

MANCHESTER ALLIANCE FOR COMMUNITY CARE LIMITED

**FINANCIAL STATEMENTS FOR THE YEAR ENDED
31 MARCH 2018**

Registered Charity No. 1145921
Company Registration No. 07788593

MANCHESTER ALLIANCE FOR COMMUNITY CARE LIMITED

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MANCHESTER ALLIANCE FOR COMMUNITY CARE LTD.**ANNUAL REPORT AND ACCOUNTS FOR THE YEAR ENDED 31ST MARCH 2018**

The trustees present their annual directors' report and financial statements of the charity for the year ended 31st March 2018 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.

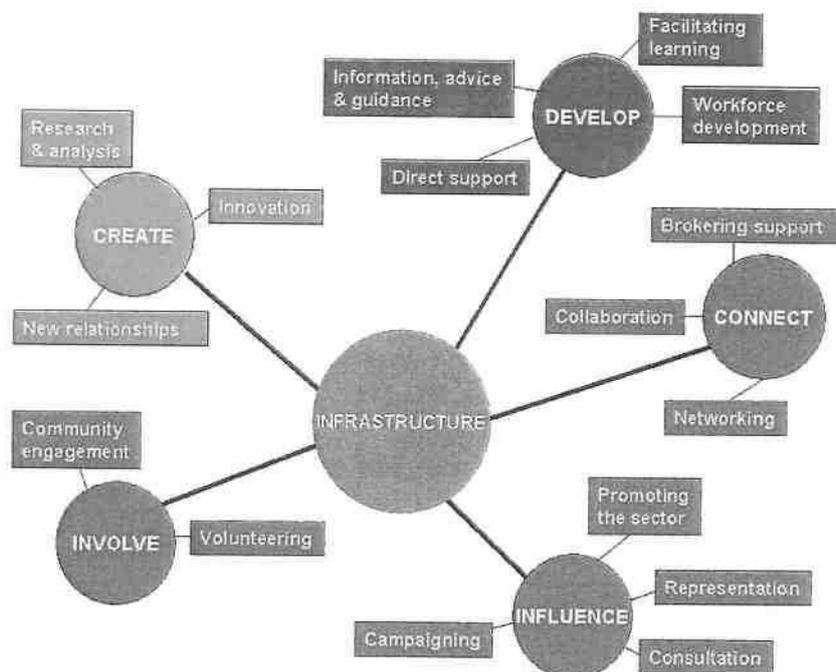
Macc's approach is to ensure that all of these functions are delivered by an organisation with a strong track record and high profile within Manchester. The activities, projects and services shown in the accounts

Macc remains focused on four main aims inherent in the model set out above 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.



How our activities deliver public benefit

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

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

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

Achievements and Performance

For many years this voluntary sector “infrastructure” in Manchester was very fragmented, with a large number of agencies providing a variety of roles: at one point 18 different organisations were involved and yet there were major gaps: e.g. no Volunteer Centre. The history is long, complicated and open to a large amount of interpretation. But a landmark was achieved in May 2013 when Manchester City Council issued a single tender for the full range of support to the local VCSE sector (information, capacity building, volunteering, policy, representation and engagement). The tender itself was an achievement for Macc since it showed that we had proved the case made over many years that those functions needed to be joined together in order to generate greatest impact. This has 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. 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 Macc continue to build on this platform and, in the emerging context of GM Devolution, the role of Macc as a civic foundation supporting and growing community action in Manchester. 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.

This section describes Macc’s work on our Business Plan theme of **involving people through volunteering and active citizenship**. One of Macc’s core beliefs is that every individual and community has unique skills, talents, knowledge and insights that are important.

Volunteer Centre Manchester

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

- By the end March 2018, the total number of local people engaged by Volunteer Centre Manchester had increased to 20,685.
- The Volunteer Centre Manchester Training and Events digest (a monthly bulletin) had 1173 subscribers while the Volunteering Opportunities digest had 12539 subscribers. Our Facebook page had 1461 “likes” and we had 5684 followers on Twitter.
- Hosting the city’s Volunteer Co-ordinators Forum to encourage peer support and deliver a range of training events.
- Reward and Recognition programme which enables local groups to track the contribution made by their volunteers and request a certificate to be presented to them during Volunteers Week.
- Supporting the development of a Greater Manchester Volunteering Strategy
- Establishing an Employer Supported Volunteering programme for Manchester City Council - to be rolled out to other employers during 2018

Promoting the Voices of Local People, Service Users and Carers

Macc has a long history of working to enhance marginalised and seldom-heard voices and supporting people who use services to influence the planning design and delivery of services.

