

Objectives and Activities

Aims and Objectives

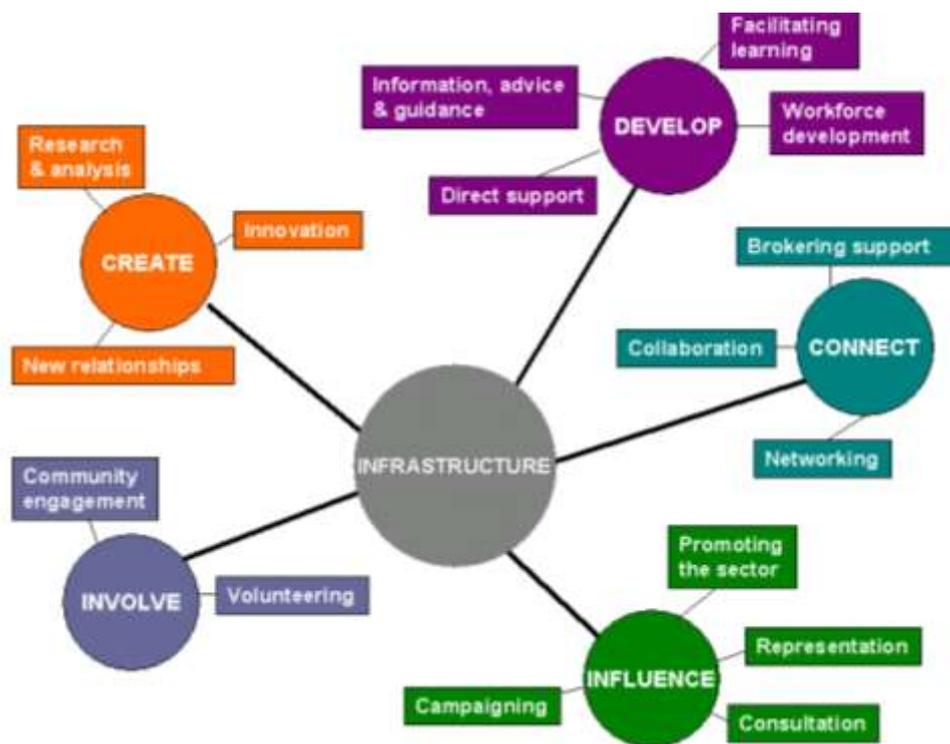
The objectives of Macc as set out in the governing document are:

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 new strategic approach during 2011/12. This centred on the position that a city such as Manchester with a large and diverse voluntary and community sector needed a more cohesive and responsive infrastructure. Using a model developed by NCVO to show the impact of voluntary sector infrastructure, Macc identified the range of services and activities which would be needed to achieve this.



Having developed the Manchester Community Central brand as a focal point for voluntary sector support and collaboration in the delivery of capacity building, Macc’s trustees chose to take responsibility for putting in place a strong support and leadership function for the groups across the city in order to support community activity during the period of recession and major public service cutbacks. Macc has subsequently taken on the role of lead infrastructure agency for the sector in Manchester.

Macc’s approach is to ensure that all of these functions are delivered by an organisation with a strong track record and strategic profile within the relevant area of work, building on existing strengths while seeking to improve efficiency. Macc has added to its existing delivery the role of creating opportunities for collaboration between agencies. Thus, some of the functions represented by the model are delivered directly by Macc while others are delivered in partnership with other organisations.

During 2011, Macc had developed a proposal for Manchester City Council arising from their review of infrastructure and led the (successful) bid to the Transforming Local Infrastructure programme managed by Big Fund on behalf of the Office for Civil Society. In early 2013, Manchester City Council undertook a review of the role and services provided by Macc and in May 2013 issued a tender specification for a single voluntary and community sector infrastructure function – combining the capacity building, volunteering and engagement functions previously established by Macc. The charity was notified in late August 2013 that the tender application had been successful. This was an important success for Macc not simply in terms of funding but the design of the specification reflected the approach Macc had developed over the

previous three years (proving the strategic case for infrastructure) and winning the tender demonstrated confidence in Macc's ability to deliver not just the contract but the wider role for the city.

So by the end of the period, Macc had successfully submitted the tender and completed the Transforming Local Infrastructure programme which ended in September 2013. This meant that during 2013/14 our environment was changing too rapidly to produce a detailed business plan, but completion of this two major pieces of work meant that much of the groundwork for the business plan has been done and a new business plan will be developed during 2014/15.

Broadly, Macc remains focused on the four main aims inherent in the model set out above and reflective of the values of the organisation which we reviewed during the tender preparations in 2013.

- **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.

By March 2015 we will have in place refreshed strategic and business plans covering the period from 2015 to 2018.

Public Benefit Statement

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 and 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

Our previous report began by noting that 2012/13 was the first full financial year of operation for Macc in its expanded role as the lead infrastructure agency for the Manchester's voluntary and community sector. When these services were put out to tender by Manchester City Council in May 2013, it was a moment of truth for the organisation Macc has become.

Understanding Macc's achievements and performance during the year requires a recap of the context voluntary sector infrastructure in Manchester. For many years this was very fragmented, with a large number of agencies providing a variety of roles: at one point there were 18 different organisations 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 the issuing of a single tender for the full range of support to the local voluntary sector (information, capacity building, volunteering, policy, representation and engagement) was in itself an achievement and showed that Macc had proved the case made over many years that a those functions needed to be joined together in order to generate greatest impact. This has been a stated ambition of our bid for the capacity building service in 2009. So being told our tender had been successful represented not only stability and security for the organisation and fresh opportunities to develop the role of the sector in Manchester, it also represented a strategic landmark – Macc had delivered on its ambition and its promise to develop into the organisation Manchester needed. There is always more to be done and room for improvement but this consolidation of our role and position, particularly in the context of Manchester's infrastructure history, was a major achievement.

Macc's achievements and performance are reported below in relation to our four main aims as described above:

To ensure that active and empowered citizens have diverse opportunities to make a positive difference.

Volunteer Centre Manchester

Volunteer Centre Manchester officially launched in January 2012 and is accredited by Volunteering England.

- **Brokerage** - Our brokerage service provides support to people wishing to explore volunteering and identify relevant opportunities. By the end of the period we had engaged 4151 volunteers - double the number for the same period the year before. In January 2014, we piloted a new "Volunteer Centre Induction" session: a workshop approach to brokerage as demand for one-to-one interviews was

increasing beyond staff capacity. Feedback from these sessions has been extremely positive (“Perfect, just go on and make more people volunteer!”) and they are now run regularly.

