

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.
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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 7th 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 27th September 2011 and charity registration was completed on 15th 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. 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)

		Unrestricted Funds	Restricted Funds	Total Funds Year Ended 31st March 2021	Total Funds Year Ended 31st March 2020
	Further Details	£	£	£	£
Income from:					
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
Total		80,623	946,381	1,027,004	1,077,945
Expenditure on:					
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
Total		114,747	996,035	1,110,782	1,023,492
Net gains/(losses) on investments		-	-	-	-
Net income/(expenditure)		(34,124)	(49,654)	(83,778)	54,453
Transfers between funds	(15)	284,728	(284,728)	-	-
Other recognised gains/(losses):					
Gains/(losses) on revaluation of fixed assets		-	-	-	-
Actuarial gains/(losses) on defined benefit pension schemes		-	-	-	-
Other gains/(losses)		-	-	-	-
Net movement in funds		250,604	(334,382)	(83,778)	54,453
Reconciliation of funds					
Total funds brought forward	(15)	391,782	399,769	791,551	737,098
Total funds carried forward	(15)	642,386	65,387	707,773	791,551

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)

		Unrestricted Funds	Restricted Funds	Total Funds Year Ended 31st March 2020
	Further Details	£	£	£
Income from:				
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
Total		182,007	895,938	1,077,945
Expenditure on:				
Raising Funds	(7)	22,826	-	22,826
Charitable Activities	(7)	151,034	841,214	992,248
Other	(7)	8,418	-	8,418
Total		182,278	841,214	1,023,492
Net gains/(losses) on investments		-	-	-
Net income/(expenditure)		(271)	54,724	54,453
Transfers between funds	(15)	(53,056)	53,056	-
Other recognised gains/(losses):				
Gains/(losses) on revaluation of fixed assets		-	-	-
Actuarial gains/(losses) on defined benefit pension schemes		-	-	-
Other gains/(losses)		-	-	-
Net movement in funds		(53,327)	107,780	54,453
Reconciliation of funds				
Total funds brought forward	(15)	445,109	291,989	737,098
Total funds carried forward	(15)	391,782	399,769	791,551

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 £
Fixed assets:			
Tangible assets	(11)	4,111	4,605
Total fixed assets		<u>4,111</u>	<u>4,605</u>
Current assets:			
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>
Liabilities:			
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
Total net assets or liabilities		<u><u>707,773</u></u>	<u><u>791,551</u></u>
The funds of the charity:			
Restricted income funds	(15)	65,387	399,769
Unrestricted income funds	(15)	642,386	391,782
Total charity funds		<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	£	£
Net cash used in operating activities	(19)	(34,334)	25,940
Cash flows from Investment activities:			
Interest		810	279
Purchase of fixed assets		(2,148)	(4,944)
Net cash provided by investing activities		<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
Cash and cash equivalents carried forward		<u>1,184,644</u>	<u>1,220,316</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	-
	4,742	53,600	58,342	2,586
Previous reporting period	2,586	-	2,586	

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 £
Unrestricted grants:				
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
Restricted grants:				
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

	Activities £	Year Ended 31st March 2021 £	Year Ended 31st March 2020 £
Expenditure on raising funds:			
Fundraising Expenses	-	-	525
Promotional Expenses	-	-	20
Publicity	5,619	5,619	1,577
Events	60	60	20,704
	<u>5,679</u>	<u>5,679</u>	<u>22,826</u>
Expenditure on charitable activities:			
Employment Costs	728,742	728,742	699,854
Recruitment	18,791	18,791	-
Staff Welfare	2,531	2,531	-
Research	5,000	5,000	-
Partnerships & Campaigns	2,783	2,783	-
Training	2,022	2,022	3,299
Rates	3,837	3,837	3,700
Subcontracted Services	54,797	54,797	6,250
Grants Paid	145,273	145,273	96,043
Donations Paid	-	-	540
Consultancy	2,870	2,870	9,109
Payroll Bureau Fees	2,722	2,722	2,303
Childcare	400	400	464
Bad Debts	80	80	1,559
Beneficiary Training	127	127	1,194
Volunteer Expenses	-	-	24
Activity Costs	1,003	1,003	-
Organisational Development	10,107	10,107	23,371
Participation Expenses	2,383	2,383	2,939
Travel Expenses	2,145	2,145	5,292
Refreshments	252	252	3,263
Heat, Light & Water	2,280	2,280	6,302
Subscriptions	3,092	3,092	2,344
Security	200	200	592
Cleaning and Maintenance	7,682	7,682	17,099
Telephone	5,271	5,271	4,124
Rent	45,898	45,898	47,834
Computer Costs	22,217	22,217	21,902
Health and Safety	680	680	862
Miscellaneous	-	-	157
Bank Charges	799	799	852
Insurance	3,189	3,189	2,915
Governance and Support Costs	10,621	10,621	17,648
Post, Printing & Stationery	2,120	2,120	7,992
Depreciation	2,642	2,642	2,421
	<u>1,092,556</u>	<u>1,092,556</u>	<u>992,248</u>
Other expenditure:			
Irrecoverable VAT	12,547	12,547	8,418
	<u>12,547</u>	<u>12,547</u>	<u>8,418</u>
	<u>1,110,782</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	9,127	93,430	23,321	9,670	135,548
Depreciation					
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	9,127	90,196	22,445	9,669	131,437
NET BOOK VALUE					
At 31st March 2021	-	3,234	876	1	4,111
At 31st March 2020	-	3,243	1,361	1	4,605

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"

Name of restricted fund:

Manchester City Council Hate Crime 2020

Small Grants (see note 5 for funder breakdown)

Department of Communities and Local Government

GM Moving c/o Greater Sports

Big Change Manchester

Migrant Destitution Fund

GMCVO

Manchester City Council

Eric Wright Trust

Our Manchester Investment Fund

Manchester LP

Manchester City Council Learning Disability Stocktake

Sport England

Description, nature and purpose of the fund

Hate Crime Awareness grants - following the MEN Arena bombing, these grants to promote social inclusion

A number of small grants used for Food Providers Fixtures & Fittings grants and No Child Should Go Hungry grants

grant for feasibility study into the acquisition of property

A development programme around system leadership for partners working across Greater Manchester

A grant to administer running grant schemes for homeless people

A grant to administer running grant schemes for people with no recourse to public funds

A grant for Older Peoples' Support Network and devolution

to deliver infrastructure support service

to distribute as small grants

for the Time Banking project

A grant for community development work in relation to physical activity and sport

for learning and disability services

to support Skills Share volunteering opportunities in communities

16. Analysis of net assets between funds

	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)
Total	642,386	-	65,387	707,773

	Unrestricted funds	Designated funds	Restricted funds	Total 2020
	£	£	£	£
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)
Total	391,782	-	399,769	791,551

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 2021 £	Land and Buildings 2020 £
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

	Year Ended 31st March 2021 £	Year Ended 31st March 2020 £
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)
Net cash used in operating activities	<u>(34,334)</u>	<u>25,940</u>