- **Mental Health Charter Alliance** - Macc has continued to support the development of the Mental Health Charter Alliance established in 2015. The Charter was put together by reviewing responses to the many consultation exercises which have been carried out in recent years with the aim of identifying the key messages which users have repeatedly articulated and capturing these in the form of a Charter which they wish to encourage all providers to adopt. Macc facilitates and supports the Charter Alliance Steering Group and has been successful in gaining a participation and training budget to enable more people to take part so that issues like travel expenses and training costs are not a barrier.
- **Greater Manchester Older People's Network** - Macc has continued to support Greater Manchester Older People's Reference Group originally formed to ensure older people's involvement in the planning of health and social care services. This has expanded into the GM Older People's Network, as part of the GM Ambition for Ageing programme funded by Big Lottery and led by GMCVO, to ensure older people have a voice in the development of Greater Manchester as devolution progresses.
- **Community Reporters** - Macc works in partnership with People's Voice Media to provide a programme of Community Reporting in Manchester. This helps people and community groups to have a voice by through training to use written content, audio, video or photography and social media The programme works well for a range of Macc's activities: it can be used for voluntary and community organisations to raise their profile, showcasing their work and highlighting their impact or for local people to say what they think about where they live and tell their personal story – it is also a way to build confidence and pride, meet new people and gain new skills. Due to the success of the programme, we have been able to maintain it entirely on income from sales of training and project delivery, with further commissions already planned for the rest of 2018.

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

This section describes Macc's work on our business plan theme of making connections: collaboration, bringing in partnerships and resources. Macc's role here is to champion and stimulate the voluntary sector's role in Manchester and beyond. As well as representing the sector on a number of key strategic bodies (see "Representing the Sector" below), we play a role in the life of the city

Spirit of Manchester

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

- **Spirit of Manchester Awards** this year included a new category celebrating work on community cohesion, as part of Macc's response to the aftermath of the MEN Arena bombing in May 2017. The Awards event took place on Thursday 5th October at the Sheridan Suite with almost 300 people in attendance from local groups, businesses, public sector bodies and civic dignitaries.
- **Spirit of Manchester Fund** provided £4000 in mini grants to local voluntary and community groups, social enterprises charities to help deliver projects, events or community activities which will improve the wellbeing of people who live, work or study in Manchester.
- Our **Spirit of Manchester Stories** campaign capturing stories of 'a day in the life' of local projects.
- **Spirit of Manchester Business** was launched during the year as a call to action to local businesses to work with community organisations to support higher standards of living and quality of life in the communities in which they operate, while still preserving profitability. We see this as a step beyond

"corporate social responsibility" building partnerships around key themes: health and wellbeing, children and young people and employment and skills

Policy and Influence

Our policy and influence team undertook a range of activities including contributing to meetings, partnership working, building collaborations

- **Economy** focusing on the inclusive growth agenda, building on our Civil Economy work in 2015
- **Employment and Skills** including representing the sector on the Manchester Work and Skills Partnership and supporting initiatives which encourage "good employment" such as the GM Living Wage Campaign and PayCompare.
- **Equalities** championing a cross-cutting view of equalities, providing resources and training to assist local VCSE organisations with developing and implementing practice, e.g. in recruitment of staff and volunteers and highlighting campaigning work through our Spirit of Manchester Equalities Award.
- **Poverty** contributing to the work of the Greater Manchester Poverty Action Group
- **Crime and Community Safety** working with the Community Safety Partnership. As part of the response to the MEN Arena attack, we worked with partners in the Community Recovery Group to ensure lessons were learned about community responses, co-ordination of efforts across the public private and voluntary sectors and promoting community cohesion.

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

This section describes our work on our Business Plan theme of building the VCSE sector's Influence through policy and influence support.

Representing the Sector

As part of our place leadership role, Macc is responsible for ensuring the sector is represented in strategic partnerships and decision-making structures in Manchester. A high-profile example is the Our Manchester Leaders Forum. This leads on the development and oversight of the Manchester Strategy, bringing together partners from the public sector, private and academic sectors and a number of equalities representatives. The Chief Executive of Macc attends with the Chief Execs of LGBT Foundation, BHA for Equality and Breakthrough UK to provide a sector perspective informed by an equalities approach. This is one example of Macc's role in ensuring representation of the sector rather than individual organisations. Macc acts as a hub for arranging representation – either with our own staff or by staff from other organisations who volunteer to undertake the representative role and are accountable back to the sector through Macc's networks and channels.