- **Developing Volunteering Opportunities** - We provide tailor made support for groups which includes policy and procedural advice. We advertised 347 opportunities around the city during this period.
- **Marketing Volunteering** - We invested in a complete revamp of the a Volunteer Centre Manchester website www.volunteercentremanchester.co.uk (actually, a section of the Manchester Community Central site) which acts as a focal point for the Centre’s activities including details of volunteering opportunities, resources for volunteers and organisations and a range of news, training opportunities and coming events. This is backed up with our use of social media to engage people in the Centre’s work. By the end of the period our Facebook page had 340 “likes” and we had 1271 followers on Twitter.
- **Strategic Development of Volunteering** - Macc supports the Volunteering Community Network as a space for organisations and individuals with an interest in volunteering to work together to shape the Centre’s activities and develop a citywide approach. We also worked with colleagues across Greater Manchester in developing a GM-wide set of ambitions for volunteering.
- **Policy Response and Campaigning** - Issues in relation to volunteering have been incorporated into Macc’s policy work such as identifying the contribution of volunteers to the City’s economy in our Civil Economy work in being clear with stakeholders about our approach to volunteering an activity which derives its benefits from being through choice. We continue to state our view that “mandatory volunteering” is a contradiction in terms. Macc’s Board formally declared that the organisation will not take part in mandated programmes and opposes the use of unpaid interns. Macc has led on the development of a GM-wide statement to be published later in 2014.
- **Good Practice Development** - Macc continues to support the Volunteer Coordinators Forum for peer support, sharing good practice and taking part in collective training.

Community Reporters

As part of the Transforming Local Infrastructure programme, Macc has worked in partnership with People’s Voice Media to establish Community Reporting in Manchester.

This is an initiative to help people have a voice by using written content, audio, video or photography and social media. The content is produced by individuals trained to tell their story. It can be used for voluntary

and community organisations to raise their profile, showcasing their work and highlighting their impact or it can be a way 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. All Community Reporters content from Manchester now features on the MyManchester website which Macc has worked to revamp since it was first established as a “community portal” in the late 1990s.

Community Reporters training is accredited by the Institute of Community Reporters. Training can be tailored to an organisation’s needs and can involve any aspect of Community Reporting. Macc has begun a train-the-trainer programme for staff from voluntary and community groups to be able to train volunteers and service users in community reporting. This helps build up a cohort of reporters as well as supporting the voices of local people

As part of the Manchester Community Reporter programme we have run a number of projects during the year:

- Training excluded young people in making films - documenting a growing and healthy eating project on an allotment
- Running a photography project with residents of an area going through a large re-development process
- Running three day film training with mental health groups as part of a consultation on Mental Health Services in Manchester (See below)

Reporters also produced short films about each of the nominees for our Spirit of Manchester Awards (see below). These films were used at the event as part of the voting process and then passed to the group for use in their fundraising and promotion work.

Supporting User Groups

Macc has a long history of working with a range of groups and networks for service users

- **Manchester Users Network** – Macc continues to support engagement with the Manchester Mental Health and Social Care Trust. We have also worked with the network to create a Charter for people who use mental health services. This is based on an analysis of the responses of people who use mental health services to historical consultation exercises. The charter includes a list of demands/wishes while also making practical suggestions on what could be monitored e.g. for inclusion in a service level agreement/contract. The analysis was carried out a steering group with members from Macc, former members of the Mental Health Watchdog (LINK), Manchester Users Network, South Manchester User Group, Public Health, Manchester Mental Health and Social Care Trust. The group plans to launch the Charter and invite local groups and individuals to sign up to the charter and form a Charter alliance. The

Charter will then be used as a mandate for driving change in the commissioning, development and provision of mental health services. Alliance members will meet with commissioners and providers to monitor progress.

- **Manchester Core User Group** - support with administrative and practical resources
- **Manchester Parent Carers** - hosting and development support for the group.
- **Involving older people** - Macc continues to support the involvement of the older peoples' representatives in health and social care structures. Mary Duncan continues to support the Greater Manchester Older People's Reference Group and worked with GMCVO to build their involvement in the GM Big Lottery "Ageing Better" Bid. We also ensured older people were directly involved in the decision making process for the Reducing Social Isolation Grants (see below), including keeping them briefed on current research into loneliness and opportunities to understand key programmes of work which relate to the aims of the grants (e.g.: Integrated Care NW conference).

Developing Advocacy Services

Macc continues to promote the development of local advocacy services and collaboration between local advocacy providers. Although we receive no direct funding for this work, it is a long held view that a strong advocacy sector in Manchester will greatly improve people's experience of using services and exercising their rights and wishes. There is strong demand from local groups that Macc should continue to support and develop joint working. During this period we continued to press local commissioners to ensure the availability of advocacy services across the city. The Chief Executive of Macc made repeated requests for a report on advocacy from the Manchester Health and Wellbeing Board: a report is expected later in 2014. We also continue share information with local groups about best practice and learning from other parts of the country.

To make Manchester a diverse and positive place to live and work.

Leading and Shaping the Voluntary Sector

Macc continues to contribute to the development of voluntary sector's role in Manchester and beyond. As well as representing the sector on a number of key strategic bodies in the city, Macc staff are visible and involved local regional and national networks and events. Conferences in which Macc participated in the period include Voluntary Sector North West's "Thriving Places" conference (in which Macc's work on "Civil Economy" was highlighted), Manchester Financial Inclusion strategy conference, speaking at the All Party Parliamentary Group on Civil Society. The Chief Executive of Macc is also a regular commentator in a range of fora such as Third Sector's website and a contributor to the NW voluntary and community sector Leaders Blog.

We continue to support and challenge the sector to explore its role and responsibilities – including organising a roundtable to discuss a collaborative approach to the Government’s Democratic Engagement programme.

Macc is also leading by example in acting as a socially responsible organisation. As well as gaining accreditation as a Living Wage Employer, Macc was the first charity to register its pay multiple on PayCompare. This is a website established to monitor pay multiples (i.e. the gap between highest and lowest paid in an organisation) across the local authority and university sectors. Following liaison with the site’s developer, a new category was added to monitor charity registrations and connections have been made to NAVCA, NCVO and ACEVO. At Macc’s recommendation, the site has also introduced a supporters logo to be renewed annually to encourage organisations to keep their reported pay multiple up to date. GMCVO and Liverpool CVS have now registered their pay multiple on the site and we continue to encourage voluntary and community sector organisations to do the same. Alongside Living Wage accreditation publishing a healthy pay multiple encourages other organisations to create good quality employment and challenges the myths being perpetrated about executive pay in charities.

We circulated briefings and lobbied local politicians around the implications of the Lobbying and Transparency Bill, signing up to the national Commission on Civil Society and sharing our concerns with national agencies such as NAVCA and NCVO.

Our State of the Voluntary Sector report launched in May 2013 has advanced local understanding of the scale and scope of the sector in the city¹ and is to be used as source material not only for the development of a City Council CS Strategy but also for the annual State of the City report.

We are increasingly supporting the sector in working alongside local politicians through Overview and Scrutiny processes and starting to develop strong relationships with a cross section of Councillors – something which only a few years ago was completely unfamiliar territory for Macc.

