries	847,892	827,882
Redundancy		
Social Security Costs	68,322	48,899
Pension Costs	18,229	18,259
	<u>722,643</u>	<u>685,740</u>
Charitable activities	722,643	685,740
Support costs	<u>722,643</u>	<u>685,740</u>

The average number of employees during the year was 24 (previous year: 26).

The analysis of staff by category was:

Administration	3
Management	8
Development	12

The charity considers its key management personnel comprises the trustees and Senior Manager. The total employment benefits, including employer pension contributions of the key management personnel were £45,416 (previous year: £41,781. No employee has benefits in excess of £80,000 (previous year: none).

MANCHESTER ALLIANCE FOR COMMUNITY CARE

30

Notes to the accounts

11. Tangible Fixed Assets

	Refurbishment of Leased Premises	Office Equipment	Fixtures and Fittings	Website £	Total £
<b>Cost</b>					
At 1st April 2022	9,127	93,430	23,880	9,870	138,187
Additions	-	3,341	-	-	3,341
At 31st March 2023	<u>9,127</u>	<u>96,771</u>	<u>23,880</u>	<u>9,870</u>	<u>138,528</u>
<b>Depreciation</b>					
At 1st April 2022	9,127	82,385	23,083	9,870	134,235
Charge for Year	-	1,371	653	-	1,924
At 31st March 2023	<u>9,127</u>	<u>83,726</u>	<u>23,838</u>	<u>9,870</u>	<u>138,159</u>
<b>NET BOOK VALUE</b>					
At 31st March 2023	-	3,045	324	-	3,369
At 31st March 2022	-	1,076	877	-	1,952

12. Analysis of debtors

	2023 £	2022 £
Debtors	197,944	100,465
Prepayments	14,997	18,034
	<u>212,941</u>	<u>118,499</u>

Debtors and prepayments comprise £188,600 restricted funds and £28,441 unrestricted funds (2022: £108,183/£8,308).

13. Creditors: amounts falling due within one year

	2023 £	2022 £
Creditors	11,325	8,513
Short-term compensated absences (holiday pay)	11,208	4,503
Other creditors and accruals	10,056	8,888
Deferred income	-	12,757
Pension creditor	2,829	1,823
Taxation and social security costs	78,124	42,112
	<u>111,342</u>	<u>78,397</u>

14. Deferred income

Deferred income comprises grants received in advance of the next financial year.

Balance as at 1st April 2022	12,757
Amount released to income earned from charitable activities	-
Amount deferred in year	-
Balance at 31st March 2023	<u>12,757</u>

MANCHESTER ALLIANCE FOR COMMUNITY CARE

31

Notes to the accounts

16. Analysis of charitable funds

Analysis of movements in restricted funds

	Balance at 1 April 2022	Incoming Resources	Resources Expended	Transfers	Balance at 31 March 2023
	£	£	£	£	£
Manchester City Council Hate Crime	-	20,000	(19,000)	6,600	7,600
Small Grants (see note 5 for funder breakdown)	39,083	12,300	(10,000)	-	41,383
Manchester City Council - CHEM	-	200,000	(20,010)	-	179,990
Department of Communities and Local Government	4,885	-	(4,885)	-	-
Eric Wright Charitable Foundation	-	162,600	(163,970)	1,400	30
Manchester City Council - Household Support Fund	-	270,000	(248,921)	-	21,079
GM Moving c/o Greater Sports	30,268	-	(22)	-	30,246
Real Change Manchester	14,346	24,766	(13,036)	-	26,074
Migrant Destitution Fund	16,294	63,859	(104,675)	-	5,378
Greater Manchester Older People's Network:	33,888	5,600	(5,907)	5,116	38,678
Manchester City Council	163,604	579,000	(520,032)	-	222,572
GM Moving c/o Greater Sports - Moving Leadership	9,666	-	(9,666)	-	-
10GM	-	36,345	-	-	36,345
NHS Salford CCG - Older People Mental Health	-	63,000	(58,059)	-	24,941
Manchester Active (grant returned)	24,504	(3,000)	(21,302)	-	202
Greater Manchester Combined Authority - Older People	12,434	60,000	(34,717)	500	28,217
Manchester City Council Learning Disability Stocktake	13,953	-	(13,953)	-	-
Sport England	2,581	-	(2,573)	12	-
National Lottery Community Fund - RC North West Region	-	25,000	-	-	25,000
Manchester Homelessness Partnership:					
The Booth Centre	(9,888)	51,028	(30,899)	-	10,234
StreetSupport	-	4,738	-	-	4,738
	<b>366,680</b>	<b>1,845,338</b>	<b>(1,311,836)</b>	<b>13,627</b>	<b>702,705</b>
General Fund	416,678	124,765	(284,132)	(13,927)	243,684
Total Funds	<b>772,288</b>	<b>1,770,101</b>	<b>(1,596,970)</b>	<b>-</b>	<b>946,389</b>

Previous reporting period

	Balance at 1 April 2021	Incoming Resources	Resources Expended	Transfers	Balance at 31 March 2022
	£	£	£	£	£
Manchester City Council Hate Crime	585	10,000	(12,000)	1,415	-
Small Grants (see note 6 for funder breakdown)	(23,083)	43,800	(8,017)	28,383	39,083
Department of Communities and Local Government	4,885	-	-	-	4,885
GM Moving c/o Greater Sports	30,696	-	(428)	-	30,268
Real Change Manchester	60,068	5,981	(51,683)	-	14,346
Real Change Manchester Administration	-	3,825	(11,263)	7,438	-
Migrant Destitution Fund	3,448	66,038	(53,190)	-	16,294
GMCVO	(3,313)	-	(102)	3,415	-
GMCVO - Older People	-	89,620	(89,748)	3,998	33,888
Manchester City Council	29,838	579,000	(442,234)	-	163,604
GM Moving c/o Greater Sports - Moving Leadership	-	62,500	(62,834)	-	9,666
NHS Salford CCG - Older People Mental Health	-	6,333	(6,333)	-	-
Groundwork - Kickstarter	-	6,064	(41,335)	35,271	-
Manchester Active	(51,573)	117,248	(41,169)	-	24,504
Greater Manchester Combined Authority - Older People	-	37,500	(25,066)	-	12,434
Manchester City Council - Household Support Fund	-	50,000	(83,070)	13,070	-
Eric Wright Trust	273	3,880	(18,560)	12,607	-
The Booth Centre (Manchester Homeless Partnership)	-	-	(9,888)	-	(9,888)
Manchester City Council Learning Disability Stocktake	13,953	-	-	-	13,953
Sport England	2,582	-	(21)	-	2,581
	<b>68,367</b>	<b>1,093,687</b>	<b>(908,649)</b>	<b>103,675</b>	<b>368,580</b>
General Fund	842,366	651,332	(673,485)	(103,675)	416,678
Total Funds	<b>787,773</b>	<b>1,844,868</b>	<b>(1,582,134)</b>	<b>-</b>	<b>772,288</b>

MANCHESTER ALLIANCE FOR COMMUNITY CARE

32

Notes to the accounts

15. Analysis of charitable funds

Analysis of movements in restricted funds

Name of restricted fund:	Description, nature and purpose of the fund
Manchester City Council Hate Crime	Hate Crime Awareness grants for VCSE organisations to support activities promoting awareness of hatecrime and the importance of social cohesion
Small Grants (see note 5 for funder breakdown)	A number of small grants used to provide small grants to VCSE-organisations during the COVID19 pandemic -e.g. for fixtures and fittings for food provider organisations, funds as part of the No Child Should Go Hungry programme
Manchester City Council - CHEM	Based on the model of Household Support Fund, a programme of grants to individuals and families via a network of VCSE referral partners to address the inequalities faced by those from minority ethnic and inclusion health groups
Department of Communities and Local Government GM Moving c/o Greater Sports	grant for a feasibility study into the acquisition of property A contract to develop a programme around system leadership for partners working across Greater Manchester
Real Change Manchester	A grant to cover Macc's administration costs for the Real Change Manchester-Fund distributing grants to individuals via a network of VCSE referral partners
Migrant Destitution Fund	Funds to support Macc's administration costs for the Migrant Destitution Fund distributing grants to individuals via a network of VCSE referral partners
Greater Manchester Older People's Network	Funds to support facilitation and development of Greater Manchester Older People's Network (originally part of the GM Ambition for Ageing programme)
Manchester City Council	A contract to provide infrastructure services (capacity building, Volunteer Centre and voice and influence support) to VCSE organisations in Manchester
GM Moving c/o Greater Sports - Moving Leadership	To deliver masterclasses and discussions to build the development of system leadership approaches between public and VCSE organisations
10GM	A number of funds flow through 10GM: - GM VCSE Accord £8K to support local work to deliver the GM VCSE Accord - VRU - funding from GM Violence Reduction Unit for a facilitator to support partnership between local VCSE organisations - UKSPF - Manchester allocation of the E11 theme UK Shared Prosperity Fund which is to support the development of locality VCSE infrastructure There are also occasional additional pieces of work which can bring in one-off funds
NHS Salford CCG - Older People Mental Health	A grant to support development of a mental health focus in GM Older People's Network - funded by GM health and Social Care Partnership but routed through NHS Salford
Manchester Active (grant returned)	Funding to support a development worker role and grants programme to increase engagement of VCSE organisations in supporting physical activities (e.g. walking sports, etc.)
Greater Manchester Combined Authority - Older People	A contract to administer and support the GM Older People's Equality Panel
Manchester City Council Learning Disability Stocktake Sport England	Funds to research support for people with learning disabilities To support skills arising through volunteering in local communities
Manchester City Council - Household Support Fund	A contract to administer grants to individuals and families facing hardship due to the Cost of Living Crisis distributing grants to individuals via a network of VCSE referral partners
Eric Wright Charitable Foundation National Lottery Community Fund - RC North West Region	To distribute as small grants to VCSE organisations Funding received for the "Greater Manchester Older People's Network" with its aim to influence service design, policy and practice to improve the lives of older people living in Greater Manchester.
Manchester Homelessness Partnership: The Booth Centre	A grant to host a worker to support the running of Manchester Homelessness Partnership
StreetSupport	Surplus funds from StreetSupport were donated to Macc to be used by Manchester Homelessness Partnership (e.g. towards website costs)

MANCHESTER ALLIANCE FOR COMMUNITY CARE

33

Notes to the accounts

16. Analysis of net assets between funds

	Unrestricted funds	Designated funds	Restricted funds	Total 2023
	£	£	£	£
Tangible fixed assets	442	-	2,927	3,369
Cash at bank and in hand	317,647	-	523,874	841,421
Other net current assets/(liabilities)	(74,305)	-	178,904	101,689
<b>Total</b>	<b>243,684</b>	<b>-</b>	<b>702,705</b>	<b>946,389</b>

	Unrestricted funds	Designated funds	Restricted funds	Total 2022
	£	£	£	£
Tangible fixed assets	1,180	-	772	1,952
Cash at bank and in hand	432,158	-	298,058	730,214
Other net current assets/(liabilities)	(18,860)	-	58,752	40,082
<b>Total</b>	<b>416,678</b>	<b>-</b>	<b>358,580</b>	<b>772,258</b>

17. Financial Instruments

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

18. Operating leases

The total of future minimum lease payments under non-cancellable operating leases are:

	Land and Buildings	Land and Buildings
	2023	2022
	£	£
Payable within one year	42,000	37,000
Payable between 2 and five years	117,600	18,500
	<b>159,600</b>	<b>55,500</b>

Lease payments recognised as expenses, including service charges, are £48,084 within rent.

**MANCHESTER COMMUNITY CENTRAL**

England & Wales - Charity number 1145921

---

# Accounts

---

# **MANCHESTER ALLIANCE FOR COMMUNITY CARE**

## **FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2022**

Registered Charity No. 1145921  
Company Registration No. 07788593

# MANCHESTER ALLIANCE FOR COMMUNITY CARE

## INDEX

<u>PAGE NUMBER</u>	<u>CONTENTS</u>
1 - 15	TRUSTEES ANNUAL REPORT
16 - 18	INDEPENDENT AUDITORS REPORT
19	STATEMENT OF FINANCIAL ACTIVITIES
20	STATEMENT OF FINANCIAL ACTIVITIES (PRIOR YEAR)
21	BALANCE SHEET
22	STATEMENT OF CASH FLOWS
23 - 32	NOTES TO THE ACCOUNTS

## MANCHESTER ALLIANCE FOR COMMUNITY CARE

### ANNUAL REPORT AND ACCOUNTS FOR THE YEAR ENDED 31st MARCH 2022

---

The trustees present their annual directors' report and financial statements of the charity for the year ended 31st March 2022 which are also prepared to meet the requirements for a directors' report and accounts for Companies Act purposes.

The financial statements comply with the Charities Act 2011, the Companies Act 2006, the Memorandum and Articles of Association, and the Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019).

### Objectives and Activities

---

The objectives of Macc as set out in the governing document are:

*To promote any charitable purposes for the benefit of the public, principally but not exclusively in the local government area of Manchester and its environs (hereinafter called the area of benefit) and, in particular but not exclusively by*

1. *Promoting the third sector by:*
  - a. *building the capacity of third sector organisations and provide them with the necessary support, information and services to enable them to pursue or contribute to any charitable purpose;*
  - b. *promoting volunteering within the sector;*
  - c. *organising and facilitating co-operation and partnership working between third sector, statutory and other relevant bodies.*
2. *The promotion of good health of the local community.*
3. *The promotion of equality and diversity for the public benefit by:*
  - a. *advancing education and raising awareness in equality and diversity;*
  - b. *promoting activities to foster understanding between people from diverse backgrounds;*
  - c. *conducting or commissioning research on equality and diversity issues and publishing the results to the public;*
  - d. *cultivating a sentiment in favour of equality and diversity.*

*'Third sector' means charities, voluntary organisations and social enterprises.*

In order to achieve these charitable objectives, Macc developed a model (based on NCVO's Value of Infrastructure programme) to show the range of services and activities which we now deliver. This model has been in place since 2011 when Macc formally took on the role of lead voluntary sector infrastructure agency in Manchester. This is a significant part of the context for the organisation: despite Macc itself having been established in the 1980s, the current incarnation of Macc is still relatively young compared to equivalent organisations in other major cities.

Macc's approach is to ensure that all of these functions are delivered by an organisation with a strong track record and high profile within Manchester: the activities, projects and services reflected in the accounts.

## MANCHESTER ALLIANCE FOR COMMUNITY CARE

### How our activities deliver public benefit

The trustees confirm that they have referred to the Charity Commission's guidance on public benefit when reviewing the Charity's aims and objectives, in planning future activities, and setting the policies for the year. The charity furthers its charitable purposes for the public benefit through the following:

Macc's activities benefit voluntary sector organisations, individuals and the interaction between the statutory sector and the voluntary and community sector in Manchester and its environs. The Trustees have considered Public Benefit in accordance with the guidance issued by the Charity Commission and have concluded

1. That the aims of the organisation continue to be charitable
2. That the aims and the work done give identifiable benefits to the charitable sector and both indirectly and directly to individuals in need
3. That the benefits are for the public, are not unreasonably restricted in any way and certainly not by ability to pay
4. That there is no detriment or harm arising from the aims or activities.

### Achievements and Performance

---

For many years this voluntary sector "infrastructure" in Manchester very fragmented, with a large number of agencies providing a variety of roles: at one point 18 different organisations were involved and yet there were major gaps: e.g. no Volunteer Centre. The history is long, complicated and open to a large amount of interpretation. But a landmark was achieved in May 2013 when Manchester City Council issued a single tender for the full range of support to the local VCSE sector (information, capacity building, volunteering, policy, representation and engagement). The tender itself was an achievement for Macc since it showed that we had proved the case made over many years that those functions needed to be joined together in order to generate greatest impact. This had been a stated ambition of our bid for the capacity building service in 2009. We were successful in bidding for the new contract in 2013 which represented not only stability and security for the organisation and fresh opportunities to develop the role of the sector in Manchester, it also showed that Macc had delivered on its ambition and its promise to develop into the organisation Manchester needed. That contract was re-tendered in 2019 and Macc was once again successful, consolidating a decade of developing support for the VCSE sector in the city. There is always more to be done and room for improvement but this consolidation of the role and position, particularly in the context of Manchester's infrastructure history, was a major achievement.

Activities in this period continued to be dominated by a response to the Covid19 pandemic but with some more routine work returning.

### Information and Communications

Macc has a wide range of well established communications methods:

- Manchester Community Central website contains a wide range of resources including
  - a directory of local groups
  - factsheets and policy templates
  - briefings
  - blogs
  - details of training and events
  - job and volunteer opportunities
  - online Funding Portal
  - online applications for Macc grants

## MANCHESTER ALLIANCE FOR COMMUNITY CARE

- case studies, community stories
- open data releases from Macc's work

The website received over 1million visitors during this period.

- Social media: YouTube, Facebook, Twitter and Instagram
- Regular ebulletins: Weekly bulletin, Funding Bulletin (monthly), Training Bulletin (monthly), P&I Shorts (fortnightly), Leaders Updates (occasional), Newsflash Bulletins (occasional)

### Development and Support

Demand for Macc's organisation development support has continued to increase. While we provide a wide range of resources through our website and ebulletins encouraging groups to "self-serve" where possible, there is ongoing demand for one-to-one support by new and existing local organisations across Manchester's diverse communities.

- Funding of course remains the highest priority for many groups, as reflected in being the most-requested type of support from Macc. This is seen through direct requests for support, referrals, and the new Friday drop-in sessions that Macc introduced during this year. There are groups supported who have ridden through the uncertainty of the Covid19 pandemic with several emergency or one-year delivery funds and are looking forwards to secure multi-year funding and build sustainability which is positive. It was also noticeable during this period that the major funders began to re-establish their regular funding programmes, moving away from the smaller short-term funds which were prioritised during the initial phase of the pandemic. This is reflected in the relatively low financial value of successful bids supported by Macc in the earlier parts of the period. Self-service by groups through our funding portal remained consistent but, was also quite low in financial value compared to previous years.