We are also working to build wider relationships between the voluntary sector and other sectors, agencies and partners. Macc has a range of relationships with Manchester City Council from departments like Children and Adults Services to individual local Councillors. We help broker conversations with local voluntary groups. We also have collaborative relationships with Council officers which allow for constructive support and challenge. Likewise we have connections with many of the local NHS bodies in the city – Clinical Commissioning Groups, Hospital Trusts, Mental Health Trust, etc. and Macc is increasingly developing other productive relationships in other sectors.

Macc staff are visible and involved local regional and national networks and events sharing learning from other areas and ensuring the voice of Manchester's sector informs debate at these levels. Conferences in which Macc contributed during the period include Voluntary Sector North West's annual conference, NAVCA Annual Conference for Chief Officers of voluntary sector infrastructure organisations, local debating and action groups including Steady State Manchester, Manchester: A Certain Future and the Greater

Manchester Poverty Action Group. Macc also represents the voluntary sector on civic occasions such as the Statement of Commitment during the city's annual Holocaust Memorial Day event.

Voluntary Sector Assembly

The VCSE 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. No structure can therefore deliver a single action plan or even a definitive statement from the entire sector. Recognising this, the aims of the Assembly are:

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

The Assembly provides a space for the local sector to step away from the day to day of delivery and look at the broader context in which they work and what we can achieve collectively. It also provides a means for the sector to hold Macc and other leaders to account. During the year Assembly events focused on the response to the MEN Arena attack, funding and building relationships and working with hospitals.

Other policy and influence work included:

- ***Health & Wellbeing*** - During this period, the development of the Greater Manchester Health and Social Care Devolution agenda accelerated all aspects of integration of health and social care services in the city. Key activities included:
 - Representing the local sector on the Manchester Health and Wellbeing Board. Meetings are webcast live via the Council website and our Chief Executive also uses Twitter to give updates on the Board and invite comments and questions.
 - Hosting the Health and Wellbeing VCSE Leaders Forum
 - Supporting the three Community Explorers meeting groups across the city
 - Work with the emerging Local Care Organisation co-design an asset based approach to health and wellbeing in communities.
 - Working with University Hospitals South Manchester to develop a programme of masterclasses on System Leadership bringing together leaders from health, social care and the VCSE sector to explore different ways of collaboration, culture change in organisations and the principles of person centred approaches to wellbeing.
 - Organising the recruitment and hosting of a secondment from the VCSE sector into the Greater Manchester Health and Social Care Partnership.
 - Delivering a programme of VCSE grants around mental health and wellbeing.
 - Supporting the Mental Health Liaison Group with public sector commissioners, provider organisations and service users and providing regular sector updates at meetings of the Mental Health Provider Engagement Group.
- ***Children Young People and Families*** - Since 2013, Macc has not had a dedicated worker on this complex agenda with the largest subsector of voluntary and community organisations but we continue to support a limited programme of work on this agenda during the year including hosting the VCSE Children Young People and Families Leaders Group and working with the City Council to improve the way that the Early Help approach engages with the sector and build relationships with the local Early Help Hubs.
- ***Safeguarding***: We continued to provide representation of the sector on both the Manchester Safeguarding Children Board and Manchester Safeguarding Adults Board and focused on the capacity to engage with work to improve safeguarding practice across the city. We continued to promote best practice through use of the Safe Network's resources for voluntary groups. We continued our partnership with Salford CVS to provide low-cost DBS Checks for voluntary groups in Manchester.

- **Commissioning** Macc's Strategic Lead Worker on Commissioning works to encourage innovation through developing briefings and organising workshops on topics such as radical approaches to commissioning, community development approaches and social value. The major project of this work for the year was in continuing the co-design work with Council officers and sector leaders of the new Our Manchester VCS Grants Fund and providing support to groups applying for the fund.
- **Social Value** Macc continued working with partners including the Centre for Local Economic Strategies (CLES), Salford Council, Salford CVS, Voluntary Sector North West and others to host the **Greater Manchester Social Value Network**.
- **Devolution** Macc is a founder member of the GM VCSE Reference Group which seeks to lead the sector's involvement in the "Devo Manc" agenda. Achievements included development of a Memorandum of Understanding with the Greater Manchester Health and Social Care Partnership supported by a VCSE secondment, hosted by Macc.
- **State of the Sector** - We published new research into the scale and scope of the VCSE sector in Manchester, following on from our 2013 report. In collaboration with other infrastructure organisations in Greater Manchester the exercise was repeated to see what impact "austerity" has had on the sector. The report was published in summer 2017 and presented at various forums and Boards including the Voluntary Sector Assembly.