State of the Sector Research

As part of the Transforming Local Infrastructure programme (see below) we worked in partnership with other infrastructure organisations across Greater Manchester to produce a comprehensive picture of the Manchester’s voluntary and community sector and its contribution to life in the city. The research includes number of groups, focus of their work, numbers of staff and volunteers, income. These data have proved invaluable in raising the profile of the voluntary and community sector with commissioners, decision

¹ To the extent that the Leader of the City Council claimed at the voluntary and community sector Assembly that the Council had produced the work with “some involvement from Macc”... needless to say, we corrected this politely!

makers, politicians and others. It has also helped change attitudes and the nature of the conversation: for example it enabled us to assert with evidence that for every £1 spent in the sector by Manchester City Council, the sector is then able to generate an additional £9. Our “8 Things You Should Know About the Voluntary Sector in Manchester” flyer has been distributed widely both in print and online.

The Chief Executive of Macc introduced the research on behalf of the Greater Manchester CVS Chief Officers at a launch event held in Media City in May 2013.

A Civil Economy for Manchester

Following completion of the State of the Sector research, Macc has worked with CLES (Centre for Local Economic Strategies) to think about what the city would look like if it really built on this incredible asset working hard in communities all across Manchester and saw the sector playing a key role linking communities of disadvantage to economic opportunity. The Civil Economy approach is founded on three key principles:

- Refocusing on how economic success is perceived around the experiences of people and communities within the economy.
- Creating an economy which works for all the people in it
- Strong communities and social inclusion as inputs to and outcomes of economic and business success

A reference group from across the voluntary, private and public sectors was convened to inform development of the report. The final report was completed early in 2014 and will be launched in a new section on the Manchester Community Central website in April 2014. The report has been endorsed by the Macc Board and was presented to the Leader of the City Council in March 2014. It has been agreed that the findings will be presented to the new Manchester Leaders Forum in summer 2014.

This work, the first of its kind in the country, is already gaining momentum as a new way of looking at the role of the voluntary and community sector within the economy and building new approaches to addressing social issues in the context of reducing public sector resources. Over the coming year, Macc will align its work priorities and key messages with the themes and recommendations of the report.

Equalities

Since 2011, Macc has been working with partners including Manchester BME Network in establishing and developing the Manchester Equalities Hub. This brings together a range of local groups which lead on equalities issues (including but not limited to those defined in the Equality Act) to develop a cross-cutting view of local policy and practice and to promote equalities issues within the voluntary and community sector.

The Hub's work has previously been supported by a small amount of funding devolved from Macc's infrastructure grant which was complemented by an allocation from Transforming Local Infrastructure – both these sources ended in September 2013. Within the new infrastructure contract with the City Council, the focus on community engagement has massively reduced. Macc has therefore committed to maintain an equalities function but, in the light of some dissatisfaction among the groups involved about the Hub's role and effectiveness, Macc began conducting a stakeholder consultation on the future of equalities work this is due for completion later in 2014.

Poverty and Welfare Reform

This has been a consistent topic within the sector throughout the year. It provided the theme for a workshop at the Voluntary Sector Assembly in which groups shared stories of what they had seen and how they were meeting increased demands for support. Macc has also been involved with a number of other initiatives:

- **Work Capability Assessment Action Group.** - Macc has been involved with this work which has been led by Europaia. This looks at the impact of the Work Capability Assessment and challenges both the implementation and policy around WCA.
- **MMU research** - A project has started at MMU to gather voluntary and community sector testimony on the impact of government policy as seen by the sector. Macc supported the launch of this programme at the "Bearing Witness" event which took place in March and the research lead will be speaking to the Health and Wellbeing Forum later in the month. We are encouraging local groups to contribute to this research alongside a similar national programme being led by NCVO.
- **Work Programme Leavers** - This is a GM-wide programme which is aimed at people who have finished the Government's Work Programme but still not gained employment. It is widely recognised that one of the issues with the Work Programme (besides the lack of contracting with voluntary and community sector agencies) has been the "cherry-picking" by providers of those who are most likely to gain employment (and therefore trigger a payment under the Payment By Results system) and the consequent impression that those not seen as being nearly ready to enter employment have been abandoned. Theoretically the realisation that a project could be developed to address this is very welcome: in practice, there is a concern that what has been put in place is simply aimed at "the next hardest" rather than those with long standing complex needs. Macc was asked about "how to frame commissioning intentions", for working with a cohort of people who have been parked by the work programme. We recommended that
 - this work should start by engaging with the people affected, to find out more about their experience of being on the receiving end of welfare reform

- engagement at an early stage would enable co-produced solutions which would be more sustainable rather than just another service intervention. At the very least, end service users should be consulted.
- Ethical and capacity concerns raised by other groups should be addressed: the programme assumes availability of additional support from mental health services and could involve use of benefit sanctions.

We remain very concerned about this programme as it is focusing on a vulnerable group of people but there seems an inherent suspicion towards most benefit claimants, ignorance of the potential vulnerability of this group and a lack of assessment of the quality of employment in delivering the outcomes. Macc continues to press commissioners to develop a safeguarding mechanism through the evaluation or the governance arrangements.

- **Greater Manchester Poverty Action Group** - Macc is beginning to work more closely with this cross sector initiative to create a broad, active movement of people and organisations who are fighting poverty across the subregion.
- **Sharing information** - Macc also continues to highlight evidence gathered by voluntary and community sector organisations locally, regionally and nationally to assess the impact of the welfare reform programme and challenge the myths which are being perpetrated in the media and policymakers about those who need the support of a social safety net. A good example of this is the report by the Greater Manchester CABs on the impact of benefit sanctions which has been raised with the Troubled Families Board, the Health and Wellbeing Board, Job Centre Plus, local councillors and circulated through our information sharing mechanisms.

Spirit of Manchester Awards

The awards were managed and run by Macc as a celebration of the work of Manchester's voluntary and community sector. Eight categories were chosen:

- Volunteer of the year – outstanding contribution;
- Volunteer involving organisation of year;
- Small business of the year – commitment to corporate social responsibility;
- Most innovative group;
- Best service user involving organization;
- Most successful campaign;
- Best partnership initiative/collaboration;
- Contribution to the sector.

The first Spirit of Manchester Awards event was held at the Co-operative headquarters (thanks to Co-operative sponsorship) on 26 September 2013 and over 100 guests attended. The Lord Mayor of

Manchester presented the awards and on the night the audience used interactive voting buttons to vote on the winners.

The event attracted a number of key supporters and sponsors from the public, private and voluntary sectors. The hashtag for the event “trended” on Twitter in Manchester.

Macc will run the Spirit of Manchester Awards on an annual basis in the future and work has started on the 2014 programme.

To influence decision-making in Manchester through high profile voluntary and community action.

Voluntary Sector Assembly

The voluntary and community sector is well known for its diversity and complexity. It is long accepted that there is no single view or ‘one voice’ which can capture this. Any structure which is developed can therefore not deliver a single action plan nor even a definitive statement from the entire sector. The aims of the Assembly are:

- Providing leadership for the collective voice of the voluntary and community sector when appropriate.
- Promoting the strengths and contribution of the voluntary and community sector to Manchester.
- Promoting partnership working within the voluntary and community sector and with other sectors.

Now into its second full year, the Assembly now provides the broader context for all of our engagement work with the sector. As well as large quarterly events, we hold a range of other themed networks including a Chief Execs Group and a Small Groups Forum. Development of the Assembly during its initial year was supported by TLI investment and input from partners as well as staff from all of Macc’s delivery teams.