	2021	2021	2021	2022	TOTAL
	Q1	Q2	Q3	Q4	
Supported Successful	£10,609	£9,880	£4,985	£307,932	<b>£333,406</b>
Funding Portal	£34,000	£51,000	£47,995	£33,500	<b>£166,495</b>
<b>Total</b>	<b>£44,609</b>	<b>£60,880</b>	<b>£52,980</b>	<b>£341,432</b>	<b>£499,901</b>

- Governance is always in the top 5 types of requested support, including an increase in referrals via third parties, especially from health and neighbourhoods. Many of these involve new or starter organisations and those looking to formalise their group structure. Macc continues to provide essential support to organisations looking to set up, explore legal structures and develop a governing document. Within this, Macc has also been able to support a number of groups with policy and procedure development and adoption. A number of templates are available but small groups in particular need that one-to-one support to adapt and adopt policies.
- Macc has a focus on supporting the sector in North Manchester, working with partners on "North Manchester Together"
  - We have supported over 60 groups in North from April 2020 to March 2022 (during the 2 years of the pandemic) and continue to prioritise support here.
  - North Manchester Together Working Group: Macc supports the steering group meetings and is involved in the following work streams such as support for parks .
  - Continuing to facilitate, promote and host the now established North Manchester National Lottery Community Fund virtual support drop-ins.

## MANCHESTER ALLIANCE FOR COMMUNITY CARE

### Covid Recovery

- As restrictions lifted Macc continued to issue updated guidance to VCSE organisations, to promote the vaccination walk-in clinics and other public messaging on social media.
- We supported the development and implementation of the Covid Recovery Fund with Young Manchester and others.
- Other resources such as a webinar for VCSE staff and volunteers to discuss how organisations can become more resilient. This included providing a toolkit and language of resilience, exploring established resilience models and allowing time for all participants to share their experiences.

### Grants Programmes

Macc continued to deliver a range of grants programmes during this period:

- Global Majority Fund (funded by Comic Relief and working in partnership with Caribbean & African Health Network [CAHN]) – grants for Black-led VCSE organisations across Greater Manchester.
- Hate Crime Awareness Grants (funded by Manchester City Council) – grants for VCSE activities to raise awareness of hate crime.
- Manchester Moving Community Investment Fund (funded by McrActive / Sport England) – grants to VCSE organisations to increase physical activity and wellbeing activities
- Spirit of Manchester Fund (funded by donations) – mini-grants for local VCSE organisations.
- Volunteers' Expenses Fund (funded by the Eric Wright Charitable Trust [EWCT] and Shoosmiths LLP) – small grants for local VCSE organisations to support volunteer expenses.
- Migrant Destitution Fund GM (funded by public donations and some small grants) – hardship awards to destitute migrants with no recourse to public funds.
- Real Change Manchester (funded by donations) – hardship awards to people facing homelessness.
- Household Support Fund (national government / Manchester City Council) – hardship payments to households.

### Policy and influence

- Manchester VCSE Leaders – Macc hosts a semi-regular forum for leaders in local VCSE organisations. This is a space for peer support, exploration of common issues and information sharing.
- Community Explorers - Macc hosts monthly meetings in North, Central and South Manchester. They aim to bring together anyone with an interest in health and wellbeing from across the VCSE sector with colleagues in the public sector, to influence, connect, share knowledge and build relationships.
- Voluntary Sector Assembly – Macc convenes larger events on key topics facing the local VCSE sector. During this period these continued to be online and were mainly focused on Covid19-related topics.
- P&I Shorts - This short policy email bulletin continues to be distributed on a fortnightly basis to ensure that VCSE colleagues are aware of the latest policy news that affects the sector, such as updates from local Council committees. It also contains short 'Just one thing' interviews with sector leaders and reports we have seen that we want to share.
- VCSE representation – Macc supports local VCSE leaders acting as sector representatives in a range of structures including the Our Manchester Forum, Our Manchester Investment Board, Health and Wellbeing Board, Community Safety Partnership and others.

## MANCHESTER ALLIANCE FOR COMMUNITY CARE

- Strategic Conversation – work began in this period to revive this conversation space with Council colleagues as a way of developing shared agendas.
- Funding and commissioning
  - Continuing to work with the Council’s Our Manchester VCS Team & Programme Board. We supported and promoted consultation to co-design the new OMVCS Fund and associated workshops.
  - Macc continues to support the Manchester Funding Partnership in collaboration with the OMVCS team to bring together a number of bodies which provide funds to local VCSE groups. This helps establish good practice, share priorities and upcoming plans.
- Inclusive Economy
  - Developing with partners a ‘Social Economy Toolkit’ which explains the best free support available to organisations in the social economy such as social enterprises. The toolkit contains support such as up to date funding advice, advice on organisations to contact and what they offer (such as Macc) and free marketing and communications resources.
  - Acting as VCSE lead for Manchester on Real Living Wage: championing those VCSE organisations which pay the Real Living Wage, produce content as part the annual Living Wage Week campaign, encouraging funders to adopt Living Wage standards and support VCSE organisations to pay the Real Living Wage.
  - We are working with GM VCSE colleagues to develop a week of action on the VCSE sector’s role in an inclusive economy.
- Greater Manchester Social Value Network has over 400 members from all sectors across Greater Manchester working to promote and incorporate social value principles across Greater Manchester. Macc hosts the cross sector steering group, which aims to influence stakeholders, policy and strategy at the GM level by collecting information, supporting organisations to deliver social value and aims to influence behaviour of a range of individuals and organisations with a stake in social value.
- Health and Social Care - Our Health and Wellbeing VCSE Leaders Group has been working through a series of meetings with key leaders in the local health organisations in anticipation of the next reorganisation of local NHS structures. Towards the end of the period, work was underway to develop the role of a new VCSE Representative on the Manchester Partnership Board. Macc also chairs the GM group working on the Mayor’s “Live Well” plan – looking at moving beyond social prescribing.
- VCSE Workforce – Macc successfully led on a bid on behalf of 10GM to establish a programme of support around the VCSE sector’s workforce. This will commence in 2022/23.

### Emergency Responses

- Afghan Arrivals – In August 2021, we rapidly pulled together a coalition of VCSE organisations across Greater Manchester to develop a response to people arriving in the area from Afghanistan. A key step was to put in place a VCSE liaison organisation for each of the hotels in which individuals and families were being housed. This enabled a rapid response by the VCSE sector while public authorities put longer term measures in place. Macc produced a report on the first four months of this work which led to the Council formally commissioning the hotel liaison and co-ordination function from a local VCSE organisation. We are continuing to host weekly meetings to support the work.

## MANCHESTER ALLIANCE FOR COMMUNITY CARE

- Ukraine – We likewise brought together organisations to develop support for people arriving from Ukraine starting in February 2022. Learning from the Afghanistan work – and recognising the different arrangements in place nationally - key elements of this response are:
  - GM Community Response Fund: Ukraine Crisis – a fundraising appeal to generate funds which will be split equally between a hardship fund for individuals/families and for VCSE organisations involved in providing practical support
  - A campaign around acting responsibly in taking action to support Ukraine – e.g. messaging about donations, ensuring safety by using only recognised sponsorship channels, etc.
  - Engaging strategically with the Manchester and GM response
  - Sharing information and resources with organisations. Our weekly Afghan Response meetings now also cover the Ukraine response and we compile a weekly update of support resources for those involved – these are then cascaded to local partners as appropriate.

### Infrastructure Development

We continued our strong working relationship with neighbouring voluntary sector infrastructure organisations. Macc is a partner in 10GM, a joint venture with Salford CVS, Bolton CVS and Action Together (covering Oldham, Rochdale and Tameside). The purpose of 10GM is to

- Deliver collaborative projects across Greater Manchester with VCSE, public and private partners.
- Create more effective practical collaboration between local infrastructure organisations.
- Build a more consistent local infrastructure support offer in all 10 areas of Greater Manchester.

### Volunteer Centre Manchester

This officially launched in January 2012 and is accredited by the National Council for Voluntary Organisations (NCVO) in the Volunteer Centre Quality Accreditation standard. The centre provides support to local people wishing to explore volunteering and to identify and apply for relevant opportunities, advises local groups on good practice in developing volunteer roles and acts as a champion of volunteering in the city. Other activities include:

- A monthly Volunteer Centre Manchester Training and Events digest (a monthly bulletin)
- A monthly Volunteering Opportunities
- Facebook page with over 2000 subscribers and over 6,000 followers on Twitter.
- Hosting the city's Volunteer Co-ordinators Forum to encourage peer support and deliver a range of training events.
- Reward and Recognition programme which enables local groups to track the contribution made by their volunteers and request a certificate (signed by the Lord Mayor) to be presented to them during Volunteers Week.
- Supporting the development of a Greater Manchester Volunteering Strategy
- Delivery of a commissioned programme of support to Museum Development UK
- Supporting businesses to explore Employer Supported Volunteering, donating to local organisations and engaging with our Spirit of Manchester programme.

## MANCHESTER ALLIANCE FOR COMMUNITY CARE

**Community Storytelling** - Macc supports people and community groups to have a voice through training in the use of written content, audio, video or photography and social media. The programme works well for a range of Macc's activities: it can be used by VCSE organisations to raise their profile, showcasing their work and highlighting their impact or for local people to say what they think about where they live and tell their personal story – it is also a way to build confidence and pride, meet new people and gain new skills. Due to the success of the programme, we have been able to maintain it entirely on income from sales of training.

**Greater Manchester Older People's Network** - Macc has a range of funds to support this network. GMOPN seeks to ensure older people have a voice in the development of Greater Manchester as devolution progresses. The Network has continued to remain active during the Covid19 pandemic, holding online events and discussion groups and maintaining campaigns such as positive images of ageing. The network was enhanced during this period by Macc's success in tendering to host the new GM Older People's Equality Panel – one of a range of bodies to advise the GM Combined Authority and the Mayor's Office on equalities issues.

**MCRactive Local Pilot** - Macc began work to engage local VCSE organisations around physical activities (moving, walking, etc – not just sports). This was focused in key wards of the city and working with specific communities and included a grants programme to increase capacity in local community organisations to encourage and support physical activity. This was a partnership project with MCRactive which had been delayed due to Covid19.

### Spirit of Manchester

This is our annual programme of activities to engage new stakeholders, encourage existing organisations and celebrate the fantastic work carried out by thousands of VCSE organisations and volunteers across the city throughout the year. As well as being a marketing tool for the sector's work to raise the profile of all these organisations to the general public, encourage local giving and active citizenship, it is also an important recognition of collective effort by many individuals and organisations working on a complex array of issues in challenging times. Year by year, the programme grows and has become the most visible vehicle for our role in Manchester.

- Our annual Spirit of Manchester Story Week was held on 27 September to 1 October. The theme was 'Breaking through barriers' and included stories from a range of VCSE organisations. These included a singing group for refugees and asylum seekers, a stroke café in Gorton and a workshop teaching people about climate change. The Story Weeks are an opportunity to show the outstanding range of work done in just one week by the voluntary, community and social enterprise sector across Manchester. The stories were posted on the Manchester Community Central website and shared widely on Twitter.
  - The Spirit of Manchester Awards took place as an online event on 8<sup>th</sup> October. This year was a mix of competitive and non-competitive categories (following feedback from 2020's online event). The nominations process was run for the competitive categories – with an independent panel of judges completing the shortlisting as usual. The final results were determined through online voting on the night...and the system actually worked. Our media partners, Visair, also helped promote our fundraising efforts.
  - Our Spirit of Manchester Fund provides mini grants to local voluntary and community groups, social enterprises charities to help deliver projects, events or community activities.
-

## MANCHESTER ALLIANCE FOR COMMUNITY CARE

### Financial Review

---

Income for the year was £1,644,899 and expenditure was £1,580,414 giving a net surplus for the year of £64,485. At the year end the total funds of the charity were £772,258 of which restricted funds were £355,580 and unrestricted reserves were £416,678.

#### Principal Funding Sources 2021-2022

- **Manchester City Council – Infrastructure Contract (2019-present):** A contract won by competitive tender to provide a range of support services for the local voluntary, community and social enterprise sector: capacity building, the Volunteer Centre, representation of the sector and building relationships with the public and private sectors. This contract, which had been in place since 2013, was the subject of a codesign process in early 2019 and was subsequently re-tendered in summer 2019. For the first time, was merged with some aspects of Macc's historic funding from the local NHS – though with the mental health component removed. Macc was the successful bidder.
- **Ambition for Ageing – final year funding for the GM Older People's Network.** This is Lottery funding which comes to us via GMCVO as part of the GM Ambition for Ageing Partnership.
- **MCRactive Local Pilot - funding for a community development programme including a Community Investment Fund to issue grants to local VCSE organisations.** This is Lottery and Sport England funding which comes to us via MCRactive.

#### Investment Policy

The Macc Board of Trustees has considered the most appropriate policy for investing funds and has agreed that it is more prudent to keep the funds in a more secure form on deposit at the bank and accept a lower rate of return. Accordingly, no powers have been delegated to managers for the investment of funds and all investment decisions are reserved for the Board of Trustees. A review of this policy will be undertaken in the coming year.

#### Reserves Policy

The balance held in unrestricted reserves at 31st March 2022 was £416,678 of which £415,498 are free reserves, after allowing for funds tied up in tangible fixed assets.

In accordance with the guidelines established by the Charity Commission, the Macc Board of Trustees has established a policy whereby the unrestricted funds not committed or invested in tangible fixed assets (the free reserves) held by the organisation should be sufficient to meet liabilities such as property leases and redundancy payments and also to keep the organisation running at a minimum level should there be a significant drop in funding.

The Board annually reviews the figure required in reserves to meet the organisation's financial liabilities with regard to payment for staff sickness (some long-standing staff have a substantial contractual entitlement) and should the organisation have to close, staff salaries and redundancy payments, lease penalty payments and other miscellaneous costs such as advertising the closure of services over a period of approximately 4 months. The reserves currently stand at £416,678.

## MANCHESTER ALLIANCE FOR COMMUNITY CARE

### Risk Management

The Macc Board of Trustees conducted a review of the major risks to which the organisation is exposed and systems have been established to mitigate those risks. These are set out in the organisation's policies and procedures and in our Business Plan. The major business risks for the organisation are identified in terms of their impact on the organisation and the actions which will be taken to mitigate against them. These form the critical success factors for Macc which are:

1. Maintaining strong relationships and reputation
2. Managing increasing demand
3. Managing reducing capacity
4. Generating additional income
5. Managing costs

The funding profile of Macc is generally the same as in recent years but a number of our funding streams have been consolidated into a single large contract from Manchester City Council which Macc won through competitive tender. Increasing focus is being given to generating income through sales and smaller contracts and the Board is aware of the increased risks from a more variable cashflow, changes to our customer base and competition from other providers. While income generation is growing, it is highly unlikely to become the main source of the organisation's income. Therefore the Board's view is that the greatest risk to the organisation is maintaining the continuity of funding relationships. The principal mitigation of this risk is to maintain strong relationships with funders based on the quality of work done by Macc as an organisation with a strong local track record and a reputation for creative, collaborative working.

### Statement of Going Concern

Despite the impacts of the Covid19 pandemic, there are no material uncertainties that may cast significant doubt about the charity's ability to continue as a going concern. With our most significant contract now secured until at least late 2023 following a successful bid in 2019, a significant proportion of our main activities are resourced for the foreseeable future. All charitable organisations are subject to fluctuations in funding but these do not constitute a material uncertainty since the organisation is not reliant on a single source of income, Macc has strategies and plans in place to anticipate and/or such fluctuations as outlined elsewhere in this report.

### Plans for Future Periods

---

During this period we began work on a transformation plan to consolidate the learning and achievements from the Covid19 response period and ensure Macc is able to support the VCSE sector and local communities through the challenges of the economic downturn. The transformation plan comprises:

1. **Macc Strategy** – a new 3 year strategy (with action plans and impact measures) for our work comprising:
  - a. Macc Improvement Strategy – how we support and strengthen Macc's practice, income and leadership.
  - b. Active Communities Strategy – how we support and enable people to be active in their communities
  - c. VCSE Sector Strategy – how we support and strengthen the local VCSE sector.

## MANCHESTER ALLIANCE FOR COMMUNITY CARE

2. **Impact Framework** – a comprehensive dashboard of qualitative and quantitative measures to measure the impact of Macc’s work, monitor progress against our strategy, ensure quality, meet funder requirements and assess trends.
3. **Support and Accountability Policy** – improving support, supervision, personal development and impact reporting by individual Macc staff.
4. **Hybrid Working** – retaining the benefits in terms of reach, flexibility and cost savings from using remote working while ensuring the team builds collaboration and our support services are delivered in line with the preferences and needs of our members.
5. **Team Structure** – modifications to the team structure to reflect strategic priorities around membership support, collaboration and that managers have capacity to provide support and development for staff.

## Structure, Governance and Management

---

### Governing Document

Manchester Alliance for Community Care is a company limited by guarantee and is registered with the Charity Commission. The company was established under a Memorandum of Association. A copy of the Memorandum of Association is available on Macc’s website at <http://www.macc.org.uk/content/governance>

The Memorandum of Association establishes the charity’s objectives and powers. It is governed under its Articles of Association. The memorandum and articles of association were last updated in January 2012 in line with guidance from the Charity Commission. The documents are up to date and fit for purpose.

The organisation operates under the working name “Macc” and this has been registered with the Charity Commission. An explanation of the name and the organisation’s history is included on our website: <http://www.macc.org.uk/about-macc>

### Recruitment and Appointment of the Board of Trustees

The Board of Trustees are elected from within the membership of Macc and appointed at the Annual General Meeting. At each Annual General Meeting one-third of the Trustees retire by rotation on the basis of those who have been longest in office since their last appointment. The Board of Trustees must include a minimum of five but a maximum of fifteen members. The Trustees may also co-opt up to four people provided that this does not cause the number of co-opted Trustees to exceed 40% of the total number of Trustees. All co-opted members must stand down at the Annual General Meeting.

Periodically, the skills and experience of existing trustees are audited, and new trustees are recruited in order to complement the existing trustees so a wide set of skills and knowledge is reflected in the Board. If the Board feels there are particular skills lacking, they are able to promote these during the recruitment process.