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

This section describes Macc's work to address our Business Plan theme of **developing local groups: support for local VCSE organisations**.

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.

- On average the Manchester Community Central website received around 30,000 unique visitors every quarter
- 5197 people were receiving our weekly Ebulletin at the end of the period
- There were 5826 groups registered on Macc's database
- By the end of the period we had over 1500 followers on our Twitter channels
- Our YouTube channel became increasingly popular with 10,000 views of our videos.

The Manchester Community Central website is the platform for all Macc's online services – a portal for everything related to voluntary action in Manchester. It enables local groups to get everything they need to run effective organisations, provides updates on policy and strategic developments including Macc's work representing the sector and provides local residents with routes into volunteering and community action.

Development Support for Groups

A report such as this cannot capture the complexity and diversity of casework undertaken by our Capacity Building team during the period. We have covered issues from basic business planning to helping resolve disputes between organisations when partnership arrangements collapse. Although our focus is on building capacity and capabilities within organisations, due to the state of the sector following local funding cuts, we have again been drawn into supporting crisis management more than in previous years. The top issues arising in our organisational development work were, as in previous years, not unexpected: funding, governance and Community Asset Transfer.

We provide a low cost training programme on a broad range of topics including Business Planning Property Management, Committee and Meeting Skills, GDPR, Funding Your Project, Health and Safety – Your Responsibilities, Trustee Roles and Responsibilities, Marketing, Commissioning and Procurement,

Choosing Your Structure, Demonstrating Impact, Basic Book-keeping and Creating a Social Media Campaign. As ever our training resources continued to be a popular service with over 3000 visitors to our online training brochure every quarter.

Grants Management

Macc has continued to manage a number of grants programmes to support local groups:

- Reducing Social Isolation and Loneliness (for Manchester Clinical Commissioning Group)
- Mental Health and Wellbeing (for Manchester Clinical Commissioning Group)
- Hatecrime Awareness (for Manchester City Council)
- Special Educational Needs and Disabilities (for Manchester City Council)
- Spirit of Manchester Fund

Infrastructure Development

We continued our strong working relationship with neighbouring voluntary sector infrastructure organisations. The Chief Executive of Macc attends the monthly meeting of the CVS Chief Officers across Greater Manchester along with Greater Manchester Centre for Voluntary Organisation.

Macc is also a partner in **10GM**, a joint venture with Salford CVS, Bolton CVS and Action Together (covering Oldham and Tameside). The purpose of 10GM is to

- create more effective practical collaboration between local infrastructure organisations
- make a more consistent local infrastructure support offer in all 10 areas of Greater Manchester
- develop a route for local infrastructure to market our services and activities to the Greater Manchester public sector system and the business sector.

Macc's Chief Executive is an elected member of the Board of Trustees of NAVCA, the membership body for voluntary sector infrastructure organisations such as Macc. This increases Macc's influence and profile nationally.

Open Data

During 2014, Macc developed a policy on Open Data and launched our new Open Data Portal. The aim of this work was to show leadership and champion the principles of accountability and transparency by sharing data about our work and the voluntary sector in Manchester. We continue to update our datasets on a quarterly basis and publish a blog with news of updates and other developments relating to Open Data. The datasets we release are:

- Statistics on volunteers registered with Macc
- Statistics on groups registered with Macc
- Anonymised results from our State of the Sector survey
- Grants data using the 360 Giving Standard

In summary, Macc has demonstrated that we continue, despite significant funding reductions, to provide our core offer to local voluntary, community and social enterprise organisations: capacity building, volunteer centre and policy and influence and play a broad, progressive role in the city. We have delivered our most successful Spirit of Manchester programme to date, raising the sector's profile locally. Operationally we have continued to manage funding pressures through reducing expenditure and increasing our ability to generate earned income.

Financial Review

Income for the year was £1,524,314 and expenditure was £1,411,422 giving a net surplus for the year of £112,892. At the year end the total funds of the charity were £778,869 of which restricted funds were £291,048 and unrestricted, or free, reserves were £487,821.