The January 2014 Assembly event looked at how the voluntary and community sector should approach ongoing impact of recession, welfare reform and the upcoming £70 million cuts to public sector budgets in Manchester. Over 100 voluntary and community sector groups attended and there was a plenary by Sir Richard Leese, Leader of Manchester City Council.

We continue to contribute to local regional and national discussions around the voluntary and community sector and policy issues through news items, blogs, via social media such as Twitter and in meetings with voluntary sector organisations. Macc is an active member of bodies such as Voluntary Sector North West, Greater Manchester Centre for Voluntary Organisation and the National Council for Voluntary Organisations.

Health & Wellbeing

- **Manchester Health and Wellbeing Board** - Mike Wild represents the voluntary sector on the Board which has now completed its first year as a public committee. The Board has been mainly focused on system reform in health and social care (especially Living Longer Living Better) but Macc has consistently raised issues of inequality, hidden communities and the need to engage the insight and knowledge of the sector in designing programmes to support wellbeing. Macc continues to press for the Board to consider how it supports the voices of patients and service users and has repeatedly requested a report on the development and provision of advocacy services following a recommendation in the Francis Report – this is now expected in summer 2014, over a year after it was first highlighted. As voluntary and community sector ‘representative’ Mike is accountable back to the sector via the Health and Wellbeing Forum and also circulates the papers on Twitter as soon as they are made public.
- **Joint Strategic Needs Assessment** - Macc has developed a “compact” between the voluntary and community sector and the JSNA to support the contribution of the sector to the JSNA. It was agreed to review our engagement with the JSNA process, and look at the impact evidence provided by the voluntary and community sector is/will have on commissioning. The compact has gathered some attention nationally as an example of good practice - Regional Voices, the national network for engagement of the sector in health, has written this up as a case study. During 2014 we will examine whether the approach is actually having an impact in strengthening links with residents and the voluntary and community sector. Mary Duncan is on the JSNA Steering Group which is a subgroup of the Health and Wellbeing Board.
- **Living Longer, Living Better** - This is the main programme for the integration of health and social care services in Manchester. It is particularly focused on developing new pathways for services between Clinical Commissioning Groups, Hospitals and Council Social Services. There has been limited engagement with the Programme since the Blueprint was first presented to the Health and Wellbeing Board last July. As Macc’s representative, Mike Wild has reported to the voluntary and community sector Health and Wellbeing Forum and was invited to attend a Professional Reference Group which supports the City-Wide Leadership Group. Through the voluntary and community sector Health and Wellbeing Forum we have circulated basic information about the Programme of work through the Newsletter, bulletins, briefing papers and the website. The Forum have discussed why the voluntary and community sector has a vital role to play in shaping local care and support services, but where and how we engage with the Programme was open for discussion. As has been seen many times over the years, the potential for partnership working between the sector and NHS structures is diminished by a

lack of spaces for open, creative discussion. Macc will work with commissioners to explore the governance of the programme and identify a more effective means to engage the voluntary and community sector in delivering the ambitions of the Living Longer, Living Better programme.

- **Food Futures** - This is an initiative based within Public Health Manchester which has been running for some years. Macc has a long history with this work since the programme started. Following the report produced on food in Care Homes, the Steering Group has continued to identify food related issues among older vulnerable people and has now established a working group to improve food intake and mealtime experiences in the wider community.
- **Communities for Health** - Working with Communities for Health has been outlined as one of the three main strands for the future development of healthy living services in Manchester. John Butler met with colleagues from Public Health Manchester, ZEST and South Manchester Healthy Living Network to explore what is meant by the idea of “communities for health”. Subsequently we organised a discussion with relevant commissioners to test out a common understanding and language. One of the ways we plan to progress this is through the development of training and peer support for organisations that wish to develop more asset based approaches. This training will be delivered in partnership with Public Health Manchester and dates have been set for 2014. The focus will be on the delivery of learning sets which aim to provide a space for practitioners to reflect on their community work practice through peer support and access to commissioners and academics that have an interest in asset based approaches to health improvement.
- **Building Relationships between the GPs and the voluntary and community sector** - Macc was contacted through the CCG to help a GP Practice that was looking for funding to run staff training courses etc. We identified a range of free online resources such as digital stories to help raise awareness and challenge perceptions of practice staff through exposure to the direct testimony of people who use mental health services. We also brokered a relationship with a local Mental Health organisation who were keen to meet up and discuss further, especially as this would be building on an existing good relationship between the surgery and their team.

Feedback from GP Surgery: “We were also impressed by the amount of time and energy they devoted in developing a programme to meet our needs. As well as giving us the chance to reflect on patients’ experiences of general practice, these sessions brought together groups of our staff in ways that I don’t think they’ve worked before. It made the whole issue of mental health so much more real. Yes, well these people aren’t just the patients we treat, but also the people we know and work with every day”.

Feedback from voluntary and community sector CEO

“Am going to a meeting with The practice tomorrow about working together on another project that we have funding for via the Dept. of Health – developing an intervention for people with long term conditions with the aim of supporting people to manage these conditions and not develop mental health issues. So that’s one further piece of work that might emerge from this. Thanks for the matchmaking!”

- **Healthwatch Manchester** - The Chief Executive of Macc sits on the Board of Healthwatch Manchester to support their engagement with the voluntary and community sector and advise on developing practice in engaging local people and building influence.

Mental Health

- **Voluntary Sector Mental Health Forum** - In an attempt to rationalise the number of meetings for voluntary and community sector mental health organisations, Forum meetings are now held as required where there is a clear purpose, otherwise for networking and other purposes members are encouraged to attend the Voluntary and Community Sector Assembly, the Mental Health Recovery Network, the Mental Health Provider Engagement Group and the Provider Advisory Group.

The Forum continues to provide a vehicle for the sector’s strategic relationship with statutory mental health services. Following the July 2013 meeting of the Forum it was agreed with to map out existing engagement between the voluntary and community sector and the Trust. This involved

- Producing a questionnaire and surveyed staff from the five organisations about, which voluntary and community sector organisations they work with, examples of good practice, barriers to integration and potential solutions. produced a report of the findings
- Reviewing protocols for information sharing which will help to facilitate integration at a corporate level between organisations

Michele Moran, Chief Executive of Manchester Mental Health and Social Care Trust came to speak to the August 2013 meeting of the Forum about the Trust’s vision for working with the voluntary and community sector, hear about members work and; discuss the implications of the commissioning intentions document and the decision to withdraw from the foundation Trust process. Macc’s lead on mental health work, John Butler, continues to meet with Michele regularly.

- **Recovery Network** - Following the successful launch of the recovery network in February 2013, John Butler facilitated the establishment of a steering group for the network and a web page on the Manchester Community Central website. Steering group members include people who use mental

health services, informal carers, voluntary and statutory sector practitioners, senior managers and an ASC commissioner.

The network's October 2013 meeting focused on sharing information and knowledge about the use of recovery stories, showing some examples of digital stories, providing information about running a story telling course and showing case examples of peer support services and training. The overall message "we have some excellent, but fragile, recovery orientated services in Manchester. There is a need for, significant investment, or reinvestment of resources, to increase the range, quality, connectivity and sustainability of these services".