### Induction and Training of Trustees

A new induction process / development plan was devised with the support of Cranfield Trust in 2018. All trustees and senior management team produce a short biography to share their background, perspectives, interests and thereby build connections. The Trustees have now established a Board Development Plan to familiarise new trustees with Macc’s work, its systems, staff team and culture.

## MANCHESTER ALLIANCE FOR COMMUNITY CARE

### Related Parties and co-operation with other organisations

None of Macc's Trustees receive remuneration or other benefit from their work with the charity. Any connection between a trustee or senior manager with any service providers must be disclosed to the full Board of Trustees in the same way as any other contractual relationship with a related party. In the current year no such transactions were reported.

### Organisation and Management Structure

The organisation structure is intended to ensure both proper decision making and consultation with staff and volunteers at all levels:

1. **Board of Trustees / Company Directors:** The Board of Trustees acts as both the Charity Trustee Board and the Board of Directors. It has ultimate responsibility for Macc and oversees its strategic direction. In addition it approves an annual budget for the Management Team to work to. The Board has established a formal Scheme of Delegation which sets out the matters it reserves to itself (e.g. approval of expenditure significantly outside the budget, the appointment of the Chief Executive) and the delegated decision making authority of the Chief Executive and Managers. During the year it monitors performance and reviews the management accounts. Board meetings are attended by the Chief Executive, Deputy Chief Executive and the Finance Manager. Other staff are asked to present on their projects or teams from time to time.
2. **Management Team Meeting:** The Chief Executive, Deputy Chief Executive, the Finance Manager hold a weekly meeting with managers of delivery teams. They implement the strategy decided by the Board, develop the services provided by Macc and oversee the day to day running of the organisation.
3. **Staff Meeting:** This is the major link with the Chief Executive and senior managers for all staff. As well as facilitating team working, Board and management decisions are reported, informal consultation is undertaken and ideas for future strategy and delivery are developed.
4. **Team and Workgroup Meetings:** Delivery teams and working groups (e.g. communications and marketing) meet to develop services and take forward cross-organisation issues.

### Statement of the Organisation's Policies

The financial, personnel and general policies and procedures for Macc are form part of the terms and conditions of employment for all employees. The full set of policies, procedures and guidance is stored on a shared drive which is accessible to all staff and volunteers.

Any changes to policies and procedures identified by management and/or recommended by our advisors, auditors or other appropriate bodies are considered at the level identified by the Scheme of Delegation: some policies require approval by the Chief Executive while others require approval to the full Board. An exception is made in the case of clarifications which may be signed off by the Chief Executive.

### Grants Policy

Macc delivers a number of grants programmes to enhance the activities of local community organisations. With one exception, these programmes are commissioned by other partners with Macc acting as administrator (inviting and processing applications, decision-making, awarding, due diligence checks and monitoring). In most cases, the funds are transferred to Macc for distribution on instruction from an independent panel of key stakeholders (e.g. local public and private sector partners, members of the local community with relevant lived experience). Macc convenes these panels but does not have any voting rights on them: no trustees, staff or volunteers at Macc participate in the decision to award. The exception is the Spirit of Manchester Fund which is created by public fundraising undertaken by Macc although the

## MANCHESTER ALLIANCE FOR COMMUNITY CARE

award decisions are still made by an independent panel convened by Macc who produce recommendations to the Macc Board of Trustees.

### Volunteer Policy

Macc engages volunteers in a number of roles such as administration support to the Volunteer Centre, filming and video work and helping run large events. Macc's Volunteer Policy is available on the Macc website <http://www.macc.org.uk/sites/macc.org.uk/files/Volunteers.pdf>.

### Affiliations

To facilitate its objectives and gain as much input from elsewhere as possible, Macc is affiliated (through formal membership) to various other organisations including: NAVCA, NCVO, Voluntary Sector North West and GMCVO.

### Reference and Administrative Information

---

Manchester Alliance for Community Care is a charitable company limited by guarantee. It was originally registered as a society for the benefit of the community under the Industrial and Provident Societies Act 1965-1978 on 7<sup>th</sup> February 1994. As a result of changes brought about under the Charities Act 2006, the Board of Trustees took the decision to convert the organisation to a Company Limited by Guarantee. The company registration took place on 27<sup>th</sup> September 2011 and charity registration was completed on 15<sup>th</sup> February 2012.

Company Registration Number 7788593 (Incorporated 27/09/2011)

Charity Registration Number 1145921 (Registered 15/02/2012)

### Registered Office

Swan Buildings

20 Swan Street

Manchester

M4 5JW

## MANCHESTER ALLIANCE FOR COMMUNITY CARE

### Directors

The Directors of the charitable company (the charity) are its trustees for the purposes of charity law and are known internally as the Board of Trustees. The trustees and officers serving during the year, and since the year end, were as follows

Rodger Cairns	Chair	
Charles Kwaku-Odoi	Treasurer	
Julian Skyrme		
Tim Naor Hilton		(resigned April 2022)
Isolda Taylor		(resigned April 2022)
Janet Finucane		
Alistair Cooper		(resigned January 2022)
Dr Tracey Vell, MBE		
Edward Dylan Cox		(resigned April 2022)
Samina Arfan		
Daniel Taylor		(appointed July 2022)

### Chief Executive & Company Secretary

Michael Wild

### Principal Staff

Martin Preston	Deputy Chief Executive
Angela Hampson	Finance and Facilities Manager
Jack Puller	Active Communities Manager
Sarah Whitelegg	Capacity Building Manager

**MANCHESTER ALLIANCE FOR COMMUNITY CARE****Auditors**

Wyatt Morris Golland Limited  
200 Drake Street  
Rochdale  
OL16 1PJ

**Independent Examiners**

Community Accountancy Service Limited  
The Grange  
Pilgrim Drive  
Beswick  
Manchester  
M11 3TQ

**Bankers**

Co-operative Bank plc,  
Olympic House  
6 Olympic Court  
Montford Street  
Salford  
M5 2QP

**Charity Bank**

194 High Street  
Tonbridge  
Kent  
TN9 1BE

**CAF (Charities Aid Foundation) Bank**

25 Kings Hill Avenue  
Kings Hill  
West Malling  
Kent  
ME19 4TA

## MANCHESTER ALLIANCE FOR COMMUNITY CARE

### Trustees' Responsibilities in Relation to the Financial Statements

The Trustees (who are Directors of Manchester Alliance for Community Care for the purpose 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 income resources and application of resources including the income and expenditure of the Charitable Company for that period. In preparing those financial statements, the Trustees are required to

- Select suitable accounting policies and apply them consistently
- Observe the methods and principles in the Charities SORP
- Make judgements and estimates that are reasonable and prudent
- State whether UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements
- Prepare the financial statements on a going concern basis unless it is inappropriate to presume that the Charitable Company will continue in operation.

So far as the Trustees are aware, there is no relevant audit information (as defined by section 418 of the Companies Act 2006) of which the Charitable Company's auditors are unaware and each Trustee has taken all steps that they should in order to make themselves aware of any relevant audit information and to establish that the Charitable Company's auditors are aware of that information.

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 accounts 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.

By order of the Board of Trustees

SIGNED:

---

NAME:

---

POSITION:

---

DATE:

---

## **REPORT OF THE INDEPENDENT AUDITORS TO THE TRUSTEES OF MANCHESTER ALLIANCE FOR COMMUNITY CARE**

### **Opinion**

We have audited the financial statements of Manchester Alliance for Community Care (the 'charitable company') for the year ended 31 March 2022 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement 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 (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 2022 and of its 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.

### **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 Auditors' 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 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 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 Report of the Independent Auditors 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.

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 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.

### **Matters on which we are required to report by exception**

We have nothing to report in respect of the following matters where the Charities (Accounts and Reports) Regulations 2008 requires us to report to you if, in our opinion:

- the information given in the Report of the Trustees is inconsistent in any material respect with the financial statements; or
- the charitable company has not kept adequate accounting records; or
- the financial statements are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we require for our audit.

### **Responsibilities of trustees**

As explained more fully in the Statement of Trustees' Responsibilities, 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.

## **REPORT OF THE INDEPENDENT AUDITORS TO THE TRUSTEES OF MANCHESTER ALLIANCE FOR COMMUNITY CARE**

### **Our responsibilities for the audit of the financial statements**

We have been appointed as auditors under Section 144 of the Charities Act 2011 and report in accordance with the Act and relevant regulations made or having effect thereunder.

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 a Report of the Independent Auditors 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.

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

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

-the engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;

-we identified the laws and regulations applicable to the company through discussions with directors and other management, and from our commercial knowledge and experience of charities;

-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 charity, including the Charities Act 2011 and Companies Act 2006 and

-we assessed the extent of compliance with the laws and regulations identified above through making enquiries of management and inspecting legal correspondence where necessary,

-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 charity's financial statements 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, suspected and alleged fraud and

-considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

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 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 financial statement disclosures to underlying supporting documentation;

-enquiring of management as to actual and potential litigation and claims; and

-reviewing correspondence with HMRC.

There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of the directors and other management and the inspection of regulatory and legal correspondence, if any.

**REPORT OF THE INDEPENDENT AUDITORS TO THE TRUSTEES OF  
MANCHESTER ALLIANCE FOR COMMUNITY CARE**

Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or 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](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our Report of the Independent Auditors.

**Use of our report**

This report is made solely 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 trustees those matters we are required to state to them in an auditors' 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 trustees as a body, for our audit work, for this report, or for the opinions we have formed.

Wyatt Morris Golland Ltd  
Statutory Auditors  
Eligible to act as an auditor in terms of Section 1212 of the Companies Act 2006  
Park House  
200 Drake Street  
Rochdale  
Lancashire  
OL16 1PJ

Date .....

**STATEMENT OF FINANCIAL ACTIVITIES FOR THE YEAR ENDED 31 MARCH 2022**  
**(INCLUDING INCOME AND EXPENDITURE ACCOUNT)**

	Further Details	Unrestricted Funds £	Restricted Funds £	Total Funds Year Ended 31st March 2022 £	Total Funds Year Ended 31st March 2021 £
<b>Income from:</b>					
Donations and legacies	(4)	4,085	48,818	52,903	58,342
Charitable Activities	(5)	495,654	1,016,063	1,511,717	920,214
Other Trading Activities	(6)	50,911	28,686	79,597	47,638
Investment Income		346	-	346	810
Other Income		336	-	336	-
<b>Total</b>		<b>551,332</b>	<b>1,093,567</b>	<b>1,644,899</b>	<b>1,027,004</b>
<b>Expenditure on:</b>					
Raising Funds	(7)	260	7,524	7,784	5,679
Charitable Activities	(7)	657,052	899,425	1,556,477	1,092,556
Other	(7)	16,153	-	16,153	12,547
<b>Total</b>		<b>673,465</b>	<b>906,949</b>	<b>1,580,414</b>	<b>1,110,782</b>
<b>Net (expenditure)/income</b>		<b>(122,133)</b>	<b>186,618</b>	<b>64,485</b>	<b>(83,778)</b>
Transfers between funds	(15)	(103,575)	103,575	-	-
<b>Net movement in funds</b>		<b>(225,708)</b>	<b>290,193</b>	<b>64,485</b>	<b>(83,778)</b>
<b>Reconciliation of funds</b>					
Total funds brought forward	(15)	642,386	65,387	707,773	791,551
<b>Total funds carried forward</b>	<b>(15)</b>	<b>416,678</b>	<b>355,580</b>	<b>772,258</b>	<b>707,773</b>

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

The notes on pages 23 to 32 form part of these accounts.

**STATEMENT OF FINANCIAL ACTIVITIES FOR THE YEAR ENDED 31 MARCH 2021 (PRIOR YEAR)  
(INCLUDING INCOME AND EXPENDITURE ACCOUNT)**

	Further Details	Unrestricted Funds £	Restricted Funds £	Total Funds Year Ended 31st March 2021 £
<b>Income from:</b>				
Donations and legacies	(4)	4,742	53,600	58,342
Charitable Activities	(5)	59,950	860,264	920,214
Other Trading Activities	(6)	15,121	32,517	47,638
Investment Income		810	-	810
<b>Total</b>		<b>80,623</b>	<b>946,381</b>	<b>1,027,004</b>
<b>Expenditure on:</b>				
Raising Funds	(7)	-	5,679	5,679
Charitable Activities	(7)	102,200	990,356	1,092,556
Other	(7)	12,547	-	12,547
<b>Total</b>		<b>114,747</b>	<b>996,035</b>	<b>1,110,782</b>
<b>Net (expenditure)</b>		<b>(34,124)</b>	<b>(49,654)</b>	<b>(83,778)</b>
Transfers between funds	(15)	284,728	(284,728)	-
<b>Net movement in funds</b>		<b>250,604</b>	<b>(334,382)</b>	<b>(83,778)</b>
<b>Reconciliation of funds</b>				
Total funds brought forward	(15)	391,782	399,769	791,551
<b>Total funds carried forward</b>	<b>(15)</b>	<b>642,386</b>	<b>65,387</b>	<b>707,773</b>

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

The notes on pages 23 to 32 form part of these accounts.

**BALANCE SHEET AS AT 31 MARCH 2022**

Company registration number 07788593

	Notes	2022 £	2021 £
<b>Fixed assets:</b>			
Tangible assets	(11)	1,952	4,111
Total fixed assets		<u>1,952</u>	<u>4,111</u>
<b>Current assets:</b>			
Debtors	(12)	116,489	49,175
Cash at Bank & in Hand		730,214	1,184,644
Total current assets		<u>846,703</u>	<u>1,233,819</u>
<b>Liabilities:</b>			
Creditors: Amounts falling due within one year	(13)	76,397	530,157
Net current assets or liabilities		<u>770,306</u>	<u>703,662</u>
Total assets less current liabilities		772,258	707,773
<b>Total net assets or liabilities</b>		<u><u>772,258</u></u>	<u><u>707,773</u></u>
<b>The funds of the charity:</b>			
Restricted income funds	(15)	355,580	65,387
Unrestricted income funds	(15)	416,678	642,386
Total charity funds		<u><u>772,258</u></u>	<u><u>707,773</u></u>

The charitable company is entitled to exemption from audit under Section 477 of the Companies Act 2006 for the year ended 31 March 2022.

The members have not deposited notice, pursuant to Section 476 of the Companies Act 2006 requiring an audit of these financial statements.

The trustees acknowledge their responsibilities for

(a) ensuring that the charitable company keeps accounting records that comply with Sections 386 and 387 of the Companies Act 2006 and

(b) preparing financial statements which give a true and fair view of the state of affairs of the charitable company as at the end of each financial year and of its surplus or deficit for each financial year in accordance with the requirements of Sections 394 and 395 and which otherwise comply with the requirements of the Companies Act 2006 relating to financial statements, so far as applicable to the charitable company.

These financial statements have been audited under the requirements of Section 145 of the Charities Act 2011.

Approved by the trustees on

-----

Trustee

The notes on pages 23 to 32 form part of these accounts.

## Statement of Cash Flows for the year ending 31st March 2022

	Year Ended 31st March 2022 £	Year Ended 31st March 2021 £
<b>Reconciliation of net movement in funds to net cash flow from operating activities</b>		
Net movement in funds	64,485	(83,778)
Add back depreciation	2,798	2,642
Deduct investment income	(346)	(810)
(Increase)/decrease in debtors	(67,314)	35,290
(Decrease)/increase in creditors	(453,760)	12,322
<b>Net cash used in operating activities</b>	<u>(454,137)</u>	<u>(34,334)</u>
<b>Cash flows from investment activities:</b>		
Interest	346	810
Purchase of fixed assets	(639)	(2,148)
<b>Net cash provided by investing activities</b>	<u>(293)</u>	<u>(1,338)</u>
(Decrease) in cash and cash equivalents during the year	(454,430)	(35,672)
Cash and cash equivalents brought forward	1,184,644	1,220,316
<b>Cash and cash equivalents carried forward</b>	<u><u>730,214</u></u>	<u><u>1,184,644</u></u>

The notes on pages 23 to 32 form part of these accounts.

**Notes to the accounts****1. Accounting policies****(a) Basis of preparation and assessment of going concern**

The accounts (financial statements) have been prepared under the historical cost convention with items recognised at cost or transaction value unless otherwise stated in the relevant notes to these accounts. The financial statements have been prepared 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 (FRS 102) issued on 1st January 2019 and the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102) and the Charities Act 2011.

The charity constitutes a public benefit entity as defined by FRS 102.

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

**(b) Funds structure**

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by the donor or trust deed. Unrestricted income funds comprise those funds which the trustees are free to use for any purpose in furtherance of the charitable objectives. Unrestricted funds include designated funds where the trustees, at their discretion, have created a fund for a specific purpose.

There are 20 restricted funds.

An analysis of income and expenditure on an activity basis has not been included as the trustees believe it would be overly complex, due to the many different income streams and activities of the charity.

**(c) 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.

Donations are recognised when the charity has been notified in writing of both the amount and settlement date. In the event that a donation is subject to conditions that require a level of performance before the charity is entitled to the funds, the income is deferred and not recognised until either those conditions are fully met, or the fulfilment of those conditions is wholly within the control of the charity and it is probable that those conditions will be fulfilled in the reporting period.

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. Dividends are recognised once the dividend has been declared and notification has been received of the dividend due.

**(d) Expenditure Recognition**

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that settlement will be required and the amount of the obligation can be measured reliably.

All expenditure is accounted for on an accruals basis. All expenses including support costs and governance costs are allocated or apportioned to the applicable expenditure headings. For more information on this attribution refer to note (g) below.

**(e) Irrecoverable VAT**

Irrecoverable VAT is charged against the expenditure heading irrecoverable VAT.

**(f) Allocation of support and governance costs**

Support costs have been allocated between governance costs and other support costs. Governance costs comprise all costs involving the public accountability of the charity and its compliance with regulation and good practice. These costs include costs related to independent examination and legal fees together with an apportionment of overhead and support costs.

Governance costs and support costs relating to charitable activities have been apportioned based on type of expense. The allocation of support and governance costs is analysed in note 8.