Principal Funding Sources 2016-2017

- **Manchester City Council – Infrastructure Contract (2013-2018)**
A contract won by competitive tender to provide a range of support services for the local voluntary and community sector: capacity building, the Volunteer Centre, representation of the sector and building relationships with the public and private sector. This contract commenced in September 2013 and replaced the various funding streams from Manchester City Council.
- **Manchester NHS Clinical Commissioning Group**
Historically, this funding was to support the basic function of Macc in fostering strategic relationships, good practice and dialogue between the voluntary, community and statutory sectors in order to secure better outcomes for people using health and social care services – and was therefore unrestricted income. Since 2010, the terms of the Service Level Agreement have become more specific and establish a programme of work to respond to the changing structures within the NHS, the need to develop more integrated approaches to health and social care delivery. The Service Level Agreement also now incorporates our work on delivering a programme of grants to increase mental health provision within the voluntary and community sector and support for user groups.

Custodian Trustee

It should be noted that within the figure for 'Deferred income' in the accounts (in the 'Creditors' note) is an amount of £429,164 which includes funds provided by Manchester NHS Clinical Commissioning Group allocated to specific future projects, mainly to be distributed as grants to local voluntary sector organisations (in 2017 this figure was £927,337).

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 2016 was £487,821 of which £ 483,865 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 £483,865.

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

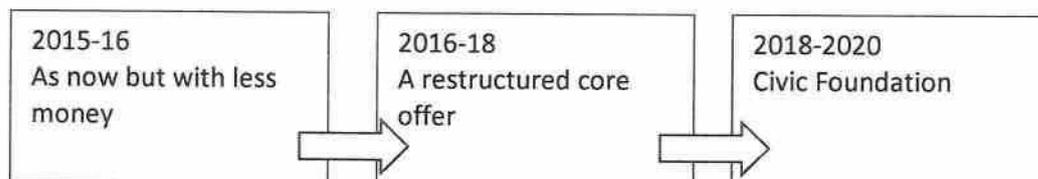
The funding profile of Macc is generally the same as in recent years but a number of our funding streams have been consolidated into a single large contract from Manchester City Council which Macc won through competitive tender. Increasing focus is being given to generating income through sales and smaller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

Statement of Going Concern

There are no material uncertainties that may cast significant doubt about the charity's ability to continue as a going concern. 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

As noted elsewhere, we have developed a new Business Plan covering the period from 2015 to 2020. This sets out our ambitions and vision for the role of Macc as a civic foundation – a development of the Civil Economy approach we developed during 2014, with our role as an active “place-shaper” within Manchester and stimulate, challenge and create activities within the voluntary and community **and social enterprise** sector as well as in collaboration with other sectors and the wider public. Macc's Business Plan sets out a strategy for the transformation of Macc into a Civic Foundation by 2020 which can be broadly represented as follows:



To achieve this transition, our Business Plan is structured around our strategic, financial and operational priorities:

Strategic priorities:

1. Develop local groups: support for local VCSE organisations.
2. Involve local people: volunteering and active citizenship.
3. Make connections: collaboration, bringing in partnerships and resources.
4. Build the VCSE sector's Influence: policy and influence support.

Financial priorities:

1. Managing costs
2. Creating new sources of income
3. Renegotiation with Funders
4. Move into new premises owned by Macc

Operational priorities

1. Maintaining strong relationships and reputation
2. Managing increasing demand

3. Managing reducing capacity
4. Generating additional income
5. Managing costs

A progress update on this plan is presented to every meeting of the Board of Trustees.

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.

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. A major recruitment exercise is planned for 2018.

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.

Induction and Training of Trustees

All Trustees have an induction session with the Chief Executive at which they receive a full induction pack including key documents, role description, Board policies and guidance on the role of a Trustee. New Trustees are offered mentoring support by existing members of the Board in order to build familiarity with the history, strategy and culture of Macc, and the voluntary and community sector in Manchester and national issues affecting voluntary organisations. Trustees are encouraged to be fully involved in the work of Macc. The induction programme will be reviewed in 2018 as part of the recruitment exercise.

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 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 set out in the Office Manual. The Manual forms 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 Greater Manchester Centre for Voluntary Organisation.