The network held a further event in February 2014 which focused on developing a model for peer support services to be included in the service specification for the re-provision of the Local Authority health and wellbeing services. 40 people attended including people who use services, carers, providers and commissioners.

- **Manchester Mental Health Improvement Programme** - As part of this programme, Macc co-ordinated a programme of 23 events to engage local people who use or may use mental health services and informal carers to comment on plans for reconfiguring mental health services in Manchester. Voluntary and community sector organisations were invited, in their role as advocates for vulnerable people and communities, to host focus groups with independent facilitators contracted to work alongside the host organisations in the planning, facilitation and report writing. This enabled Macc to ensure the host organisations with extra capacity and quality control the process in order to reassure commissioners as to the accuracy of the findings and consistency in the approach. Planning and delivery of the events took place during January and most were held during the last two weeks of January.

Despite restrictions on time overall the programme has produced some remarkable results.

- All of the events went ahead as planned;
- the reports were submitted in time;
- 250 people from diverse communities participated, many of whom had not been involved in events like this before and;
- While some expressed reservations about the outcomes of the exercise most were very grateful for the opportunity to get their voices heard; were keen to find out about the impact of their involvement and wanted further involvement.

Hannah Powell also ran a Community Reporters course as part of this work: four individuals took part and produced films which told stories about different experiences of communities on mental health and illness.

These films were subsequently uploaded to YouTube and the links were included in the report which has been sent to commissioners – this is a great example of the way the Community Reporters programme can be used to capture personal experience stories to influence commissioners’ thinking.

The City Council held a parallel consultation process for the recommissioning of health and wellbeing services. John Butler also facilitated a recovery network event which aimed to influence the development of a service specification to develop peer support networks and services.

Children Young People and Families

After delivery of a well-regarded development programme which Macc has run continuously since 2005, the new Council Infrastructure contract did not include a specific ring fenced fund around the Children Young People and Families agenda. This was a significant decrease and meant that Macc could no longer afford a dedicated worker or the significant resources for the networks.

Macc designed an offer for future Children Young People and Families work based on the new funding and contractual requirements. This reflected the reduced capabilities. However, reaction to the new arrangements from stakeholders within the Council and the Manchester Safeguarding Children’s Board was negative, and directed at Macc for failing to continue to deliver the same service rather than at the Council for the reduction in funding.

- **CYPF Leaders Group** As part of Macc’s new offer around CYPF we have revived the CYPF Leaders Forum in partnership with Voluntary Youth Manchester. This has a core membership of fifteen leading CYPF groups. The key aim of the group going forward is to develop a strategic vision of the sector and it provides
 - a strategic reference point for Macc to set our agenda.
 - a forum to feedback from partnership meetings.
 - a place of engagement between the voluntary and community sector and the Council. It has been attended by commissioners and Councillors and a number of key stakeholders will be attending over the coming year.

- **Voluntary Youth Manchester** - Macc continues to work closely with Voluntary Youth Manchester who are co-located with us. With the removal of Macc’s funding for Children Young People and Families, we are no longer sharing funding with VYM and the joint email bulletin has discontinued. However, we have committed to provide VYM with some free desk space. Macc continues to sit on the Valuing Young People Board alongside VYM.

Commissioning

Macc's Strategic Lead Worker on Commissioning works to develop good commissioning approaches which harness the best of what the voluntary and community sector can do to improve outcomes for local people. Now into its second year, the role has continued to rely on building positive and constructive relationships with commissioners in the City Council and the local NHS and CCGs through regular meetings and joint work including:

- 1 Influencing the NHS commissioning of the voluntary and community sector through membership of Clinical Commissioning Group Third Sector Review Board and the development of a Provider's Advisory Group.
- 2 Improving MCC procurement processes through detailed work(including 2 evaluations) on the following tender/grants:
 - Adult Services
 - Children's Centres
 - Health and Wellbeing
 - Equalities
 - Alexandra Park pavilion
 - Troubled Families Framework Agreement
 - Advice Services
 - Work Programme Leavers
 - Youth and Play Services
 - Neighbourhood Learning in Deprived Communities
- 3 Developing commissioning processes for Youth services through membership of Valuing Young People Board, evaluation of youth services and membership of MCC working group.
- 4 Encouraging the contribution of voluntary and community sector in providing evidence that informs commissioning through development of a working agreement to involve the voluntary and community sector in the Joint Strategic Needs Assessment
- 5 Informing voluntary and community sector about commissioning and procurement in Manchester through a commissioning database and tweets, news items and website pages and blogs on:
 - Spot Purchasing
 - Commissioning and Integrated Care
 - The impact of cuts in Council funding in Manchester

- The concept of level playing field in procurement
 - The Chest E-portal
 - The role of Cost Benefit Analysis as evidence
 - How to deal with a request to cut
- 6 Helping to develop voluntary and community sector Alliances that can make strong bids for tenders including support for Carers, BME and Advice alliances.
 - 7 Encouraging innovation through developing briefings and organising workshops on digital approaches to welfare provision
 - 8 Improving the knowledge and skills of the voluntary and community sector by providing training and workshops on:
 - Spot Purchasing
 - Evidence
 - Contract Negotiation
 - Commissioning Strategy in Manchester
 - 9 Enabling input from voluntary and community sector into the development of the NHS specification for mental health services by developing an engagement strategy and a mental health charter.
 - 10 Exploring the development of commissioning support as an income generator for Macc through commissioning an independent consultant to develop a market approach.
 - 11 Influencing the future direction of commissioning for integrated services in Manchester through work on Living Longer, Living Better.
 - 12 Encouraging joint work across Greater Manchester through development of policy meeting of infrastructure organisations.

- **Adult Services**

Macc knew from a Finance Scrutiny Report that Manchester City Council had to make significant cuts in a number of adult services including advocacy and carers support and time was running out to carry out a procurement process. Macc's Strategic Lead Worker on Commissioning, Nigel Rose, met with the lead commissioners, wrote a briefing paper outlining the Council position and then organised 2 meetings where existing providers met with the Council and also had the opportunity to discuss what they would like to see happen. Following these discussions Nigel wrote a letter to the Council's Head of

Commissioning which led to a meeting where it was agreed to defer a procurement process, as there was insufficient time to carry it out properly and to give more time for voluntary and community sector to form alliances.

- **Youth Evaluation**

Following the Youth and Play Funding process Nigel Rose co-ordinated a joint evaluation with VYM and the Council which gathered evidence through surveys, interviews and focus groups from voluntary and community sector, Councillors and Council officers. The evaluation identified a number of key areas for improvement and was well received by officers. It has also helped to lead to a detailed discussion about how to change future youth commissioning and indirectly to the formation of a Council Executive sub-group to consider the future of commissioning.