**(g) Costs of raising funds**

The costs of raising funds consists of costs required to generate income.

**(h) Charitable Activities**

Costs of charitable activities include governance costs and an apportionment of support costs as shown in note 8.

## Notes to the accounts

**(i) Tangible fixed assets and depreciation**

All assets costing more than £500 are capitalised and valued at historical cost. Depreciation is charged on the following basis:

Refurbishment of Leased Premises	33.33% straight line
Computer & Office Equipment	25% straight line
Fixtures & Fittings	25% reducing balance
Website	25% straight line

**(j) Realised gains and losses**

All gains and losses are taken to the Statement of Financial Activities as they arise. Realised gains and losses on investments are calculated as the difference between sales proceeds and their opening carrying value or their purchase value if acquired subsequent to the first day of the financial year. Unrealised gains and losses are calculated as the difference between the fair value at the year end and their varying value. Realised and unrealised investment gains and losses are combined in the Statement of Financial Activities.

**(k) Pensions**

The charity currently administers contributions to a pension scheme on behalf of individuals. The charity has no liability beyond making its contributions and paying across the deductions for the employee's contributions.

**(l) 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.

**(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.

**2. Related party transactions and trustees' expenses and remuneration**

The trustees all give freely their time and expertise without any form of remuneration or other benefit in cash or kind (2021: £nil). Expenses paid for the trustees in the year totalled £nil (2021: £nil).

**3. Net incoming resources is stated after charging:**

	Year Ended	Year Ended
	31st March	31st March
	2022	2021
	£	£
Depreciation	2,798	2,642
Audit Fees	4,700	3,999
Accountancy Support	273	2,737
Accountancy/Independent Examination Fees	1,300	1,300

**4. Donations and Legacies**

	Unrestricted	Restricted	Total Funds	Total Funds
	Year Ended	Year Ended	Year Ended	Year Ended
	31st March	31st March	31st March	31st March
	2022	2022	2022	2021
	£	£	£	£
Donations	4,085	3,680	7,765	4,742
Donations (Migrant Destitution Fund)	-	39,177	39,177	31,783
Donations (Real Change Manchester)	-	5,961	5,961	21,817
	4,085	48,818	52,903	58,342

## Previous reporting period

	Unrestricted	Restricted	Total Funds
	Year Ended	Year Ended	Year Ended
	31st March	31st March	31st March
	2021	2021	2021
	£	£	£
Donations	4,742	-	4,742
Donations (Migrant Destitution Fund)	-	31,783	31,783
Donations (Big Change Manchester)	-	21,817	21,817
	4,742	53,600	58,342

## Notes to the accounts

## 5. Income from charitable activities

	Unrestricted Year Ended 31st March 2022 £	Restricted Year Ended 31st March 2022 £	Total Funds Year Ended 31st March 2022 £	Total Funds Year Ended 31st March 2021 £
<b>Unrestricted grants:</b>				
NHS Manchester CCG's	459,154	-	459,154	30,000
NHS Manchester CCG - NHSVR	30,000	-	30,000	-
Manchester City Council Nesta Wave	-	-	-	1,950
NAVCA VSEP	1,500	-	1,500	3,000
Forever Manchester	5,000	-	5,000	20,000
Manchester City Council Discretionary Grant	-	-	-	5,000
<b>Restricted grants:</b>				
Manchester City Council Hate Crime (Small Grants)	-	10,000	10,000	20,000
Manchester City Council Hate Crime	-	10,000	10,000	-
Manchester City Council	-	579,000	579,000	579,000
GM Moving c/o Greater Sports	-	-	-	75,000
GM Moving c/o Greater Sports - Moving Leadership	-	62,500	62,500	-
Forever Manchester (Big Change Manchester)	-	-	-	65,442
Allied London (Big Change Manchester)	-	-	-	8,778
Adept Corporation Services (Big Change Manchester)	-	-	-	8,779
Morrisons (Big Change Manchester)	-	-	-	5,000
Local Giving (Big Change Manchester)	-	-	-	2,865
GMCVO	-	-	-	45,380
GMCVO - Older People	-	99,620	99,620	-
NHS Salford CCG - Older People Mental Health	-	8,333	8,333	-
Groundwork - Kickstarter	-	6,064	6,064	-
Manchester Active	-	117,246	117,246	-
Greater Manchester Combined Authority (Small Grants)	-	13,800	13,800	18,000
Greater Manchester Combined Authority - Older People	-	37,500	37,500	-
Inspiring Change Manchester (Small Grants)	-	-	-	1,000
Shelter (Migrant Destitution Fund)	-	2,000	2,000	-
We Love Manchester (Small Grants)	-	-	-	500
Network for Social Change (Small Grants)	-	-	-	800
Manchester City Council Management Fees (Small Grants)	-	-	-	6,600
Manchester City Council - Household Support Fund	-	50,000	50,000	-
Citizen's Advice Bureau (Small Grants)	-	20,000	20,000	-
Manchester University (Small Grants)	-	-	-	846
Sport England	-	-	-	22,274
	<b>495,654</b>	<b>1,016,063</b>	<b>1,511,717</b>	<b>920,214</b>

## Notes to the accounts

## 5. Income from charitable activities

Previous reporting period

	Unrestricted Year Ended 31st March 2021 £	Restricted Year Ended 31st March 2021 £	Total Funds Year Ended 31st March 2021 £
<b>Unrestricted grants:</b>			
NHS Manchester CCG's	30,000	-	30,000
Manchester City Council Nesta Wave	1,950	-	1,950
NAVCA VSEP	3,000	-	3,000
Forever Manchester	20,000	-	20,000
Manchester City Council Discretionary Grant	5,000	-	5,000
<b>Restricted grants:</b>			
Manchester City Council Hate Crime (Small Grants)	-	20,000	20,000
Manchester City Council	-	579,000	579,000
GM Moving c/o Greater Sports	-	75,000	75,000
Forever Manchester (Big Change Manchester)	-	65,442	65,442
Allied London (Big Change Manchester)	-	8,778	8,778
Adept Corporation Services (Big Change Manchester)	-	8,779	8,779
Morrisons (Big Change Manchester)	-	5,000	5,000
Local Giving (Big Change Manchester)	-	2,865	2,865
GMCVO	-	45,380	45,380
Greater Manchester Combined Authority (Small Grants)	-	18,000	18,000
Inspiring Change Manchester (Small Grants)	-	1,000	1,000
We Love Manchester (Small Grants)	-	500	500
Network for Social Change (Small Grants)	-	800	800
Manchester City Council Management Fees (Small Grants)	-	6,600	6,600
Manchester University (Small Grants)	-	846	846
Sport England	-	22,274	22,274
	<u>59,950</u>	<u>860,264</u>	<u>920,214</u>

## 6. Income from other trading activities

	Unrestricted Year Ended 31st March 2022 £	Restricted Year Ended 31st March 2022 £	Total Funds Year Ended 31st March 2022 £	Total Funds Year Ended 31st March 2021 £
Training Income, Room hire and Other Charges	31,356	-	31,356	15,121
Management Fees	19,525	3,825	23,350	-
Fundraising Income	30	-	30	-
Fundraising Income (Migrant Destitution Fund)	-	24,861	24,861	29,627
Fundraising Income (Real Change Manchester)	-	-	-	2,890
	<u>50,911</u>	<u>28,686</u>	<u>79,597</u>	<u>47,638</u>

Previous reporting period

	Unrestricted Year Ended 31st March 2021 £	Restricted Year Ended 31st March 2021 £	Total Funds Year Ended 31st March 2021 £
Training Income, Room hire and Other Charges	15,121	-	15,121
Fundraising Income (Migrant Destitution Fund)	-	29,627	29,627
Fundraising Income (Big Change Manchester)	-	2,890	2,890
	<u>15,121</u>	<u>32,517</u>	<u>47,638</u>

## Notes to the accounts

## 7. Expenditure

	Activities £	Year Ended 31st March 2022 £	Year Ended 31st March 2021 £
<b>Expenditure on raising funds:</b>			
Promotional Expenses	3,207	3,207	-
Publicity	3,089	3,089	5,619
Events	1,488	1,488	60
	<u>7,784</u>	<u>7,784</u>	<u>5,679</u>
<b>Expenditure on charitable activities:</b>			
Employment Costs	695,740	695,740	728,742
Agency Staff	6,807	6,807	-
Recruitment	251	251	18,791
Staff Welfare	1,014	1,014	2,531
Research	-	-	5,000
Partnerships & Campaigns	1,950	1,950	2,783
Training	9,264	9,264	2,022
Rates	3,792	3,792	3,837
Subcontracted Services	64,708	64,708	54,797
Grants Paid	625,792	625,792	145,273
Consultancy	9,316	9,316	2,870
Payroll Bureau Fees	2,040	2,040	2,722
Childcare Fees	204	204	400
Bad Debts	226	226	80
Beneficiary Training	1,450	1,450	127
Recycling	97	97	-
Activity Costs	-	-	1,003
Organisational Development	15,056	15,056	10,107
Participation Expenses	2,378	2,378	2,383
Travel Expenses	4,517	4,517	2,145
Refreshments	552	552	252
Heat, Light & Water	3,455	3,455	2,280
Subscriptions	1,708	1,708	3,092
Security	1,038	1,038	200
Cleaning and Maintenance	6,890	6,890	7,682
Telephone	5,998	5,998	5,271
Rent	47,236	47,236	45,898
Computer Costs	22,938	22,938	22,217
Health and Safety	159	159	680
Miscellaneous	100	100	-
Bank Charges	624	624	799
Insurance	3,211	3,211	3,189
Governance and Support Costs	11,278	11,278	10,621
Post, Printing & Stationery	3,890	3,890	2,120
Depreciation	2,798	2,798	2,642
	<u>1,556,477</u>	<u>1,556,477</u>	<u>1,092,556</u>
<b>Other expenditure:</b>			
Irrecoverable VAT	16,153	16,153	12,547
	<u>16,153</u>	<u>16,153</u>	<u>12,547</u>
	<u>1,580,414</u>	<u>1,580,414</u>	<u>1,110,782</u>
Restricted funds		906,949	996,035
Unrestricted funds		<u>673,465</u>	<u>114,747</u>
		<u>1,580,414</u>	<u>1,110,782</u>

## Notes to the accounts

## 8. Allocation of governance and support costs

The breakdown of support costs and how these were allocated between governance and other support costs is shown below:

	General Support	Governance	Total 2022	Basis of apportionment
Audit Fees	-	4,700	4,700	type of expense
HR Support	4,542	-	4,542	type of expense
Legal Fees	-	450	450	type of expense
Professional Fees	13	-	13	type of expense
Accountancy Support	273	-	273	type of expense
Accountancy Fees	-	1,300	1,300	type of expense
	<u>4,828</u>	<u>6,450</u>	<u>11,278</u>	

	General Support	Governance	Total 2021	Basis of apportionment
Audit Fees	-	3,999	3,999	type of expense
HR Support	2,285	-	2,285	type of expense
Professional Fees	300	-	300	type of expense
Accountancy Support	2,737	-	2,737	type of expense
Accountancy Fees	-	1,300	1,300	type of expense
	<u>5,322</u>	<u>5,299</u>	<u>10,621</u>	

## 9. Analysis of grants

Analysis	Details	Grants to Institutions	Total
Real Change Manchester	Small grants paid to 12 institutions	46,515	46,515
Migrant Destitution Fund	Small grants paid to 17 institutions	50,493	50,493
NHS Manchester CCG's	OPENS Fund grants paid to 8 institutions	429,154	429,154
Hate Crime Awareness Grants	Grants of £750 paid to 16 institutions	12,000	12,000
Hate Crime Awareness Grants	Grants of £500 paid to 16 institutions	8,000	8,000
Household Support Fund	Small grants paid to 22 institutions	63,070	63,070
Eric Wright Trust Grants	Grants of £920 paid to 18 institutions	16,560	16,560
		<u>625,792</u>	<u>625,792</u>

## 10. Analysis of staff costs

	Year Ended 31st March 2022 £	Year Ended 31st March 2021 £
Wages and Salaries	627,882	662,306
Redundancy	-	-
Social Security Costs	49,599	51,841
Pension Costs	18,259	14,595
	<u>695,740</u>	<u>728,742</u>
Charitable activities	695,740	728,742
Support costs	-	-
	<u>695,740</u>	<u>728,742</u>

The average number of employees during the year was 25 (previous year: 27).

The charity considers its key management personnel comprises the trustees and Senior Manager. The total employment benefits, including employer pension contributions of the key management personnel were £41,791 (not including employer NI contribution) (previous year: £44,467 (including employer NI contribution)). No employee has benefits in excess of £60,000 (previous year: none).

## Notes to the accounts

## 11. Tangible Fixed Assets

	Refurbishment of Leased Premises	Office Equipment	Fixtures and Fittings	Website	Total
Cost				£	£
At 1st April 2021	9,127	93,430	23,321	9,670	135,548
Additions	-	-	639	-	639
At 31st March 2022	9,127	93,430	23,960	9,670	136,187
<b>Depreciation</b>					
At 1st April 2021	9,127	90,196	22,445	9,669	131,437
Charge for Year	-	2,159	638	1	2,798
At 31st March 2022	9,127	92,355	23,083	9,670	134,235
<b>NET BOOK VALUE</b>					
At 31st March 2022	-	1,075	877	-	1,952
At 31st March 2021	-	3,234	876	1	4,111

## 12. Analysis of debtors

	2022	2021
	£	£
Debtors	100,455	32,160
Prepayments	16,034	17,015
	116,489	49,175

Debtors and prepayments comprise £108,183 restricted funds and £8306 unrestricted funds (2021: £16,841/£32,334).

## 13. Creditors: amounts falling due within one year

	2022	2021
	£	£
Creditors	10,136	22,459
Short-term compensated absences (holiday pay)	4,503	-
Other creditors and accruals	6,889	6,155
Deferred income	12,757	459,154
Taxation and social security costs	42,112	42,389
	76,397	530,157

## 14. Deferred income

Deferred income comprises Manchester CCG Grants to be distributed to third parties and grants received in advance of the next financial year.

Balance as at 1st April 2021	459,154
Amount released to income earned from charitable activities	(459,154)
Amount deferred in year	12,757
Balance at 31st March 2022	12,757

## Notes to the accounts

## 15. Analysis of charitable funds

## Analysis of movements in restricted funds

	Balance at 1 April 2021	Incoming Resources	Resources Expended	Transfers	Balance at 31 March 2022
	£	£	£	£	£
Manchester City Council Hate Crime	585	10,000	(12,000)	1,415	-
Small Grants (see note 5 for funder breakdown)	(23,063)	43,800	(8,017)	26,363	39,083
Department of Communities and Local Government	4,895	-	-	-	4,895
GM Moving c/o Greater Sports	30,696	-	(428)	-	30,268
Real Change Manchester	60,068	5,961	(51,683)	-	14,346
Real Change Manchester Administration	-	3,825	(11,263)	7,438	-
Migrant Destitution Fund	3,446	66,038	(53,190)	-	16,294
GMCVO	(3,313)	-	(102)	3,415	-
GMCVO - Older People	-	99,620	(69,748)	3,996	33,868
Manchester City Council	26,838	579,000	(442,234)	-	163,604
GM Moving c/o Greater Sports - Moving Leadership	-	62,500	(52,834)	-	9,666
NHS Salford CCG - Older People Mental Health	-	8,333	(8,333)	-	-
Groundwork - Kickstarter	-	6,064	(41,335)	35,271	-
Manchester Active	(51,573)	117,246	(41,169)	-	24,504
Greater Manchester Combined Authority - Older People	-	37,500	(25,066)	-	12,434
Manchester City Council - Household Support Fund	-	50,000	(63,070)	13,070	-
Eric Wright Trust	273	3,680	(16,560)	12,607	-
The Booth Centre (Manchester Homeless Partnership) **	-	-	(9,896)	-	(9,896)
Manchester City Council Learning Disability Stocktake	13,953	-	-	-	13,953
Sport England	2,582	-	(21)	-	2,561
	<u>65,387</u>	<u>1,093,567</u>	<u>(906,949)</u>	<u>103,575</u>	<u>355,580</u>
General Fund	642,386	551,332	(673,465)	(103,575)	416,678
Total Funds	<u>707,773</u>	<u>1,644,899</u>	<u>(1,580,414)</u>	<u>-</u>	<u>772,258</u>

\*\* The Booth Centre restricted overspend of £9,896 is cleared in early April 2022 by income being received in respect of this expenditure.

## Previous reporting period

	Balance at 1 April 2020	Incoming Resources	Resources Expended	Transfers	Balance at 31 March 2021
	£	£	£	£	£
Manchester City Council Hate Crime 2020	585	-	-	-	585
Small Grants (see note 5 for funder breakdown)	-	47,746	(70,809)	-	(23,063)
Department of Communities and Local Government	4,895	-	-	-	4,895
GM Moving c/o Greater Sports	(1,707)	75,000	(42,597)	-	30,696
Big Change Manchester	-	115,571	(55,503)	-	60,068
Migrant Destitution Fund	-	61,410	(57,964)	-	3,446
GMCVO	34,964	45,380	(83,657)	-	(3,313)
Manchester City Council	345,925	579,000	(552,162)	(345,925)	26,838
Eric Wright Trust	(29,265)	-	-	29,538	273
Our Manchester Investment Fund	16,287	-	(47,946)	31,659	-
Manchester LP/Manchester Active	-	-	(51,573)	-	(51,573)
Manchester City Council Learning Disability Stocktake	13,953	-	-	-	13,953
Sport England	14,132	22,274	(33,824)	-	2,582
	<u>399,769</u>	<u>946,381</u>	<u>(996,035)</u>	<u>(284,728)</u>	<u>65,387</u>
General Fund	391,782	80,623	(114,747)	284,728	642,386
Total Funds	<u>791,551</u>	<u>1,027,004</u>	<u>(1,110,782)</u>	<u>-</u>	<u>707,773</u>

The historic restricted fund balance of £345,925 relates to a contract with Manchester City Council which has been completed satisfactorily. Surpluses to which the charity is contractually entitled (having fulfilled the terms of the contract) are, in the absence of any other specific restriction, general in nature and so the balance remaining has been transferred to general, unrestricted funds.