Reference and Administrative Information

Manchester Alliance for Community Care is a charitable company limited by guarantee. It was originally registered as a society for the benefit of the community under the Industrial and Provident Societies Act 1965-1978 on 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

Edward Dylan Cox - Chair

Charles Kwaku-Odoi - Treasurer

John Downes

Julian Skyrme

Roseanne Sweeney (resigned 08/01/2018)

Louise Yates (removed 02/06/2018)

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	Acting Capacity Building Manager

Auditors

McEllin Kelly Chartered Accountants, Abacus House, 35 Cumberland Street, Macclesfield, Cheshire SK10 1DD

Accountants

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

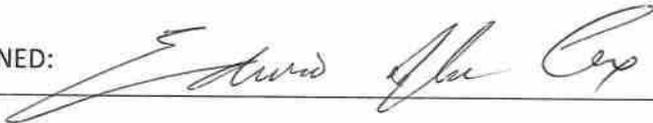
- Select suitable accounting policies and apply them consistently
- Observe the methods and principles in the Charities SORP
- Make judgements and estimates that are reasonable and prudent
- State whether UK Accounting Standards have been followed, subject to any material departures disclosed and explained 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: EDWARD DYLAN COX

POSITION: TRUSTEE

DATE: 21 12 2018

**INDEPENDENT AUDITOR'S REPORT TO THE TRUSTEES END OF LIFE PARTNERSHIP
(COMPANY LIMITED BY GUARANTEE)**

We have audited the financial statements of Manchester Alliance for Community Care Limited for the year ended 31 March 2018 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement and the related notes. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) including FRS 102 'The Financial Reporting Standard applicable in the UK and Ireland'.

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2018 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice applicable to smaller entities; 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 those 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

We have nothing to report to you in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the directors' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the directors have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the company's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

Other information

The directors are responsible for the other information. The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the strategic report and the directors' report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the directors' report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the company and its environment obtained in the course of the audit, we have not identified material misstatements in the strategic report or the directors' report.

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

- adequate accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records; or
- certain disclosures of directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of directors

As explained more fully in the directors' responsibilities statement set out on page 12, 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.

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 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.

As part of an audit in accordance with ISAs (UK), we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentation, or the override of internal controls.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the directors.
- Conclude on the appropriateness of the directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the company to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

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.



.....
Lee Kelly MA FCA CTA (Senior Statutory Auditor)

for and on behalf of:

McEllin Kelly, Chartered Accountants
Abacus House
35 Cumberland Street
Macclesfield, Cheshire
SK10 1DD

21.12.18

**STATEMENT OF FINANCIAL ACTIVITIES FOR THE YEAR ENDED
31 MARCH 2018**

	Further Details	Unrestricted Funds £	Restricted Funds £	Total Funds Year Ended 31st March 2018 £	Total Funds Year Ended 31st March 2017 £
Income from:					
Donations and legacies	(4)	2,181	-	2,181	2,292
Charitable Activities	(5)	744,555	668,417	1,412,972	1,117,551
Other Trading Activities	(6)	108,818	-	108,818	58,561
Investment Income		343	-	343	2,676
Other		-	-	-	-
Total		855,897	668,417	1,524,314	1,181,080
Expenditure on:					
Raising Funds	(7)	13,496	7,274	20,770	15,746
Charitable Activities	(7)	815,697	568,506	1,384,203	1,062,793
Other	(7)	6,449	-	6,449	14,869
Total		835,642	575,780	1,411,422	1,093,408
Net gains/(losses) on investments		-	-	-	-
Net income/(expenditure)		20,255	92,637	112,892	87,672
Transfers between funds	(14)	-	-	-	-
Other recognised gains/(losses):		-	-	-	-
Net movement in funds		20,255	92,637	112,892	87,672
Reconciliation of funds					
Total funds brought forward	(14)	467,566	198,411	665,977	578,305
Total funds carried forward	(14)	487,821	291,048	778,869	665,977

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 22 to 28 form part of these accounts.

BALANCE SHEET AS AT 31 MARCH 2018

	Notes	2018 £	2017 £
Fixed assets:			
Tangible assets	(10)	3,956	9,147
Total fixed assets		<u>3,956</u>	<u>9,147</u>
Current assets:			
Debtors	(11)	36,101	71,901
Cash at Bank & in Hand		1,274,423	1,740,625
Total current assets		<u>1,310,524</u>	<u>1,812,526</u>
Liabilities:			
Creditors: Amounts falling due within one year	(12)	535,611	1,155,696
Net current assets or liabilities		<u>774,913</u>	<u>656,830</u>
Total assets less current liabilities		778,869	665,977
Total net assets or liabilities		<u><u>778,869</u></u>	<u><u>665,977</u></u>
The funds of the charity:			
Restricted income funds	(14)	291,048	198,411
Unrestricted income funds	(14)	487,821	467,566
Total charity funds		<u><u>778,869</u></u>	<u><u>665,977</u></u>

Approved by the trustees on 21 December 2018



Edward Dylan Cox

Trustee

The notes on pages 22 to 28 form part of these accounts.