- **Providers Advisory Group**

Through involvement with CCG 3rd Sector Review Board Nigel Rose offered to co-ordinate a Providers Advisory Group (PAG), where existing and potential providers could discuss the work of the Board, respond to questions from the Board and in turn make their own suggestions. Based on discussion in the PAG, Nigel wrote a report to the Board on good practice in voluntary and community sector/NHS commissioning. Even though the Board has now finished the PAG continues as the groups involved have found it useful to meet key people in NHS commissioning and discuss commissioning. Recently the group sent a detailed and well-received letter detailing their views on how to approach the recommissioning of mental health services.

Grants Management

This is a relatively new area of development for Macc. During the year we appointed Anna Tate, our Small Grants Development Worker to develop this work. It has been a challenge to establish the processes and capacity to manage these funds but now that these are in place there is considerable capacity to expand this work in a way that ties into Macc's wider strategic objectives to develop the voluntary sector.

Macc is managing the **Reducing Social Isolation and Loneliness Grant Fund** on behalf of the three Manchester Clinical Commissioning Groups. £600,000 has been made available to groups to build greater understanding of how the Manchester CCGs can work with voluntary and community sector organisations to improve health and wellbeing outcomes for Manchester residents over the age of 50yrs. Financial distribution is managed by The Charity Service. £50,000 has been set aside for independent evaluation which will be done by Office for Public Management isolation and loneliness.

The fund has been extensively promoted through a range of events, support workshops, a launch event attended by over 100 groups as well as publicising the funding through twitter, bulletins (Macc's quarterly bulletin, VOP bulletins and circulating information via Macc's networks).

Besides bringing some valuable support to socially isolated older people in communities across the city, this is an important development for Macc for a number of strategic reasons:

1. Building relationships between CCGs and voluntary and community sector through work on the grants programme
2. It develops Macc's relationships with CCG commissioners by working together designing the programme
3. It also enables Macc to influence NHS approaches to funding voluntary and community sector and promotes grant programmes as a model for the CCGs to use in securing outcomes
4. The design of the grant fund has been set up to develop CCG –voluntary and community sector relations understanding and engagement which should have a lasting impact after the grant fund ends
5. It will produce a range of useful evidence into best practice interventions to reduce social I have also been working to support the Reducing Social Isolation and/Loneliness funding. As part this I have been involved in publicising the funding through twitter, bulletins (Macc's quarterly bulletin, VOP bulletins and circulating information via Macc's networks. I was involved with promoting the partnership elements of the funding programme and liaised with a variety of public and private sector organisations and departments to promote the funding programme and partnerships links in Manchester.

Macc also remains involved with managing the **Community First** programme in Manchester. Community grants of up to £2,500 are distributed at ward level through community panels made up of representatives from the council, local residents and businesses. Funded by central government, national administration is handled by the Community Development Foundation. When the programme was first announced in 2011 Macc was approached by Manchester City Council to help establish, coordinate and act as panel partner for the Community First panels in 14 out of 18 eligible wards (four wards had already identified an established local group to act as panel partner. Macc is responsible for the administration and support of the working of the panels across Manchester

The key challenge for Macc has been setting up and recruiting the panels, making sure that local communities are effectively engaged and that they allocate their grants. This work was originally undertaken at the Council's behest but with no additional capacity to support it. The Community First process is extremely heavy in terms of bureaucracy– Macc produced a separate report setting out our issues with the system – and it has also gathered a lot of attention from Councillors and senior officers in the Council. Tracey Rawlins worked on the set up and first 2 years of Community First but as the difficulties

of managing the processes and expectations became apparent: none of the 13 panels with which Macc was involved had spent their yearly allocated funding and all needed additional support to consider applications and allocate funding appropriately. Tracey produced a report on Community First early in 2013 which identified that extra capacity would be required to support the panels.

The recommendations of the report were accepted – so through our Small Grants Development Worker Macc will continue to be “panel partner” for eight Community First panels. Anna Tate has also been working with the Wythenshawe Community Housing group to handover the five Wythenshawe Community First panels to them.

This work has enabled Macc to develop a range of useful new relationships within the Council Regeneration Teams, The Housing Associations, Councillors and community associations.

To improve the performance and prosperity of the Manchester voluntary and community sector through effective use of resources.

Capacity Building Support for Groups

We continued to provide one-to-one support for local voluntary and community sector groups, handling a total of 350 cases during the year. This was a reduction against the previous year but accompanied by a major increase in usage of the website and with the reduction largely being in requests for “basic support”. The number of in-depth support cases was 89 against an annual target of 50 (this is intensive, shoulder-to-shoulder support requiring a lot of time and input from both Macc and the organisation being supported). The majority of work has, as always, been around funding issues but is increasingly matched by requests for HR support.

An indicator of success with this service is the amount of funding secured by local groups as a direct result of our support during the period. This includes non-statutory sources such as Lottery programmes and independent trusts as well as statutory funders such as Manchester City Council. With a number of decisions still awaited, the total funds which the service helped bring to groups between April 2013 and March 2014 was £1,784,586.

The capacity building team ensures that groups can prepare for and take up new opportunities as they arise. From late 2013 onwards, there was increasing demand for support around the new Community Rights agenda and the asset transfer programme.

The team also develops the huge range of support resources available on the Manchester Community Central website. During the period, resources developed / updated included:

- “To CIO or not to CIO”
- Charitable Incorporated Organisations Q&A
- Fundraising resources
- Factsheet on Charities and VAT
- Marketing Campaigns Steps
- Marketing Strategies and Plan
- Marketing strategy template
- Marketing and communications plan template
- Weekly Activity Matrix
- Guide for organisers of voluntary events and street parties
- New sections were added on
 - Working with the private sector
 - Human resources
 - Raising your profile

STAR Standard

The STAR Standard is an externally assessed quality standard for local voluntary and community groups. Originally developed by Halton and St Helens Voluntary and Community Action, Macc has licensed the system to develop a local version for Manchester in partnership with commissioners and groups. This work was funded through the Transforming Local Infrastructure programme but is increasingly becoming a key part of the capacity building service. The standard has two main purposes in mind:

- To demonstrate the quality of systems and services of voluntary and community sector organisations.
- To identify any gaps and areas for development for voluntary and community sector organisations to improve delivery of services and access to funding opportunities.

Each section has been developed with a focus upon a key aspect of organisational activity including:

- Purpose, Position and Responsibility
- Planning, Reviewing and Managing
- Your People
- Your Relationships
- Managing Your Money and Resources
- Your Services and Customers
- Being Clear, Fair and Accessible

- Being Prepared, Managing Risk and Safeguarding
- Making a Difference

There are three stages in the assessment:

- The Introductory Visit - This is led by our Organisational Development Workers in response to a request or referral to our capacity building service. The worker will visit the applicant organisation to explain the advantages of working towards STAR and explain the audit process. As it is important that this is 'led from the top' it is vital that key people from the organisation attend the meeting. This will usually include the Chair, Chief Officer and senior members of staff or volunteers as appropriate to the organisation. The STAR Standard folder and necessary documentation will be issued at the introductory site visit.
- The Office-Based Review - The organisation will then work with a STAR mentor to compile evidence for each section of the Office-Based Review. This is submitted to Macc who will allocate a STAR auditor. Working remotely, the auditor will verify whether an organisation has passed the Office-Based Review.
- The On-Site Audit - the organisation will complete the evidence workbook culminating in a visit by a STAR auditor to test that written procedures comply with practice. On successful completion, the group will be accredited with the STAR Standard.