Notes to the accounts

15. Analysis of charitable funds

Analysis of movements in restricted funds

Name of restricted fund:	Description, nature and purpose of the fund
Manchester City Council Hate Crime	Hate Crime Awareness grants - following the MEN Arena bombing, these grants to promote social inclusion
Small Grants (see note 5 for funder breakdown)	A number of small grants used for Food Providers Fixtures and Fittings grants and No Child Should Go Hungry grants
Department of Communities and Local Government	grant for feasibility study into the acquisition of property
GM Moving c/o Greater Sports	A development programme around system leadership for partners working across Greater Manchester
Real Change Manchester	A grant to administer running grant schemes for homeless people
Real Change Manchester Administration	A donation to cover the administration costs of Real Change Manchester which distributes grants to people facing homelessness
Migrant Destitution Fund	A grant to administer running grant schemes for people with no recourse to public funds
GMCVO	Grant for Older Peoples' Support Network and devolution
GMCVO - Older People	Funding to support the Greater Manchester Older People's Network (originally part of the GM Ambition for Ageing programme)
Manchester City Council	To deliver infrastructure support service
GM Moving c/o Greater Sports - Moving Leadership	To deliver masterclasses and discussions to build the development of system leadership approaches between public and VCSE organisations
NHS Salford CCG - Older People Mental Health	Funding to support a mental health focus in the Greater Manchester Older People's Network - from GM health and Social Care Partnership but routed through NHS Salford
Groundwork - Kickstarter	Government funding scheme to create short term job placements to give employment experience. Macc created three opportunities to be funded through this programme though only one was appointed to
Manchester Active	Funding to support a development worker role and grants programme to increase engagement of VCSE organisations in supporting physical activities (e.g. walking sports, etc.)
Greater Manchester Combined Authority - Older People	Funding to support the Greater Manchester Older People's Network (originally part of the GM Ambition for Ageing programme)
Manchester City Council - Household Support Fund	Grant fund to administer costs from Manchester City Council. Macc was commissioned to issue grants to individuals and families facing hardship due to the Cost of Living Crisis using the similar referral partner model to our other programmes such as Real Change Manchester and Migrant Destitution Fund GM
Eric Wright Trust	To distribute as small grants
The Booth Centre (Manchester Homeless Partnership)	Funds for hosting a worker to support Manchester Homelessness Partnership
Manchester City Council Learning Disability Stocktake	For learning and disability services
Sport England	To support Skills Share volunteering opportunities in communities

16. Analysis of net assets between funds

	Unrestricted funds	Designated funds	Restricted funds	Total 2022
	£	£	£	£
Tangible fixed assets	1,180	-	772	1,952
Cash at bank and in hand	432,158	-	298,056	730,214
Other net current assets/(liabilities)	(16,660)	-	56,752	40,092
<b>Total</b>	<b>416,678</b>	<b>-</b>	<b>355,580</b>	<b>772,258</b>

	Unrestricted funds	Designated funds	Restricted funds	Total 2021
	£	£	£	£
Tangible fixed assets	3,020	-	1,091	4,111
Cash at bank and in hand	1,081,800	-	102,844	1,184,644
Other net current assets/(liabilities)	(442,434)	-	(38,548)	(480,982)
<b>Total</b>	<b>642,386</b>	<b>-</b>	<b>65,387</b>	<b>707,773</b>

## Notes to the accounts

**17. Financial Instruments**

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

**18. Operating leases**

The total of future minimum lease payments under non-cancellable operating leases are:

	<b>Land and Buildings</b>	<b>Land and Buildings</b>
	<b>2022</b>	<b>2021</b>
	<b>£</b>	<b>£</b>
Payable within one year	37,000	37,000
Payable between 2 and five years	18,500	56,250
	<u>55,500</u>	<u>93,250</u>

Lease payments recognised as expenses, including service charges, are £47,236 within rent.

**MANCHESTER COMMUNITY CENTRAL**

England & Wales - Charity number 1145921

---

# Accounts

---

## **MANCHESTER ALLIANCE FOR COMMUNITY CARE LTD.**

### **ANNUAL REPORT AND ACCOUNTS FOR THE YEAR ENDED 31ST MARCH 2021**

---

The trustees present their annual directors' report and financial statements of the charity for the year ended 31st March 2021 which are also prepared to meet the requirements for a directors' report and accounts for Companies Act purposes.

The financial statements comply with the Charities Act 2011, the Companies Act 2006, the Memorandum and Articles of Association, and the Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015).

### **Objectives and Activities**

---

The objectives of Macc as set out in the governing document are:

*To promote any charitable purposes for the benefit of the public, principally but not exclusively in the local government area of Manchester and its environs (hereinafter called the area of benefit) and, in particular but not exclusively by*

1. *Promoting the third sector by:*
  - a. *building the capacity of third sector organisations and provide them with the necessary support, information and services to enable them to pursue or contribute to any charitable purpose;*
  - b. *promoting volunteering within the sector;*
  - c. *organising and facilitating co-operation and partnership working between third sector, statutory and other relevant bodies.*
2. *The promotion of good health of the local community.*
3. *The promotion of equality and diversity for the public benefit by:*
  - a. *advancing education and raising awareness in equality and diversity;*
  - b. *promoting activities to foster understanding between people from diverse backgrounds;*
  - c. *conducting or commissioning research on equality and diversity issues and publishing the results to the public;*
  - d. *cultivating a sentiment in favour of equality and diversity.*

*'Third sector' means charities, voluntary organisations and social enterprises.*

In order to achieve these charitable objectives, Macc developed a model (based on NCVO's Value of Infrastructure programme) to show the range of services and activities which we now deliver - see diagram below. This model has been in place since 2011 when Macc formally took on the role of lead voluntary sector infrastructure agency in Manchester. This is a significant part of the context for the organisation: despite Macc itself having been established in the 1980s, the current incarnation of Macc is still relatively young compared to equivalent organisations in other major cities.

Macc's approach is to ensure that all of these functions are delivered by an organisation with a strong track record and high profile within Manchester: the activities, projects and services reflected in the accounts. Macc remains focused on four main aims inherent in the model and reflective of the values of the organisation:

- Aim 1: To ensure that active and empowered citizens have diverse opportunities to make a positive difference. Objective: to support more local volunteers to find diverse and high quality local opportunities.
- Aim 2: To make Manchester a diverse and positive place to live and work. Objective: Improved match and response of voluntary and community action to diverse communities and needs.
- Aim 3: To influence decision-making in Manchester through high profile voluntary and community action. Objective: The VCS is enabled to be more influential and successful.
- Aim 4: To improve the performance and prosperity of the Manchester voluntary and community sector through effective use of resources. Objective: Through and with the voluntary and community sector, effective and sustainable use of resources is maintained and improved.

During 2015 we developed a new business plan covering the period to 2020. This plan retains broadly the same aims but realigns the objectives to fit with Macc's developing role as a civic foundation. This is addressed in the narrative of Achievements and Performance.

A new strategic framework was agreed by Macc's Board of Trustees in March 2020 to take effect from April 2020 onwards. At least that was the plan....the strategy was approved at the Board meeting at the very moment that the Prime Minister was announcing the first national lockdown due to the Covid19 pandemic. Macc therefore moved very quickly to adapt its strategy to focus on enhancing the capacity of the VCSE sector to respond to the pandemic and its impacts in local communities.

#### How our activities deliver public benefit

The trustees confirm that they have referred to the Charity Commission's guidance on public benefit when reviewing the Charity's aims and objectives, in planning future activities, and setting the policies for the year. The charity furthers its charitable purposes for the public benefit through the following:

Macc's activities benefit voluntary sector organisations, individuals and the interaction between the statutory sector and the voluntary and community sector in Manchester and its environs. The Trustees have considered Public Benefit in accordance with the guidance issued by the Charity Commission and have concluded

1. That the aims of the organisation continue to be charitable
  2. That the aims and the work done give identifiable benefits to the charitable sector and both indirectly and directly to individuals in need
  3. That the benefits are for the public, are not unreasonably restricted in any way and certainly not by ability to pay
  4. That there is no detriment or harm arising from the aims or activities.
-

## Achievements and Performance

---

For many years this voluntary sector “infrastructure” in Manchester very fragmented, with a large number of agencies providing a variety of roles: at one point 18 different organisations were involved and yet there were major gaps: e.g. no Volunteer Centre. The history is long, complicated and open to a large amount of interpretation. But a landmark was achieved in May 2013 when Manchester City Council issued a single tender for the full range of support to the local VCSE sector (information, capacity building, volunteering, policy, representation and engagement). The tender itself was an achievement for Macc since it showed that we had proved the case made over many years that those functions needed to be joined together in order to generate greatest impact. This had been a stated ambition of our bid for the capacity building service in 2009. We were successful in bidding for the new contract in 2013 which represented not only stability and security for the organisation and fresh opportunities to develop the role of the sector in Manchester, it also showed that Macc had delivered on its ambition and its promise to develop into the organisation Manchester needed. That contract was re-tendered in 2019 and Macc was once again successful, consolidating a decade of developing support for the VCSE sector in the city. There is always more to be done and room for improvement but this consolidation of the role and position, particularly in the context of Manchester’s infrastructure history, was a major achievement.

The period covered by this report saw a sudden and massive diversion from Macc’s strategic plans to continue to build on this history and, in the context of the increasing role of Greater Manchester as a city region – and yet in a sense the capability and mandate for the organisation to respond operationally and strategically demonstrates the fundamental value of a local infrastructure organisation with core functions around support, volunteering, collaboration and communications. Macc’s achievements and performance during this first year of Covid19 are therefore reported below in accordance with the revised priorities established by the Trustees:

In practical terms, staff immediately began to work from home using remote tools such as Zoom and Teams in addition to our existing system. Office phone numbers were redirected to staff mobiles on a rota. In the initial weeks – before the Council’s “Community Hub” was established – the number of calls was high and included many requests from local people for direct support.

The decision was taken quickly that no staff would be furloughed and projects would be reviewed / adapted to provide support in the response. We contacted all our funders and commissioners to request permission / seek clarification on how we could repurpose the funds and planned activities to contribute to our ability to support the local sector in responding to the crisis. Without exception, all the flexibilities and variations we requested were agreed.

We launched an immediate programme of support with emergency volunteering, guidance for VCSE groups, collaboration and networking meetings, webinars, social media campaigns and strategic influencing (at Manchester and Greater Manchester levels as well as contributing to national work): essentially a “Covid-specific” version of Macc, put in place through a rapid transition to enable Macc to operate fully remotely.

Before going on to describe the work, we believe it is important to note that the ability to respond in such a crisis again reinforces the need for the kind of local VCSE infrastructure Macc has developed over the years, as described above:

- A local infrastructure organisation builds a network of relationships - fostered and protected over years. It is these relationships that matter most when crisis hits: infrastructure acts as catalyst and connector which helps action to be put in place rapidly.

- The coordination and networked approach to VCSE leadership that infrastructure supports enables collective action which makes a difference to local people, supporting and enhancing the sector's ability to respond in a crisis.
- Infrastructure organisations are small charities with finite resources but as part of the civic landscape, Macc not only works to sustain the urgent and emergency response but also thinks about and works towards recovery and resilience.
- Building back better will require the critical work of local VCSE organisations to be strengthened by investing in them and their supporting their capacity and capability to transform and adapt – again, a key role of VCSE infrastructure.

#### **Covid19 response activities:**

1. Self-serve support - An important part of the support provided to the sector was the development of relevant resources on Manchester Community Central's specially developed Covid19 "microsite". This featured:

- General briefings and information - Essential advice and Awareness resources – including information in different languages and formats (something Government had noticeably failed to provide)
- Funding sources – crisis funds for VCSE organisations and individual hardship funds for residents. This was in addition to our existing funding portal and captured the rapidly changing range of emergency funding schemes.
- Guidance on planning and adapting services to work remotely and safely.
- A guide to Personal Protective Equipment (PPE) for the VCSE Sector.
- Guidance on planning and adapting - including staffing issues, governance, managing a funding crisis, safeguarding, operational issues, guidance on working with different sectors of the community, staff safety, premises and – in due course – reopening.
- Support and guidance for emerging Mutual Aid Groups to develop safe practice.
- A "Tell us What You Need" form for requests for support / information so that Macc could understand any additional challenges groups were faced with.

2. Training and Webinars

We put in place a programme of online sessions to provide ongoing support and rapid learning opportunities for groups in developing their response. Topics covered included:

- Furlough scheme
- Fundraising in the time of Covid-19
- Resilience webinars on individual wellbeing and team resilience
- Keeping people engaged and connected
- Virtual collaboration and engagement
- Safeguarding in the community

- Safeguarding while working with people remotely – 11 June
- Planning for re-opening
- Capturing

### 3. One-to-one support for VCSE organisations

Initially our helpline received many crisis calls regarding sourcing food parcels, needing volunteers or wanting to volunteer, PPE requests, various emergencies (e.g. supporting friends and relatives who are not geographically near to the caller); advice on furloughing, digital support. Our support programme of resources and webinars provided solutions to many of these and individual requests for support were routed through to the Council's "Community Hub" established some weeks later.

Over time requests shifted to more routine support: finding funding, new groups wanting to establish a legal structure; policies (some organisations took the opportunity to review their working practices) and business planning. As restrictions and regulations eased, we responded to requests for support on how to plan a return to physical work places and services, conduct risk assessments and plan for the future.

### 4. Volunteering

The Volunteer Centre stood down its usual offer to build and launch the COVID-19 Community Volunteering offer. This was established to serve both volunteers and people who manage and coordinate them with a simple and effective process to identify needs and respond to them via the brokerage of voluntary effort.

To complement this, we produced a COVID Volunteering Guide shared with all volunteers at the point of registration. This included guidance on how to keep yourself and others safe whilst volunteering in the context of the COVID-19 crisis, intended to supplement any specific guidance given by the organisation that is involving volunteers. The document was updated in accordance with any new intelligence or guidance.

Mindful of the fact that many people during lockdown were stuck at home (for reasons such as self-isolation and shielding), we launched a Heroes from Home campaign which shared lots of ways to support charities and good causes remotely. This was accompanied by a recruitment to a microvolunteering opportunity to work with Macc using social media to share our Kindness Stories campaign to encourage connection and solidarity.

Working in partnership with Tech4Good we launched the Help a Charity scheme to match tech volunteers with charities to help them with digital adaptation and tech development.

We maintained the Volunteer Coordinators Forum as an online space for people who are responsible for managing volunteers - including some that were new to such a role through redeployment or circumstances arising from the pandemic response. The forum highlighted and addressed various challenges that are currently associated with volunteer recruitment, retention and management - including:

- Task management
- Remote Volunteering - and Risk Management
- Recruiting remotely

- Access and inclusivity to volunteering
- Safer Recruitment
- Tools and resources

We felt it was more important than ever to ensure a strong celebration of Volunteers Week 2020: not only to recognise crisis response volunteering but also the volunteers who work in communities all throughout the year. In preparation for Volunteers' Week we offered free Storytelling for Volunteers' Week and Social Media for Volunteers Week training. These were aimed at empowering and equipping voluntary organisations with the skills to better raise the profile of volunteering and the contribution volunteers make to our city. Each year we work in partnership with the Lord Mayor's office to issue certificates to any volunteer in Manchester, whether they're a citizen who is volunteering or someone who is volunteering in Manchester. This year these certificates were issued electronically and instead of the previously planned reception with the Lord Mayor at The Grad Hall at the Whitworth we collaborated to put out a video with the Lord Mayor, thanking volunteers for their time. 730 certificates were given out and we produced a video with Lord Mayor of Manchester thanking volunteers in place of our usual in-person reception event. During the week we also published 9 original volunteer stories from organisations we work with year round as well as using our social media platforms to highlight local organisations who were recognising their volunteers and sharing stories.

Macc's Hour Manchester project (developing timebanking and mutual support in communities) has been repurposed to focus on supporting the range of Mutual Aid Groups and neighbourhood schemes which have grown across the city in response to lockdown. Mostly organised through Facebook and WhatsApp, these informal groups operate on high levels of trust and there were major concerns about risks of exploitation. Our work focused on bringing MAGs together to discuss and share safe practice and practical issues such as shopping, handling money, etc. We established a Facebook group for MAG Admins to provide support and shared learning. We supported people setting up new groups and brought MAG admins together for a Zoom meeting. All volunteers on our database were also directed to their local MAGs as an opportunity to get involved in the community response. We also mapped MAGs by the area they cover and these are available on our website:

A key early success was persuading the GM Mayor to shape his volunteering ask of local people around directing and connecting to local volunteer centres and functions in each borough. The rapid development of GM Volunteering avoided much potential duplication and confusion at an early stage <https://volunteergm.org/> was put together based on Macc's advice. To complement this we worked with other 10GM partners to develop a GM Volunteering Resource pack with examples of role descriptions and risk assessments and examples to support the local operation of the NHS Volunteer Scheme.

In late 2020, Macc led a successful GM bid to NHS England and Improvement to deliver a project to investigate how the NHS Volunteer Responders scheme had been embedded across Greater Manchester. The project aims to understand how, where and why NHS Volunteer Responders has been used; where integration has taken place, and explore new ways of using the programme.

#### Vaccination Volunteers

In mid-December 2020, a recruitment microsite was built and launched to support Manchester Health and Care Commissioning and the Local Care Organisation to recruit volunteer marshals for the Covid19 vaccination sites across the city (North, Central and South). By the beginning of

February, there had been over 3,000 expressions of interest and recruitment was closed to further applications at the request of MHCC.