Statement of Cash Flows for the year ending 31st March 2018

	Notes	Year Ended 31st March 2018 £	Year Ended 31st March 2017 £
Net cash used in operating activities	(18)	(466,545)	366,738
Cash flows from investment activities:			
Interest		343	2,676
Purchase of fixed assets		-	(1,253)
Net cash provided by investing activities		<u>343</u>	<u>1,423</u>
Increase/(decrease) in cash and cash equivalents during the year		(466,202)	368,161
Cash and cash equivalents brought forward		1,740,625	1,372,464
Cash and cash equivalents carried forward		<u>1,274,423</u>	<u>1,740,625</u>

The notes on pages 22 to 28 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 16th July 2014 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.

(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 audit 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.

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 (2017: £nil). Expenses paid for the trustees in the year totalled £nil (2017: £nil).

3. Net incoming resources is stated after charging:

	Year Ended 31st March 2018	Year Ended 31st March 2017
	£	£
Depreciation	5,191	8,360
Audit Fees	4,100	3,550
Accountancy/Independent Examination Fees	1,040	1,300

4. Donations and Legacies

	Unrestricted Year Ended 31st March 2018	Restricted Year Ended 31st March 2018	Total Funds Year Ended 31st March 2018	Total Funds Year Ended 31st March 2017
	£	£	£	£
Donations	2,181	-	2,181	2,292
	2,181	-	2,181	2,292

5. Income from charitable activities

	Unrestricted Year Ended 31st March 2018	Restricted Year Ended 31st March 2018	Total Funds Year Ended 31st March 2018	Total Funds Year Ended 31st March 2017
	£	£	£	£
Manchester CCG's	744,555	-	744,555	509,738
Centre for Local Economic Strategies	-	-	-	3,500
Restricted grants:				
Manchester City Council Hate Crime	-	30,388	30,388	-
Manchester City Council	-	490,000	490,000	490,000
GMCVO	-	70,628	70,628	21,000
Manchester City Council inclusion	-	15,491	15,491	-
Wigan and Leigh CVS	-	42,417	42,417	8,333
Manchester City Council Learning Disability Stocktake	-	-	-	24,980
Directorate for Children and Families	-	-	-	40,000
Wythenshawe Hospital	-	-	-	20,000
Sport England	-	19,493	19,493	-
	744,555	668,417	1,412,972	1,117,551

6. Income from other trading activities

	Unrestricted Year Ended 31st March 2018 £	Restricted Year Ended 31st March 2018 £	Total Funds Year Ended 31st March 2018 £	Total Funds Year Ended 31st March 2017 £
Training Income, Room hire and Other Charges	108,818	-	108,818	58,561
	<u>108,818</u>	<u>-</u>	<u>108,818</u>	<u>58,561</u>

7. Expenditure

	Activities £	Year Ended 31st March 2018 £	Year Ended 31st March 2017 £
Expenditure on raising funds:			
Fundraising Expenses	683	683	-
Office for Public Management Fees	-	-	(4)
Events	20,087	20,087	12,212
Advertising and Promotion	-	-	3,538
Charges for Fundraising Websites	-	-	-
	<u>20,770</u>	<u>20,770</u>	<u>15,746</u>
Expenditure on charitable activities:			
Employment Costs	562,625	562,625	522,970
Recruitment	7,467	7,467	-
Training	638	638	1,738
Rates	3,526	3,526	3,693
Subcontracted Services	10,627	10,627	37,499
Grants Paid	617,680	617,680	328,794
Secondment	-	-	15,154
Consultancy	10,221	10,221	11,538
Payroll Bureau Fees	1,818	1,818	1,690
Childcare	417	417	648
Bad Debts	24,200	24,200	185
Beneficiary Training	6,460	6,460	2,890
Volunteer Expenses	95	95	206
Meetings	788	788	3,802
Organisational Development	15,512	15,512	4,765
Participation Expenses	1,561	1,561	2,117
Travel Expenses	5,312	5,312	3,551
Refreshments	2,374	2,374	2,579
Heat, Light & Water	7,598	7,598	3,981
Subscriptions	863	863	2,105
Security	438	438	188
Cleaning and Maintenance	9,916	9,916	9,464
Telephone	2,466	2,466	3,662
Rent	46,648	46,648	46,800
Computer Costs	14,979	14,979	16,824
Health and Safety	885	885	635
Miscellaneous	168	168	545
Bank Charges	589	589	594
Insurance	2,754	2,754	3,170
Governance and Support Costs	14,511	14,511	17,232
Post, Printing & Stationery	5,876	5,876	5,414
Depreciation	5,191	5,191	8,360
	<u>1,384,203</u>	<u>1,384,203</u>	<u>1,062,793</u>
Other expenditure:			
Irrecoverable VAT	6,449	6,449	14,869
	<u>6,449</u>	<u>6,449</u>	<u>14,869</u>
(5,998)	<u>1,411,422</u>	<u>1,411,422</u>	<u>1,093,408</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	-	4,100	4,100	type of expense
HR Support	3,962	-	3,962	type of expense
Finance Support	3,698	-	3,698	type of expense
VAT Support	650	-	650	type of expense
Legal Fees	1,048	-	1,048	type of expense
Companies House Fees	-	13	13	type of expense
Accountancy Fees	-	1,040	1,040	type of expense
	<u>9,358</u>	<u>5,153</u>	<u>14,511</u>	