Most organisations will need more than one assessment session before they are awarded the STAR Standard.

By achieving the STAR Standard organisations and groups can have confidence that they are ready and able to deliver their services to a recognised standard – a standard that commissioners and funders will want to invest in.

In the first year, the first STAR is being externally verified by our partners at Halton and St Helens CVS. Our licence agreement with Halton & St Helens CVS includes the ability to customise the model locally to align with commissioners' priorities and full training for local STAR auditors. This enables Macc to run the pilot while also learning about the verification process and building interest with local commissioners.

During Summer & Autumn 2013 we advertised for groups to join the pilot of the Manchester STAR Standard and a cohort of 13 groups was selected to take part in the pilot. The groups which complete STAR will be presented with their certificates at the Spirit of Manchester Awards in September 2014 – which we will build on the aim of celebrating success in the sector.

Macc is also putting itself through STAR with the assessment being undertaken by Halton and St Helens Voluntary and Community Action.

It is a condition of taking part in the pilot that the groups commit to mentoring at least 2 groups within 12 months of gaining STAR.

- An introduction to STAR was included in the Reducing Social Isolation grants programme with the Manchester Clinical Commissioning Groups – this will seek to gauge interest from more organisations and NHS commissioners.
- An initial pricing model has been developed but will be reviewed once the pilot is completed. Our intention is that this will be a self-financing product once we have demonstrated the value of STAR in the city.

Training

During the year some 288 learners from 190 groups accessed training opportunities through Macc. The training calendar continues to be one of the most popular sections on our website with 9050 visitors to that page alone. For the first time, we delivered a large number of training sessions ourselves: 34 sessions on topics including how to run a funded project, effective marketing, using the funding portal and community reporter training. We have invested in up-skilling staff as appropriate through PTLLS and funding advisor courses.

We also continue to offer training needs analysis for groups and in 2014 will be launching new online learning facilities.

Building Collaboration

We continue to support the development of partnerships approaches to delivery within the sector, increasingly in response to funding programmes such as the Big Lottery's Fulfilling Lives series of projects. The Fulfilling Lives (Complex Needs) grant for up to £10 million over 10 years focused on improving services for people with multiple and complex needs. Macc helped to facilitate a partnership of local organisations in a range of ways including development of the service model through improving service user engagement, partnership governance and strategic influence and the equalities approach of the programme. Delivery commences in April 2014.

In addition to our established relationships with Manchester City Council and NHS bodies in the city, Macc is developing a range of cross-sector relationships in Manchester and beyond.

- **Academic Sector** - Mike Wild has regular meetings with the Director of Social Responsibility at the University of Manchester to explore opportunities to collaborate. Mike has presented to the University's Social Responsibility steering group about Macc's role and work in the city.
- **Private Sector** - The reference group for the development of the Civil Economy report included representation from the Federation of Small Businesses. They undertook a survey of small business on attitudes and expectations to social responsibility, the contribution of community organisations to business success and ambitions for partnership working. This was followed by work commissioned from Forever Manchester (The Community Foundation for Greater Manchester) to consult local small businesses about the barriers to developing relationships with VCS groups. Following this a plan has been developed for Macc and Forever Manchester to collaborate in building links with local businesses wishing to adopt a socially responsible approach.
- **Voluntary Sector Infrastructure** - Mike Wild attends the monthly meeting of the CVS Chief Officers across Greater Manchester. This supports collaboration across Greater Manchester in developing both policy and support services for the sector.

Transforming Local Infrastructure

In March 2012 the government awarded the Manchester Transforming Local Infrastructure (TLI) Partnership a grant of just under £400k through the Transforming Local Infrastructure Fund, which was delivered by Big Fund (the non-lottery funding arm of the Big Lottery Fund). Manchester was one of the 72 partnerships across England who received awards as part of a £30 million investment from the Office of Civil Society (OCS).

TLI aimed to provide better support for voluntary and community sector groups by transforming local support services. TLI also aimed to ensure that voluntary and community sector groups get a clearer, joined up service, tailored to their needs, using the skills and specialities of each organisation. Fundamentally, it should be simple and easy for voluntary and community sector groups to find, access and use the support they need.

Macc was the lead agency for the Manchester TLI Partnership and the TLI programme built on the development of Manchester Community Central and the initiative of the City Council in rationalising support services.

The Manchester TLI Partnership had a membership of 13 local support organisations who are working together to make sure local voluntary and community sector groups get the best support possible. The groups are:

- Macc
- The Lesbian and Gay Foundation
- Manchester BME Network
- The Charity Service
- Voluntary Youth Manchester
- Learning Skills and Employment Network
- Manchester Environmental Resource Centre Initiative (MERCi)
- Faith Network 4 Manchester
- Gaddum Centre
- Greater Manchester Youth Network
- People's Voice Media
- Third Sector Essentials CIC
- TogetherWorks

Macc managed the delivery of the programme and a budget of just under £400,000 On behalf of the Manchester TLI Partnership. The funding was provided by the Office for Civil Society and administered by the BIG Fund. The programme commenced in March 2012 and was successfully completed in September 2013.

As a result of the TLI investment a number of services, resources and tools were developed for the benefit of the local voluntary, private and public sector. Most of these were developed and led by the TLI partnership members and included:

- Manchester STAR Standard;
- Safe Induction Service;
- Trainee Placement Service;
- Sustainable Events Audits;
- Dynamic Facilitation and Wisdom Councils;
- Most Significant Change Outcomes Model;
- Manchester Social Impact Audit and Advisory Service;
- Manchester Community Central Approved Providers Register;
- Spirit of Manchester Awards scheme;
- Manchester Voluntary Sector Assembly;

- Manchester Community Reporters;
- Redevelopment of MyManchester portal as a community news site;
- Collaborative Spaces – Community Venues database;
- Commissioning Intentions Database;
- Manchester Trading Post;
- Manchester Funding Fair;
- Local Giving (Factsheets, Guides, Funding Pages);
- Social Investment Readiness Programme (Factsheets, 'Traffic Light' Tool, Training Programme);
- Cross Sector Relationships (Factsheets, Training Programme);
- City of Manchester State of the Sector Report 2013
- Manchester Third Sector Strategy: "A Civil Economy for Manchester";
- CRB/DBS Safe Recruitment Service;
- HR Factsheets and guides;
- Manchester Community Central Affinity Scheme;
- Manchester Community Central portal (re-designed);
- Manchester Community Central Approved Supplier List (inc. rating/review system).

The Manchester TLI partnership undertook an analysis of the products and services that have been developed as a result of the programme. The 'Looking Beyond TLI Funding' report was published in September 2013 analysed how far the TLI had partners progressed in terms of meeting the aims of the programme.

The TLI investment led to a comprehensive range of services, resources and tools being developed and made available to the public, private and voluntary sectors in the City of Manchester. These new services, resources and tools have been combined with existing ones and are available via the re-designed Manchester Community Central portal.