## 5. Leadership

Macc's team rapidly learned how to facilitate large events on Zoom in order to be able to hold Voluntary Sector Assembly events, briefings and webinars to:

- brief the VCSE sector about what is going on locally and nationally, and provide links to useful resources
- give a space where VCSE organisations can talk to each other about what is going on, how they are adapting and learn from each other
- find out the needs of the VCSE sector so that Macc can attempt to meet those needs and/or pass on those needs to the local, regional and national forums we are involved in
- listen to and assess the overall impact of the COVID-19 crisis on the VCSE sector

The first briefing took place in April 2020 and feedback from the 70+ participants was extremely positive and gave us a lot of insight into the challenges groups – and workers individually - were facing. A key point made by many people was that they were simply glad to see each other and feel part of a collective effort in the city's response. Events included:

- General briefing on Covid19
- Wellbeing for Staff and Volunteers Working Remotely
- Manchester City Council Update on Covid-19 Response
- Influencing the Future Direction of Services
- Manchester City Council Update on Covid-19 Test, Track and Trace

We also convened smaller events as Covid variant outbreaks began to appear in the city – for example focusing on Moss Side and Hulme.

We increased the frequency of Community Explorers meetings to take place fortnightly on Zoom, hosted by Macc to provide a space for health, social care and VCSE colleagues to connect at locality level (North, Central and South Manchester). This was in response for a request from participants to have space for collaboration, mutual support and sharing learning.

With established VCSE Assembly meetings, Community Explorers events and webinars, we did not initially stand up more regular VCSE Leaders Meetings due to being conscious of the pressures leaders and organisations were dealing with. A WhatsApp group was set up by the CEO of Macc in March to provide a quick way of connecting and some mutual moral support. However, as we started to see the easing of the first lockdown and discussions around recovery planning, we established a weekly Zoom call for VCSE leaders to keep in touch with developments and build shared messages around influencing the city's Recovery Plan. This provides a forum for engaging with larger VCSE organisations as part of the plan while the wider Assembly events and briefings provide spaces for smaller groups to engage.

A recurring theme in all these conversations was the need to consider the VCSE sector workforce – something Macc had been promoting pre-Covid. The impact of the lockdown and prolonged stress on the VCSE workforce in responding to the crisis had been overlooked as focus on frontline workers main focused on those in public sector bodies such as the NHS. As the VCSE

sector is mostly relatively small organisations there is limited if any access to staff wellbeing programmes. Low staffing levels from funding reductions over the last 10 years coupled with increased demand also mean a great deal of staff were working with over and above what could be sustained – even the surge in the numbers of people coming forward to volunteer created additional challenges in terms of management and capacity. We heard many conversations about “leader fatigue” from VCSE leaders who have kept going during the crisis and worked with GM Health and Social Care Partnership to highlight workforce wellbeing in the VCSE sector as an urgent need; supporting the development of the GM Workforce Wellbeing Toolkit so that it was suitable for use by VCSE organisations and arranging briefings and webinars on wellbeing topics. To support our sector colleagues and thank them for their efforts we created some space where people can come together to do something for themselves, just for fun. The first of these workforce wellbeing taster sessions took place in March 2021 and was delivered by Bollyfit Active CIC (a contributor to one of our No Going Back reports) offering the opportunity for VCSE sector staff to sample one of their sessions. Further activities are planned for 2021/22.

Once the workforce vaccination programme started in January 2021, we were able to put in place a system for VCSE frontline staff to get access to vaccinations (before the wider public programme rollout) through a registration process administered by Macc.

## 6. Grants

From the start of lockdown we opened 2 hardship grants programmes which gave individual funds to people faced with homelessness and refugees and migrants with No Recourse to Public Funds. Big Change Manchester – an existing programme - transferred to Macc at the start of April 2020. Grants were distributed weekly via referral partners from the VCSE sector. The GM Migrant Destitution Fund ran on a similar model supported by a group set up under the Manchester Homelessness Partnership. This was originally meant to relaunch during Refugee Week in June 2020 but the launch was advanced as lockdown started so that the Fund could support destitute migrants in dealing with these additional challenges. Through a mix of fundraising and bids, over £30,000 was raised for distribution since it opened for donations in the last week of March 2020.

We also delivered a programme of grants to food providers – funded by a number of sources including GMP, GM Mayor’s Office and MHCC. This focused on one-off grants for fixtures and fittings – in response to feedback from food providers that the need for additional equipment was a barrier to capacity as most other funds were focused on delivery costs. We focused particularly on organisations providing culturally appropriate food and those which were not traditionally food providers but had set up emergency provision as part of their response. We issued further mini grants to food providers as part of the No Child Should Go Hungry campaign during February 2021. These were all targeted at organisations within and led by Black, Asian and Minority Ethnic communities to support culturally appropriate food provision.

## 7. Collaboration

We worked with public sector partners to build support ecosystem which could connect across the 13 neighbourhoods structure in Manchester using the capacity and connections of the Integrated Neighbourhood Team Leads and Health Development Co-ordinators with whom we already had established relationships. Our planned approach, developed through conversations at the Community Support Partnership convened by the Council, was to establish 3 locality hubs

in collaboration with Housing Associations and use these as a practical organising base for community support (including food and welfare). From these would flow data about referrals to VCSE organisations, pressures and gaps in community support which we could follow up with offers of support such as additional volunteers, help in finding funding, etc. This model was not implemented due to the Government's decision to require local authorities to establish a Community Response Hub in each area and Manchester's decision to have a single central unit for all enquiries and establish a network of food provider organisations.

We instead focused on creating an open system for gathering and sharing live data about active services which are available in each neighbourhood and/or on a city wide footprint link here – particularly important as the service offer from many VCSE groups had of course changed due to lockdown conditions. These were set up as north, central and south and city-wide and available on our website for anyone to use (containing only public information) and with editing rights restricted to Macc staff and the agreed neighbourhood leads. There was some reluctance to work with this by some partners due to concerns about information sharing (even though it is all public information) and the lack of data capture at the Community Hub about referrals to the VCSE sector - which had been agreed with Macc so that we could approach those organisations with offers of support and assistance. Thanks to a pot of £25K in emergency funds provided by Manchester Health and Care commissioning we were able to make a small number of strategic investments in VCSE sector capacity – such as adding to a post at Fareshare to source surplus food for onward distribution – but it has been difficult to track the scale of VCSE activity driven by the central Council helpline due to the absence of data capture. We have fed this learning in locally and at Greater Manchester level.

We also worked with Council and NHS colleagues to develop the city's approach to communications and engagement. Initially we helped gather information on the range of community languages and accessible formats which VCSE organisations asked for Covid information to help their own work. This eventually evolved into the production of a regular Community Toolkit prepared by the Council coms team which was distributed around the sector by Macc and other partners.

Our **SkillGivers** programme originally focused on brokering employer supported volunteers to assist VCSE organisations which deliver sport and physical activities in specific parts of Manchester and Salford. This was repurposed to provide general connections between VCSE organisations and businesses and match offers and asks. Alongside this we maintained our support for Greater Manchester Social Value Network which has over 400 members from all sectors across Greater Manchester working to promote and incorporate social value principles across Greater Manchester. Macc hosts the cross sector steering group, which aims to influence stakeholders, policy and strategy at the GM level by collecting information, supporting organisations to deliver social value and aims to influence behaviour of a range of individuals and organisations with a stake in social value. This provided a valuable network to encourage further collaboration with businesses and kept a focus on developing social value as part of the approach to recovery. In January 2021, the GM Social Value network held a conference for one hundred of its members to promote the recently produced manifesto document, which outlines what GMSVN think needs to happen to ensure Social Value remains at the heart of agendas around the economy, the environment, devolution, business behaviour, society, and procurement. The conference was supported by several of the network's patrons, including Hazel Blears and Rebecca Birkbeck (CO-OP). Greater Manchester Mayor, Andy Burnham was one of the speakers at the conference and is currently working with the network on potential joint

working opportunities. At the end of the period, the GMSVN Steering Group met with the Mayor of GM to discuss how the network could support the GM Strategy.

## 8. Influencing

Macc represented the VCSE sector on some key meetings in the city's Covid response structures. While normally it would have been our preference to support other VCSE representatives, we took the decision that this was an extra burden on extremely stretched VCSE leaders (who would have to attend not only the meetings but also feedback at Assembly events, etc.) and therefore did not seek to enlist other VCSE representatives in this work.

- Covid19 Local Response Group (weekly) – The main citywide co-ordination meeting chaired by the Director of Public Health.
- Community Support Group (weekly then fortnightly) – a subgroup to look at developing local humanitarian support by developing locality hubs delivered through cross sector partnerships – which ultimately became the Council's city-wide hub.
- Communications (weekly) – liason with Council and CCG coms leads.
- Out of Hospital Silver (weekly then discontinued)

Through the GM VCSE Leadership Group Macc also fed into the GM Humanitarian Assistance Group – essentially a GM collective of the Community Support Group, exploring how different boroughs have responded, sharing learning and feeding shared issues to GM level so they can be resolved collectively or put through national channels – e.g. feedback about the shielded group systems and the food response, the different approaches to Community Hubs. The VCSE sector has a standing item on the agenda for feedback, flagging up risks and sharing insights.

As well as collating data about the wide range of crisis grant funds, Macc worked to build a strategic picture of the funding environment for the sector in the short and long term and to build collaboration with funders (learning from the funding response after the MEN Arena attack). In April, Macc and 10GM partners sought a meeting with Dawn Austwick, CEO of The National Lottery Community Fund to discuss prioritisation, the issues relating to the release of the HM Treasury Funding and build a collaborative approach across GM. This led to fortnightly meetings with GM officers from The National Lottery Community Fund to build co-ordination with capacity building support, sharing data about successful and unsuccessful applications so we can map communities and areas which are not getting investment and make a proactive offer of support.

Forever Manchester were given responsibility for distributing National Emergencies Trust funds across GM. Macc liaised with them, receiving weekly updates on applications (successful, unsuccessful and £ amount).

Macc worked with the Council's OMVCS team and Young Manchester to establish an agreed strategy for funders in Manchester to meet short, medium and longer term needs of VCSE organisations. This group continues to meet formally with additional partners including Forever Manchester, We Love Manchester and The National Lottery Community Fund.

We also supplied evidence and feedback through national VCSE structures such as NAVCA and NCVO on matter such as the funding pressures on local VCSE organisations (as part of the #EveryDayCounts campaign and the subsequent #NeverMoreNeeded campaign) including a meeting with the Minister for Civil Society and case studies for use in presentations to Ministers.

## 9. Impact Assessment

Our approach to capturing the impact of Covid19 on the local VCSE sector and communities was through active listening – feedback from conversations and events (including polls at VCS Assembly events) were compiled at a weekly “sitrep” meeting in order to drive actions for Macc or to be raised with partners. We made a deliberate choice not to launch a survey as there were already far too many surveys around and VCSE organisations were complaining at the number of surveys. We worked with partners map out who is conducting with groups so we can collectively cover a large number of organisations in some detail and collate the findings. Our **State of the Sector** survey (conducted every 3 years or so) was due to be launched in 2020 but was initially postponed to later in the year in collaboration across the 10 GM boroughs.

During summer 2020 we conducted a number of interviews with VCSE leaders about their work in the response to the pandemic and their thoughts on the future. This produced a report entitled “**No Going Back**” which featured articles from 22 VCSE leaders as well as a series of videos celebrating their efforts, raising issues of inequalities and their concerns about the long term impact such as on people’s physical and mental wellbeing. This report was followed up in March 2021 with “No Going Back – Gorton and Levenshulme” a deep dive into looking at how grassroots community organisations responded in one of the 13 Manchester neighbourhoods again focusing on learning, issues and how collaboration worked.

Late in 2020, we began conversations with groups concerned about **premises**: many reporting they had lost previous arrangements, could not find venues which were currently open to deliver activities (even through the activities themselves are permitted in some cases) or that they are unable to book venues to be able to launch face to face activities as soon as restrictions allow, signifying a potential slow recovery. This led to report called “Room to Rent” which examined the impact on organisations which had their own rented premises and establishing a VCSE Premises Working Group to share concerns and challenges around venues due to lockdown restrictions as well as offers of room/ venue hire availability and with appropriate Covid safety measures in place.

## 10. Other work

Our established **GM Older People’s Network** focused on maintaining contact with members through regular Zoom meetings, phone calls and a newsletter. We felt it was important to sustain this work not only to support the existing members but also to capture positive stories of how older people faced lockdown and use these as a campaign to counterbalance the media stories which have focused on isolation and vulnerability.

Likewise, we developed a social media campaign **#ManchesterKind** sharing stories of community-led responses to Covid19 and the lockdown. Over 40 have been shared so far with more in the pipeline. <https://www.manchestercommunitycentral.org/coronavirus-advice-and-resources/manchester-kindness-stories>

Continuing our annual **Spirit of Manchester Awards** programme was a priority for Macc to tell the story of the community response to Covid19, creating the biggest act of organised kindness in the history of Manchester. Of course, the usual Awards event would not be appropriate in 2020 due to Covid restrictions, so we organised an online event to bring everyone together, to find a way for people across Manchester to tell that story together, to unite simply to say THANK YOU. Macc organised an evening webcast, with lots of stories being shared in Macc videos,

posting comments and the sector sending in its own messages of thanks, their shout outs to friends and colleagues and allies. Somewhere along the way over 23,000 people watched either live on the night or in the following days. Macc produced a brochure to capture all of the stories. As could be seen on the night, we got good engagement via the YouTube chat and social media. The main feedback is that people welcomed the positive tone of the event, particularly after a long difficult year.

The above, while extensive, still does not cover all the activities that Macc undertook in the first year of the response to the Covid19 pandemic. However, we would like to record formally here our thanks to our staff team, volunteers and thousands of colleagues in the VCSE sector, public agencies and local businesses with whom we worked to help Manchester's communities during a period unlike anything any of us have ever seen before.

## Financial Review

---

Income for the year was £1,027,004 and expenditure was £1,110,782 giving a net deficit for the year of £83,778. At the year end the total funds of the charity were £707,773 of which restricted funds were £65,387 and unrestricted reserves were £642,386

### Principal Funding Sources 2020-2021

- **Manchester City Council – Infrastructure Contract (2019-present):** A contract won by competitive tender to provide a range of support services for the local voluntary, community and social enterprise sector: capacity building, the Volunteer Centre, representation of the sector and building relationships with the public and private sectors. This contract, which had been in place since 2013, was the subject of a codesign process in early 2019 and was subsequently re-tendered in summer 2019. For the first time, was merged with some aspects of Macc's historic funding from the local NHS – though with the mental health component removed. Macc was the successful bidder.
- **Ambition for Ageing -** funding via GMCVO from a National Lottery Community Fund strategic programme across Greater Manchester. Development and administration support for GM Older People's Network.
- **Sport England –** funding for the SkillGivers programme including development costs for the website and brokerage system.

### Investment Policy

The Macc Board of Trustees has considered the most appropriate policy for investing funds and has agreed that it is more prudent to keep the funds in a more secure form on deposit at the bank and accept a lower rate of return. Accordingly, no powers have been delegated to managers for the investment of funds and all investment decisions are reserved for the Board of Trustees. A review of this policy will be undertaken in the coming year.

### Reserves Policy

The balance held in unrestricted reserves at 31st March 2021 was £642,386 of which £639,366 are free reserves, after allowing for funds tied up in tangible fixed assets.

In accordance with the guidelines established by the Charity Commission, the Macc Board of Trustees has established a policy whereby the unrestricted funds not committed or invested in tangible fixed assets (the free reserves) held by the organisation should be sufficient to meet liabilities such as property leases and redundancy payments and also to keep the organisation running at a minimum level should there be a significant drop in funding.

The Board annually reviews the figure required in reserves to meet the organisation's financial liabilities with regard to payment for staff sickness (some long-standing staff have a substantial contractual entitlement) and should the organisation have to close, staff salaries and redundancy payments, lease penalty payments and other miscellaneous costs such as advertising the closure of services over a period of approximately 4 months. The reserves currently stand at £64,386.

### **Risk Management**

The Macc Board of Trustees conducted a review of the major risks to which the organisation is exposed and systems have been established to mitigate those risks. These are set out in the organisation's policies and procedures and in our Business Plan. The major business risks for the organisation are identified in terms of their impact on the organisation and the actions which will be taken to mitigate against them. These form the critical success factors for Macc which are:

1. Maintaining strong relationships and reputation
2. Managing increasing demand
3. Managing reducing capacity
4. Generating additional income
5. Managing costs

The funding profile of Macc is generally the same as in recent years but a number of our funding streams have been consolidated into a single large contract from Manchester City Council which Macc won through competitive tender. Increasing focus is being given to generating income through sales and smaller contracts and the Board is aware of the increased risks from a more variable cashflow, changes to our customer base and competition from other providers. While income generation is growing, it is highly unlikely to become the main source of the organisation's income. Therefore the Board's view is that the greatest risk to the organisation is maintaining the continuity of funding relationships. The principal mitigation of this risk is to maintain strong relationships with funders based on the quality of work done by Macc as an organisation with a strong local track record and a reputation for creative, collaborative working.

### **Statement of Going Concern**

Despite the impacts of the Covid19 pandemic, there are no material uncertainties that may cast significant doubt about the charity's ability to continue as a going concern. With our most significant contract now secured until at least 2022 following a successful bid in 2019, a significant proportion of our main activities are resourced for the foreseeable future. All charitable organisations are subject to fluctuations in funding but these do not constitute a material uncertainty since the organisation is not reliant on a single source of income, Macc has strategies and plans in place to anticipate and/or such fluctuations as outlined elsewhere in this report.

### **Plans for Future Periods**

---

During this period, we saw a number of planned pieces of work cancelled which would have generated income for us during the year (e.g. the next phase of NESTA work with MLCO) and the cancellation of all our room hire bookings. We estimate we lost approximately £40K in the first couple of weeks of lockdown from cancelled business but this was offset with the use of reserves and some savings from reduced costs (e.g. not having to hire events for large venues, staff and volunteer travel expenses). At the time of writing, the impacts on Macc in the short term have been mainly about the need to respond and react rather than make progress against a longer term

strategy though clearly there will be some considerable time before the opportunity for generating income through room hire revives,

The Trustees agreed from the start that Macc should continue working throughout the crisis to support the community-led response. Three core priorities were established:

1. Supporting and advocating for sustainable VCSE sector organisations
2. Tackling Inequalities
3. Ensuring Macc – its people and its work - is sustainable

The Trustees and senior management also began to reconsider the long term strategy in the light of Covid19 (and what it has exposed in terms of structural inequalities) and aim to begin 2021/22 with new strategic framework in place and a revised 3-year business plan.

## **Structure, Governance and Management**

---

### **Governing Document**

Manchester Alliance for Community Care is a company limited by guarantee and is registered with the Charity Commission. The company was established under a Memorandum of Association. A copy of the Memorandum of Association is available on Macc's website at <http://www.macc.org.uk/content/governance>

The Memorandum of Association establishes the charity's objectives and powers. It is governed under its Articles of Association. The memorandum and articles of association were last updated in January 2012 in line with guidance from the Charity Commission. The documents are up to date and fit for purpose.

The organisation operates under the working name "Macc" and this has been registered with the Charity Commission. An explanation of the name and the organisation's history is included on our website: <http://www.macc.org.uk/about-macc>

### **Recruitment and Appointment of the Board of Trustees**

The Board of Trustees are elected from within the membership of Macc and appointed at the Annual General Meeting. At each Annual General Meeting one-third of the Trustees retire by rotation on the basis of those who have been longest in office since their last appointment. The Board of Trustees must include a minimum of five but a maximum of fifteen members. The Trustees may also co-opt up to four people provided that this does not cause the number of co-opted Trustees to exceed 40% of the total number of Trustees. All co-opted members must stand down at the Annual General Meeting.

Periodically, the skills and experience of existing trustees are audited, and new trustees are recruited in order to complement the existing trustees so a wide set of skills and knowledge is reflected in the Board. If the Board feels there are particular skills lacking, they are able to promote these during the recruitment process.

### **Induction and Training of Trustees**

A new induction process / development plan was devised with the support of Cranfield Trust in 2018. All trustees and senior management team produce a short biography to share their background, perspectives, interests and thereby build connections. The Trustees have now

established a Board Development Plan to familiarise new trustees with Macc's work, its systems, staff team and culture.

### **Related Parties and co-operation with other organisations**

None of Macc's Trustees receive remuneration or other benefit from their work with the charity. Any connection between a trustee or senior manager with any service providers must be disclosed to the full Board of Trustees in the same way as any other contractual relationship with a related party. In the current year no such transactions were reported.

### **Organisation and Management Structure**

The organisation structure is intended to ensure both proper decision making and consultation with staff and volunteers at all levels:

- 1. Board of Trustees / Company Directors:** The Board of Trustees acts as both the Charity Trustee Board and the Board of Directors. It has ultimate responsibility for Macc and oversees its strategic direction. In addition it approves an annual budget for the Management Team to work to. The Board has established a formal Scheme of Delegation which sets out the matters it reserves to itself (e.g. approval of expenditure significantly outside the budget, the appointment of the Chief Executive) and the delegated decision making authority of the Chief Executive and Managers. During the year it monitors performance and reviews the management accounts. Board meetings are attended by the Chief Executive, Deputy Chief Executive and the Finance Manager. Other staff are asked to present on their projects or teams from time to time.
- 2. Management Team Meeting:** The Chief Executive, Deputy Chief Executive, the Finance Manager meet every two weeks (or more frequently if required) with managers of delivery teams. They implement the strategy decided by the Board, develop the services provided by Macc and oversee the day to day running of the organisation.
- 3. Staff Meeting:** This is the major link with the Chief Executive and senior managers for all staff. As well as facilitating team working, Board and management decisions are reported, informal consultation is undertaken and ideas for future strategy and delivery are developed.
- 4. Team and Workgroup Meetings:** Delivery teams and working groups (e.g. communications and marketing) meet to develop services and take forward cross-organisation issues.

### **Statement of the Organisation's Policies**

The financial, personnel and general policies and procedures for Macc are form part of the terms and conditions of employment for all employees. The full set of policies, procedures and guidance is stored on a shared drive which is accessible to all staff and volunteers.

Any changes to policies and procedures identified by management and/or recommended by our advisors, auditors or other appropriate bodies are considered at the level identified by the Scheme of Delegation: some policies require approval by the Chief Executive while others require approval to the full Board. An exception is made in the case of clarifications which may be signed off by the Chief Executive.

### **Grants Policy**

Macc delivers a number of grants programmes to enhance the activities of local community organisations. With one exception, these programmes are commissioned by other partners with Macc acting as administrator (inviting and processing applications, decision-making, awarding, due diligence checks and monitoring). In most cases, the funds are transferred to Macc for distribution on instruction from an independent panel of key stakeholders (e.g. local public and private sector

partners, members of the local community with relevant lived experience). Macc convenes these panels but does not have any voting rights on them: no trustees, staff or volunteers at Macc participate in the decision to award. The exception is the Spirit of Manchester Fund which is created by public fundraising undertaken by Macc although the award decisions are still made by an independent panel convened by Macc who produce recommendations to the Macc Board of Trustees.

### **Volunteer Policy**

Macc engages volunteers in a number of roles such as administration support to the Volunteer Centre, filming and video work and helping run large events. Macc's Volunteer Policy is available on the Macc website <http://www.macc.org.uk/sites/macc.org.uk/files/Volunteers.pdf>.

### **Affiliations**

To facilitate its objectives and gain as much input from elsewhere as possible, Macc is affiliated (through formal membership) to various other organisations including: NAVCA, NCVO, Voluntary Sector North West and GMCVO.

## **Reference and Administrative Information**

---

Manchester Alliance for Community Care is a charitable company limited by guarantee and incorporated in England. It was originally registered as a society for the benefit of the community under the Industrial and Provident Societies Act 1965-1978 on 7<sup>th</sup> February 1994. As a result of changes brought about under the Charities Act 2006, the Board of Trustees took the decision to convert the organisation to a Company Limited by Guarantee. The company registration took place on 27<sup>th</sup> September 2011 and charity registration was completed on 15<sup>th</sup> February 2012.

Company Registration Number 7788593 (Incorporated 27/09/2011)

Charity Registration Number 1145921 (Registered 15/02/2012)

Registered Office Swan Buildings 20 Swan Street Manchester M4 5JW

### **Directors**

The Directors of the charitable company (the charity) are its trustees for the purposes of charity law and are known internally as the Board of Trustees. The trustees and officers serving during the year and since the year end were as follows

Rodger Cairns - Chair

Charles Kwaku-Odoi - Treasurer

Julian Skyrme

Tim Naor Hilton

Isolda Taylor

Janet Finucane

Ali Cooper

Dr Tracey Vell, MBE

Edward Dylan Cox

Samina Arfan

Lynne Stafford (resigned May 2020)

**Chief Executive & Company Secretary**

Michael Wild

**Principal Staff**

Martin Preston	Deputy Chief Executive
Angela Hampson	Finance and Facilities Manager
Lesley Connor	Capacity Building Manager
Jack Puller	Active Communities Manager
Sarah Whitelegg	Capacity Building Manager

**Auditors**

McKellens, 11 Riverview, The Embankment Business Park, Vale Road, Heaton Mersey, Stockport.  
SK4 3GN

**Independent Examiners**

Community Accountancy Service Limited, The Grange, Pilgrim Drive, Beswick, Manchester M11 3TQ

**Bankers**

Co-operative Bank plc, Olympic House, 6 Olympic Court, Montford Street, Salford M5 2QP

Charity Bank, 194 High Street, Tonbridge, Kent TN9 1BE

CAF (Charities Aid Foundation) Bank, 25 Kings Hill Avenue, Kings Hill, West Malling, Kent ME19 4TA

**Trustees' Responsibilities in Relation to the Financial Statements**

The Trustees (who are Directors of Manchester Alliance for Community Care for the purpose 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 income resources and application of resources including the income and expenditure of the Charitable Company for that period. In preparing those financial statements, the Trustees are required to

- Select suitable accounting policies and apply them consistently
- Observe the methods and principles in the Charities SORP
- Make judgements and estimates that are reasonable and prudent
- State whether UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements
- Prepare the financial statements on a going concern basis unless it is inappropriate to presume that the Charitable Company will continue in operation.

So far as the Trustees are aware, there is no relevant audit information (as defined by section 418 of the Companies Act 2006) of which the Charitable Company's auditors are unaware and each Trustee has taken all steps that they should in order to make themselves aware of any relevant audit information and to establish that the Charitable Company's auditors are aware of that information.

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 accounts 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.

By order of the Board of Trustees

SIGNED:

---

NAME:

---

POSITION:

---

DATE:

---

## **Independent Auditor's Report to the Members of Manchester Alliance for Community Care Limited**

### **Opinion**

We have audited the financial statements of Manchester Alliance for Community Care Limited (the 'company') for the year ended 31 March 2021, which comprise the Statement of Financial Activity, Balance Sheet, 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 comprising Charities SORP – FRS 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 company's affairs as at 31 March 2021 and of 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.

### **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 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 company's ability to continue as a going concern for a period of at least twelve months from when the original financial statements were 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.

## **Independent Auditor's Report to the Members of Manchester Alliance for Community Care Limited**

### **Other information**

The other information comprises the information included in the Trustees' 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.

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.

### **Opinion on other matter 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 for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- 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 our knowledge and understanding of the company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Report.

We have nothing to report in respect of the following matters where the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate 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 directors 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 directors**

As explained more fully in the Statement of Trustees' Responsibilities [set out on page 8], the directors 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 directors determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

## **Independent Auditor's Report to the Members of Manchester Alliance for Community Care Limited**

In preparing the financial statements, the directors are responsible for assessing the 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 directors either intend to liquidate the company or to cease operations, or have no realistic alternative but to do so.

### **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.

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

- the engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;
- we identified the laws and regulations applicable to the company through discussions with directors and other management, and from our knowledge and experience of the charity 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, the Charities Act 2011, 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
- that 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 statements 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, suspected 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 and unusual or unexpected relationships;
- tested journal entries to identify unusual transactions;
- assessed whether judgements and assumptions made in determining accounting estimates set were indicative of potential bias; and
- investigated the rationale behind significant or unusual transactions.

## **Independent Auditor's Report to the Members of Manchester Alliance for Community Care Limited**

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

- agreeing financial statement disclosures to underlying supporting documentation;
- reading the minutes of meetings of those charged with governance;
- enquiring of management as to actual and potential litigation and claims; and
- reviewing correspondence with HMRC, relevant regulators and the company's legal advisors.

A further description of our responsibilities is available on the Financial Reporting Council's website at: [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our auditor's report.

### **Use of our report**

This report is made solely to the 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 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 company and the company's members as a body, for our audit work, for this report, or for the opinions we have formed.

.....  
Paul Roper (Senior Statutory Auditor)  
McKellens Ltd  
11 Riverview  
The Embankment Business Park  
Vale Road  
Heaton Mersey  
Stockport  
SK4 3GN

?? March 2022

**STATEMENT OF FINANCIAL ACTIVITIES FOR THE YEAR ENDED 31 MARCH 2021**  
**(INCLUDING INCOME AND EXPENDITURE ACCOUNT)**

	Further Details	Unrestricted Funds £	Restricted Funds £	Total Funds Year Ended 31st March 2021 £	Total Funds Year Ended 31st March 2020 £
<b>Income from:</b>					
Donations and legacies	(4)	4,742	53,600	58,342	2,586
Charitable Activities	(5)	59,950	860,264	920,214	1,001,466
Other Trading Activities	(6)	15,121	32,517	47,638	73,614
Investment Income		810	-	810	279
<b>Total</b>		<b>80,623</b>	<b>946,381</b>	<b>1,027,004</b>	<b>1,077,945</b>
<b>Expenditure on:</b>					
Raising Funds	(7)	-	5,679	5,679	22,826
Charitable Activities	(7)	102,200	990,356	1,092,556	992,248
Other	(7)	12,547	-	12,547	8,418
<b>Total</b>		<b>114,747</b>	<b>996,035</b>	<b>1,110,782</b>	<b>1,023,492</b>
Net gains/(losses) on investments		-	-	-	-
<b>Net income/(expenditure)</b>		<b>(34,124)</b>	<b>(49,654)</b>	<b>(83,778)</b>	<b>54,453</b>
Transfers between funds	(15)	284,728	(284,728)	-	-
<b>Other recognised gains/(losses):</b>					
Gains/(losses) on revaluation of fixed assets		-	-	-	-
Actuarial gains/(losses) on defined benefit pension schemes		-	-	-	-
Other gains/(losses)		-	-	-	-
<b>Net movement in funds</b>		<b>250,604</b>	<b>(334,382)</b>	<b>(83,778)</b>	<b>54,453</b>
<b>Reconciliation of funds</b>					
Total funds brought forward	(15)	391,782	399,769	791,551	737,098
<b>Total funds carried forward</b>	<b>(15)</b>	<b>642,386</b>	<b>65,387</b>	<b>707,773</b>	<b>791,551</b>

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

The notes on pages 27 to 35 form part of these accounts.

**STATEMENT OF FINANCIAL ACTIVITIES FOR THE YEAR ENDED 31 MARCH 2020 (PRIOR YEAR)**  
**(INCLUDING INCOME AND EXPENDITURE ACCOUNT)**

	Further Details	Unrestricted Funds £	Restricted Funds £	Total Funds Year Ended 31st March 2020 £
<b>Income from:</b>				
Donations and legacies	(4)	2,586	-	2,586
Charitable Activities	(5)	105,528	895,938	1,001,466
Other Trading Activities	(6)	73,614	-	73,614
Investment Income		279	-	279
<b>Total</b>		<b>182,007</b>	<b>895,938</b>	<b>1,077,945</b>
<b>Expenditure on:</b>				
Raising Funds	(7)	22,826	-	22,826
Charitable Activities	(7)	151,034	841,214	992,248
Other	(7)	8,418	-	8,418
<b>Total</b>		<b>182,278</b>	<b>841,214</b>	<b>1,023,492</b>
Net gains/(losses) on investments		-	-	-
<b>Net income/(expenditure)</b>		<b>(271)</b>	<b>54,724</b>	<b>54,453</b>
Transfers between funds	(15)	(53,056)	53,056	-
<b>Other recognised gains/(losses):</b>				
Gains/(losses) on revaluation of fixed assets		-	-	-
Actuarial gains/(losses) on defined benefit pension schemes		-	-	-
Other gains/(losses)		-	-	-
<b>Net movement in funds</b>		<b>(53,327)</b>	<b>107,780</b>	<b>54,453</b>
<b>Reconciliation of funds</b>				
Total funds brought forward	(15)	445,109	291,989	737,098
<b>Total funds carried forward</b>	<b>(15)</b>	<b>391,782</b>	<b>399,769</b>	<b>791,551</b>

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

The notes on pages 27 to 35 form part of these accounts.

**BALANCE SHEET AS AT 31 MARCH 2021**

Company registration number 07788593

	Notes	2021 £	2020 £
<b>Fixed assets:</b>			
Tangible assets	(11)	4,111	4,605
Total fixed assets		<u>4,111</u>	<u>4,605</u>
<b>Current assets:</b>			
Debtors	(12)	49,175	84,465
Cash at Bank & in Hand		1,184,644	1,220,316
Total current assets		<u>1,233,819</u>	<u>1,304,781</u>
<b>Liabilities:</b>			
Creditors: Amounts falling due within one year	(13)	530,157	517,835
Net current assets or liabilities		<u>703,662</u>	<u>786,946</u>
Total assets less current liabilities		707,773	791,551
<b>Total net assets or liabilities</b>		<u><u>707,773</u></u>	<u><u>791,551</u></u>
<b>The funds of the charity:</b>			
Restricted income funds	(15)	65,387	399,769
Unrestricted income funds	(15)	642,386	391,782
<b>Total charity funds</b>		<u><u>707,773</u></u>	<u><u>791,551</u></u>

The directors acknowledge their responsibilities for complying with the requirements of the Companies Act 2006 with respect to accounting records and the preparation of accounts.

These accounts have been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small companies, and the Financial Reporting Standard 102.

Approved by the trustees on 25 March 2022

-----  
(trustee)

-----  
(trustee)

The notes on pages 27 to 35 form part of these accounts.

## Statement of Cash Flows for the year ending 31st March 2021

		Year Ended 31st March 2021	Year Ended 31st March 2020
	Notes	£	£
<b>Net cash used in operating activities</b>	(19)	(34,334)	25,940
<b>Cash flows from Investment activities:</b>			
Interest		810	279
Purchase of fixed assets		(2,148)	(4,944)
<b>Net cash provided by investing activities</b>		<u>(1,338)</u>	<u>(4,665)</u>
Increase/(decrease) in cash and cash equivalents during the year		(35,672)	21,275
Cash and cash equivalents brought forward		1,220,316	1,199,041
<b>Cash and cash equivalents carried forward</b>		<u><b>1,184,644</b></u>	<u><b>1,220,316</b></u>

The notes on pages 27 to 35 form part of these accounts.

**Notes to the accounts****1. Accounting policies****(a) Basis of preparation and assessment of going concern**

The accounts (financial statements) have been prepared under the historical cost convention with items recognised at cost or transaction value unless otherwise stated in the relevant notes to these accounts. The financial statements have been prepared 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 (FRS 102) issued on 1st January 2019 and the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102) and the Charities Act 2011.

The charity constitutes a public benefit entity as defined by FRS 102.

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

**(b) Funds structure**

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by the donor or trust deed. Unrestricted income funds comprise those funds which the trustees are free to use for any purpose in furtherance of the charitable objectives. Unrestricted funds include designated funds where the trustees, at their discretion, have created a fund for a specific purpose.

An analysis of income and expenditure on an activity basis has not been included as the trustees believe it would be overly complex, due to the many different income streams and activities of the charity.

**(c) 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.

Donations are recognised when the charity has been notified in writing of both the amount and settlement date. In the event that a donation is subject to conditions that require a level of performance before the charity is entitled to the funds, the income is deferred and not recognised until either those conditions are fully met, or the fulfilment of those conditions is wholly within the control of the charity and it is probable that those conditions will be fulfilled in the reporting period.

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. Dividends are recognised once the dividend has been declared and notification has been received of the dividend due.

Grant income is recognised when the charity becomes entitled to the grant. Currently no grants are included in the accounts on a performance based methodology.