Stronger relationships were developed as a direct result of the Manchester TLI Programme. The opportunity for TLI partners to meet and communicate over the 18 month duration led to closer partnerships.

One of the TLI partners, the Learning Skills and Employment Network (LSEN) took the decision to cease operating in June 2013. The board of Together Works decided that it would cease to trade as of the 14th October 2013.

The tools, resources and activities that were funded and developed as a result of the TLI investment had a very positive impact in strengthening the range of support available to local voluntary and community sector organisations via Macc.

Information Services and Communications

Macc’s communication channels in the local community and with local groups continue to be an important part of our work. The following captures general statistics about Macc’s “reach” from April 2013-March 2014:

Unique visitors to the Manchester Community Central website	76,642
Searches conducted on the online Funding Portal	7,949
Number of jobs advertised on the website	235
Number of people receiving our weekly Ebulletin at the end of the period	3478
Number of people receiving our quarterly newsletter at the end of the period	672
Number of groups registered on Macc database at the end of the period	4368

The Manchester Community Central website was relaunched in September 2013 after a major overhaul in terms of design and functionality. It is now the platform for all Macc’s online provision and includes the Volunteer Centre’s website. The site now contains a greatly expanded range of functions and services including:

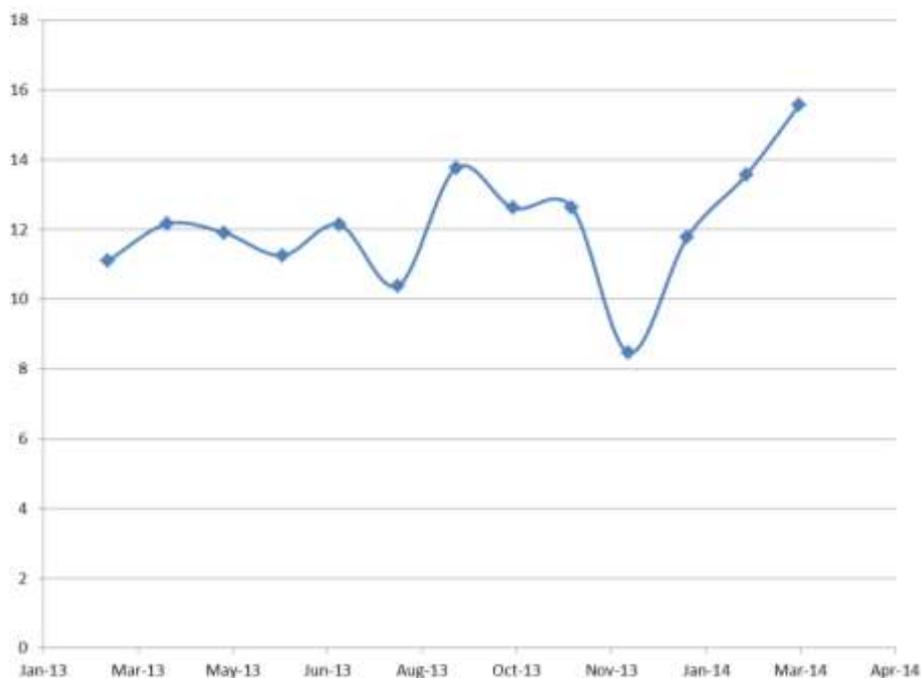
- Regular news and policy updates
- Volunteer registration
- Volunteering opportunities
- Job opportunities
- A directory of local groups
- A searchable funding database
- Online fundraising tools
- A range of tools, factsheets and resources to support organisational development
- An index of community meeting spaces
- Training calendar and booking facilities
- Events calendar
- A list of support providers and supplier agencies
- Blogs – including policy issues, ideas, feedback from representation at meetings

Operational Improvement

As well as service delivery, Macc has continued its ongoing work to improve the quality of the organisation's operations and governance.

- Review of Purpose, Beliefs and Values involving the whole Board and staff teams
- Board Development Programme
- Financial procedures completely updated
- New bank accounts set up to ensure our reserves are fully indemnified
- VAT registration – Macc is now VAT registered and we have taken professional advice to assess VAT implications and establish new processes. This represents a considerable amount of additional work and also has implications for our future charging policies.
- Completion of the TLI Programme with no amendments or clarifications required by the funder.
- The three Manchester Clinical Commissioning Groups approached us to run a further grants programme during 2014/15.
- Income is now being generated from sales of Community Reporters projects, Training and Room & equipment hire
- We introduced a charging policy for non-attendance as part of a drive to educate groups about the cost of services which they currently perceive as “free”.
- We analysed our range of products and services which can be marketed as charged-for in order to generate additional income to ensure future sustainability. This is a three year strategy which will need to address the expectations of local groups as well as creating a new culture within Macc as grant and contract funding diminishes.
- Consultations were completed with all staff concerning revised terms and conditions following the Management Review in 2012.
- A number of key policies & procedures were updated during the year including Carers Leave, Sickness, Volunteers, Performance Management,
- Mindful Employer training workshops for all staff and managers.
- All outstanding Health & Safety issues have been resolved and a regular reporting cycle has now been completed for the second year running.
- Macc's accreditation under the STAR Standard quality mark was in progress by the end of the period.
- Macc is now signed up to / a member of the following
 - Living Wage Campaign
 - Mindful Employer Charter
 - Employers Network for Equality and Inclusion
 - Fair Tax Campaign
 - Pay Compare

- Office improvements have included equipping the “Hub Room” as a new meeting room (to increase meeting capacity & ability to generate income through room hire charges) and the construction of a new interview room exclusively for the use of the Volunteer Centre.
- We invested in upgrades to the server and all staff computers – largely driven by the fact that most machines were running Windows XP which Microsoft will cease to support during summer 2014. This is an investment in productivity as many of our machines were struggling to cope with software updates. We also increased internet capacity and invested in improvements to our database systems to reflect new monitoring requirements.
- Visitors to the office are steadily increasing, particularly since the launch of the Volunteer Centre’s induction sessions.



Average number of visitors to the Macc office per working day.

Plans for Future Periods

By January 2015 we will have in place a new strategic plan covering the period from 1 April 2014 to 31 March 2018. This will address our ambitions and vision for the role of Macc in furthering the Civil Economy approach we have developed during 2014. We will continue to focus on strengthening the role of the third sector in Manchester and developing the role that Macc plays in the city. As the lead infrastructure agency, our role is about more than simply providing support services to voluntary and community groups: we have a responsibility to be an active “place-shaper” within Manchester and stimulate, challenge and create activities within the voluntary and community sector as well as in collaboration with other sectors.

From this we will produce a business plan which will focus on

- Income generation
- Customer service
- Building partnerships in Manchester and across Greater Manchester
- Sustaining and developing our Board, staff and volunteers
- Building diversity across the organisation’s work and relationships
- Baseline data used to monitor our impact and results
- Risk analysis and action plan.

Board of Trustees

Members who served during the year and up to the date of signing the accounts are set out on Page 1.

Trustees Report

The Trustees (who are also 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.

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.

Registered Office

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