**(d) Expenditure Recognition**

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that settlement will be required and the amount of the obligation can be measured reliably.

All expenditure is accounted for on an accruals basis. All expenses including support costs and governance costs are allocated or apportioned to the applicable expenditure headings. For more information on this attribution refer to note (g) below.

**(e) Irrecoverable VAT**

Irrecoverable VAT is charged against the expenditure heading irrecoverable VAT.

**(f) Allocation of support and governance costs**

Support costs have been allocated between governance costs and other support costs. Governance costs comprise all costs involving the public accountability of the charity and its compliance with regulation and good practice. These costs include costs related to independent examination and legal fees together with an apportionment of overhead and support costs.

Governance costs and support costs relating to charitable activities have been apportioned based on type of expense. The allocation of support and governance costs is analysed in note 8.

**(g) Costs of raising funds**

The costs of raising funds consists of costs required to generate income.

**(h) Charitable Activities**

Costs of charitable activities include governance costs and an apportionment of support costs as shown in note 7.

**(i) Tangible fixed assets and depreciation**

All assets costing more than £500 are capitalised and valued at historical cost. Depreciation is charged on the following basis:

Refurbishment of Leased Premises	33.33% straight line
Computer & Office Equipment	25% straight line
Fixtures & Fittings	25% reducing balance
Website	25% straight line

**(j) Realised gains and losses**

All gains and losses are taken to the Statement of Financial Activities as they arise. Realised gains and losses on investments are calculated as the difference between sales proceeds and their opening carrying value or their purchase value if acquired subsequent to the first day of the financial year. Unrealised gains and losses are calculated as the difference between the fair value at the year end and their varying value. Realised and unrealised investment gains and losses are combined in the Statement of Financial Activities.

**(k) Pensions**

The charity currently administers contributions to a pension scheme on behalf of individuals. The charity has no liability beyond making its contributions and paying across the deductions for the employee's contributions.

**(l) 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.

**(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.

**2. Related party transactions and trustees' expenses and remuneration**

The trustees all give freely their time and expertise without any form of remuneration or other benefit in cash or kind (2020: £nil). Expenses paid for the trustees in the year totalled £nil (2020: £nil). There were no transactions in the year with any parties related to trustees.

**3. Net Incoming resources is stated after charging:**

	Year Ended 31st March 2021 £	Year Ended 31st March 2020 £
Depreciation	2,642	2,421
Audit Fees	3,999	3,850
Accountancy Support	2,737	3,087
Accountancy/Independent Examination Fees	1,300	1,300

**4. Donations and Legacies**

	Unrestricted Year Ended 31st March 2021 £	Restricted Year Ended 31st March 2021 £	Total Funds Year Ended 31st March 2021 £	Total Funds Year Ended 31st March 2020 £
Donations	4,742	-	4,742	2,586
Donations (Migrant Destitution Fund)	-	31,783	31,783	-
Donations (Big Change)	-	21,817	21,817	-
	<u>4,742</u>	<u>53,600</u>	<u>58,342</u>	<u>2,586</u>
Previous reporting period	<u>2,586</u>	<u>-</u>	<u>2,586</u>	

## 5. Income from charitable activities

	Unrestricted Year Ended 31st March 2021 £	Restricted Year Ended 31st March 2021 £	Total Funds Year Ended 31st March 2021 £	Total Funds Year Ended 31st March 2020 £
<b>Unrestricted grants:</b>				
NHS Manchester CCG's	30,000	-	30,000	65,578
NHS Manchester	-	-	-	25,000
Manchester City Council Nesta Wave	1,950	-	1,950	-
NAVCA VSEP	3,000	-	3,000	-
Forever Manchester	20,000	-	20,000	-
Manchester City Council Discretionary Grant	5,000	-	5,000	-
Manchester City Council VCSE Engagement	-	-	-	14,950
<b>Restricted grants:</b>				
Manchester City Council Hate Crime (Small Grants)	-	20,000	20,000	-
Manchester City Council Hate Crime 2020	-	-	-	20,113
Manchester City Council	-	579,000	579,000	534,500
GM Moving c/o Greater Sports	-	75,000	75,000	-
Forever Manchester (Big Change Manchester)	-	65,442	65,442	-
Allied London (Big Change Manchester)	-	8,778	8,778	-
Adept Corporation Services (Big Change Manchester)	-	8,779	8,779	-
Morrisons (Big Change Manchester)	-	5,000	5,000	-
Local Giving (Big Change Manchester)	-	2,865	2,865	-
GMCVO	-	45,380	45,380	95,628
Manchester City Council Care Navigation Project	-	-	-	26,235
Manchester City Council Stand Together	-	-	-	50,000
Eric Wright Trust	-	-	-	15,000
Greater Manchester Combined Authority (Small Grants)	-	18,000	18,000	-
Inspiring Change Manchester (Small Grants)	-	1,000	1,000	-
We Love Manchester (Small Grants)	-	500	500	-
Network for Social Change (Small Grants)	-	800	800	-
Manchester City Council Management Fees (Small Grants)	-	6,600	6,600	-
Manchester University (Small Grants)	-	846	846	-
Our Manchester Investment Fund	-	-	-	94,331
Sport England	-	22,274	22,274	60,131
	<u>59,950</u>	<u>860,264</u>	<u>920,214</u>	<u>1,001,466</u>
Previous reporting period	<u>105,528</u>	<u>895,938</u>	<u>1,001,466</u>	

## 6. Income from other trading activities

	Unrestricted Year Ended 31st March 2021 £	Restricted Year Ended 31st March 2021 £	Total Funds Year Ended 31st March 2021 £	Total Funds Year Ended 31st March 2020 £
Training Income, Room hire and Other Charges	15,121	-	15,121	73,614
Fundraising Income (Migrant Destitution Fund)	-	29,627	29,627	-
Fundraising Income (Big Change Manchester)	-	2,890	2,890	-
	<u>15,121</u>	<u>32,517</u>	<u>47,638</u>	<u>73,614</u>
Previous reporting period	<u>73,614</u>	<u>-</u>	<u>73,614</u>	

## 7. Expenditure

	Year Ended 31st March 2021 £	Year Ended 31st March 2020 £
<b>Expenditure on raising funds:</b>		
Fundraising Expenses	-	525
Promotional Expenses	-	20
Publicity	5,619	1,577
Events	60	20,704
	<u>5,679</u>	<u>22,826</u>
<b>Expenditure on charitable activities:</b>		
Employment Costs	728,742	699,854
Recruitment	18,791	-
Staff Welfare	2,531	-
Research	5,000	-
Partnerships & Campaigns	2,783	-
Training	2,022	3,299
Rates	3,837	3,700
Subcontracted Services	54,797	6,250
Grants Paid	145,273	96,043
Donations Paid	-	540
Consultancy	2,870	9,109
Payroll Bureau Fees	2,722	2,303
Childcare	400	464
Bad Debts	80	1,559
Beneficiary Training	127	1,194
Volunteer Expenses	-	24
Activity Costs	1,003	-
Organisational Development	10,107	23,371
Participation Expenses	2,383	2,939
Travel Expenses	2,145	5,292
Refreshments	252	3,263
Heat, Light & Water	2,280	6,302
Subscriptions	3,092	2,344
Security	200	592
Cleaning and Maintenance	7,682	17,099
Telephone	5,271	4,124
Rent	45,898	47,834
Computer Costs	22,217	21,902
Health and Safety	680	862
Miscellaneous	-	157
Bank Charges	799	852
Insurance	3,189	2,915
Governance and Support Costs	10,621	17,648
Post, Printing & Stationery	2,120	7,992
Depreciation	2,642	2,421
	<u>1,092,556</u>	<u>992,248</u>
<b>Other expenditure:</b>		
Irrecoverable VAT	12,547	8,418
	<u>12,547</u>	<u>8,418</u>
	<u>1,110,782</u>	<u>1,023,492</u>
Restricted funds	996,035	841,214
Unrestricted funds	114,747	182,278
	<u>1,110,782</u>	<u>1,023,492</u>

**8. Allocation of governance and support costs**

The breakdown of support costs and how these were allocated between governance and other support costs is shown below:

	General Support	Governance	Total	Basis of apportionment
Audit Fees	-	3,999	3,999	type of expense
HR Support	2,285	-	2,285	type of expense
Professional Fees	300	-	300	type of expense
Accountancy Support	2,737	-	2,737	type of expense
Accountancy Fees	-	1,300	1,300	type of expense
	<u>5,322</u>	<u>5,299</u>	<u>10,621</u>	

**9. Analysis of grants**

Analysis	Details	Grants to Institutions	Total
Big Change Manchester	Small grants paid to 13 institutions	35,407	35,407
Migrant Destitution Fund	Small grants paid to 19 institutions	57,526	57,526
Spirit of Manchester Grants	Grants of £500 paid to 8 institutions	4,000	4,000
MHCC Grant	Paid to Emerge Recycling for salary costs	9,000	9,000
Sharing our Wellness Grant	2020 grant repaid from one institution	(660)	(660)
Hate Crime Awareness Grants	Grants of £1,000 paid to 15 institutions	19,000	19,000
Food Pantry Grants	Grants of £1,000 paid to 15 institutions	15,000	15,000
No Child Should Ho Hungry Grants	Grants of £1,000 paid to 6 institutions	6,000	6,000
		<u>145,273</u>	<u>145,273</u>

**10. Analysis of staff costs**

	Year Ended 31st March 2021 £	Year Ended 31st March 2020 £
Wages and Salaries	662,306	627,497
Redundancy	-	-
Social Security Costs	51,841	51,137
Pension Costs	14,595	21,220
	<u>728,742</u>	<u>699,854</u>
Charitable activities	728,742	699,854
Support costs	-	-
	<u>728,742</u>	<u>699,854</u>

The average number of employees during the year was 27 (previous year: 27).

The charity considers its key management personnel comprises the trustees and Senior Manager. The total employment benefits, including employer pension contributions of the key management personnel were £44,467 (previous year: £43,836), No employee has benefits in excess of £60,000 (previous year: none).

**11. Tangible Fixed Assets**

	Refurbishment of Leased Premises	Office Equipment	Fixtures and Fittings	Website	Total
Cost				£	£
At 1st April 2020	9,127	91,282	23,321	9,670	133,400
Additions	-	2,148	-	-	2,148
At 31st March 2021	<u>9,127</u>	<u>93,430</u>	<u>23,321</u>	<u>9,670</u>	<u>135,548</u>
<b>Depreciation</b>					
At 1st April 2020	9,127	88,039	21,960	9,669	128,795
Charge for Year	-	2,157	485	-	2,642
At 31st March 2021	<u>9,127</u>	<u>90,196</u>	<u>22,445</u>	<u>9,669</u>	<u>131,437</u>
<b>NET BOOK VALUE</b>					
At 31st March 2021	<u>-</u>	<u>3,234</u>	<u>876</u>	<u>1</u>	<u>4,111</u>
At 31st March 2020	<u>-</u>	<u>3,243</u>	<u>1,361</u>	<u>1</u>	<u>4,605</u>

**12. Analysis of debtors**

	2021	2020
	£	£
Debtors	32,160	62,345
Prepayments	17,015	22,120
	<u>49,175</u>	<u>84,465</u>

Debtors and prepayments comprise £16,841 restricted funds and £32,334 unrestricted funds (2020: £52,250/£32,215).

**13. Creditors: amounts falling due within one year**

	2021	2020
	£	£
Creditors	22,459	6,654
Short-term compensated absences (holiday pay)	-	-
Other creditors and accruals	6,155	6,484
Deferred income	459,154	459,154
Taxation and social security costs	42,389	45,543
	<u>530,157</u>	<u>517,835</u>

**14. Deferred income**

Deferred income comprises Manchester CCG Grants to be distributed to third parties.

Balance as at 1st April 2020	459,154
Amount released to income earned from charitable activities	-
Amount deferred in year	-
Balance at 31st March 2021	<u>459,154</u>

## 15. Analysis of charitable funds

## Analysis of movements in restricted funds

	Balance at 1 April 2020	Incoming Resources	Resources Expended	Transfers	Balance at 31 March 2021
	£	£	£	£	£
Manchester City Council Hate Crime 2020	585	-	-	-	585
Small Grants (see note 5 for funder breakdown)	-	47,746	(70,809)	-	(23,063)
Department of Communities and Local Government	4,895	-	-	-	4,895
GM Moving c/o Greater Sports	(1,707)	75,000	(42,597)	-	30,696
Big Change Manchester	-	115,571	(55,503)	-	60,068
Migrant Destitution Fund	-	61,410	(57,964)	-	3,446
GMCVO	34,964	45,380	(83,657)	-	(3,313)
Manchester City Council	345,925	579,000	(552,162)	(345,925)	26,838
Eric Wright Trust	(29,265)	-	-	29,538	273
Our Manchester Investment Fund	16,287	-	(47,946)	31,659	-
Manchester LP	-	-	(51,573)	-	(51,573)
Manchester City Council Learning Disability Stocktake	13,953	-	-	-	13,953
Sport England	14,132	22,274	(33,824)	-	2,582
	<u>399,769</u>	<u>946,381</u>	<u>(996,035)</u>	<u>(284,728)</u>	<u>65,387</u>
General Fund	391,782	80,623	(114,747)	284,728	642,386
Total Funds	<u>791,551</u>	<u>1,027,004</u>	<u>(1,110,782)</u>	<u>-</u>	<u>707,773</u>

The historic restricted fund balance of £345,925 relates to a contract with Manchester City Council which has been completed satisfactorily. Surpluses to which the charity is contractually entitled (having fulfilled the terms of the contract) are, in the absence of any other specific restriction, general in nature and so the balance remaining has been transferred to general, unrestricted, funds.

## Previous reporting period

	Balance at 1 April 2019	Incoming Resources	Resources Expended	Transfers	Balance at 31 March 2020
	£	£	£	£	£
Manchester City Council Hate Crime 2020	126	20,113	(19,654)	-	585
Department of Communities and Local Government	4,895	-	-	-	4,895
GMCVO	16,154	95,628	(76,818)	-	34,964
Manchester City Council	236,775	534,500	(478,406)	53,056	345,925
Manchester City Council Care Navigation Project	-	26,235	(27,942)	-	(1,707)
Manchester City Council Stand Together	-	50,000	(50,000)	-	-
Eric Wright Trust	986	15,000	(45,251)	-	(29,265)
Our Manchester Investment Fund	16,103	94,331	(94,147)	-	16,287
Manchester City Council Learning Disability Stocktake	13,953	-	-	-	13,953
Wythenshawe Hospital	4,400	-	(4,400)	-	-
Sport England	(2,250)	60,131	(43,749)	-	14,132
Manchester City Council Capacity Building	847	-	(847)	-	-
	<u>291,989</u>	<u>895,938</u>	<u>(841,214)</u>	<u>53,056</u>	<u>399,769</u>
General Fund	445,109	182,007	(182,278)	(53,056)	391,782
Total Funds	<u>778,869</u>	<u>933,168</u>	<u>(974,939)</u>	<u>-</u>	<u>737,098</u>

## General Fund

The "free reserves"

<b>Name of restricted fund:</b>	<b>Description, nature and purpose of the fund</b>
Manchester City Council Hate Crime 2020	Hate Crime Awareness grants - following the MEN Arena bombing, these grants to promote social inclusion
Small Grants (see note 5 for funder breakdown)	A number of small grants used for Food Providers Fixtures & Fittings grants and No Child Should Go Hungry grants
Department of Communities and Local Government	grant for feasibility study into the acquisition of property
GM Moving c/o Greater Sports	A development programme around system leadership for partners working across Greater Manchester
Big Change Manchester	A grant to administer running grant schemes for homeless people
Migrant Destitution Fund	A grant to administer running grant schemes for people with no recourse to public funds
GMCVO	A grant for Older Peoples' Support Network and devolution
Manchester City Council	to deliver infrastructure support service
Eric Wright Trust	to distribute as small grants
Our Manchester Investment Fund	for the Time Banking project
Manchester LP	A grant for community development work in relation to physical activity and sport
Manchester City Council Learning Disability Stocktake	for learning and disability services
Sport England	to support Skills Share volunteering opportunities in communities

**16. Analysis of net assets between funds**

	<b>Unrestricted funds</b>	<b>Designated funds</b>	<b>Restricted funds</b>	<b>Total 2021</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Tangible fixed assets	3,020	-	1,091	4,111
Cash at bank and in hand	1,081,800	-	102,844	1,184,644
Other net current assets/(liabilities)	(442,434)	-	(38,548)	(480,982)
<b>Total</b>	<b>642,386</b>	<b>-</b>	<b>65,387</b>	<b>707,773</b>

	<b>Unrestricted funds</b>	<b>Designated funds</b>	<b>Restricted funds</b>	<b>Total 2020</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Tangible fixed assets	2,442	-	2,163	4,605
Cash at bank and in hand	818,958	-	401,358	1,220,316
Other net current assets/(liabilities)	(429,618)	-	(3,752)	(433,370)
<b>Total</b>	<b>391,782</b>	<b>-</b>	<b>399,769</b>	<b>791,551</b>

**17. Financial Instruments**

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

**18. Operating leases**

The total of future minimum lease payments under non-cancellable operating leases are:

	<b>Land and Buildings 2021</b>	<b>Land and Buildings 2020</b>
	<b>£</b>	<b>£</b>
Payable within one year	37,000	47,784
Payable between 2 and five years	56,250	-
	<u>93,250</u>	<u>47,784</u>

Lease payments recognised as expenses are £45,898 within rent.

**19. Reconciliation of net movement in funds to net cash flow from operating activities**

	<b>Year Ended 31st March 2021</b>	<b>Year Ended 31st March 2020</b>
	<b>£</b>	<b>£</b>
Net movement in funds	(83,778)	54,453
Add back depreciation	2,642	2,421
Deduct investment income	(810)	(279)
Deduct gains/add back losses on investments	-	-
Decrease/(increase) in debtors	35,290	(16,176)
Increase/(decrease) in creditors	12,322	(14,479)
<b>Net cash used in operating activities</b>	<u>(34,334)</u>	<u>25,940</u>