9. Analysis of staff costs

	Year Ended 31st March 2018 £	Year Ended 31st March 2017 £
Wages and Salaries	508,289	474,457
Redundancy	-	-
Social Security Costs	41,436	38,830
Pension Costs	12,900	9,683
	<u>562,625</u>	<u>522,970</u>

The average number of employees during the year was 22 (previous year: 22).

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 £38,747 (previous year: £38,694), No employee has benefits in excess of £60,000 (previous year: none).

10. Tangible Fixed Assets

	Refurbishment of Leased Premises	Office Equipment	Fixtures and Fittings	Website	Total
Cost				£	£
At 1st April 2017	9,127	86,185	22,552	9,670	127,534
Additions	-	-	-	-	-
At 31st March 2018	<u>9,127</u>	<u>86,185</u>	<u>22,552</u>	<u>9,670</u>	<u>127,534</u>
Depreciation					
At 1st April 2017	9,127	82,660	19,349	7,251	118,387
Charge for Year	-	1,711	1,062	2,418	5,191
At 31st March 2018	<u>9,127</u>	<u>84,371</u>	<u>20,411</u>	<u>9,669</u>	<u>123,578</u>
NET BOOK VALUE					
At 31st March 2018	-	1,814	2,141	1	3,956
At 31st March 2017	<u>-</u>	<u>3,525</u>	<u>3,203</u>	<u>2,419</u>	<u>9,147</u>

11. Analysis of debtors

	2018	2017
	£	£
Debtors	21,235	54,864
Prepayments	14,866	17,037
	<u>36,101</u>	<u>71,901</u>

Debtors and prepayments comprise £11,187 restricted funds and £24,914 unrestricted funds (2017: £16,604/£55,297).

12. Creditors: amounts falling due within one year

	2018	2017
	£	£
Creditors	12,022	10,828
Short-term compensated absences (holiday pay)	5,475	5,130
Other creditors and accruals	7,508	7,268
Deferred income	468,900	1,076,550
Taxation and social security costs	41,706	55,920
	<u>535,611</u>	<u>1,155,696</u>

13. Deferred income

Balance as at 1st April 2017	1,076,550
Amount released to income earned from charitable activities	(617,396)
Amount deferred in year	9,746
Balance at 31st March 2018	<u>468,900</u>

14. Analysis of charitable funds

Analysis of movements in restricted funds

	Balance at 1 April 2017	Incoming Resources	Resources Expended	Transfers	Balance at 31 March 2018
	£	£	£	£	£
Manchester City Council Hate Crime	-	30,388	(29,692)	-	696
Department of Communities and Local Government	4,895	-	-	-	4,895
North Manchester Primary Care Trust (on behalf of Manchester Mental Health Joint Commissioning Executive)	1,280	-	(1,255)	-	25
GMCVO	7,184	70,628	(65,273)	-	12,539
South Manchester Primary Care Trust (on behalf of Greater Manchester Strategic Health Authority) - Greater Manchester Older Peoples' Reference Group	1,286	-	(1,286)	-	-
Manchester City Council	121,094	490,000	(407,545)	-	203,549
Big Fund TLI	189	-	(175)	-	14
Groundwork	8,688	-	(8,688)	-	-
Manchester City Council inclusion	-	15,491	(15,491)	-	-
Wigan and Leigh CVS	752	42,417	(13,954)	-	29,215
Manchester City Council Learning Disability Stocktake	19,463	-	(5,510)	-	13,953
Directorate for Children and Families	3,003	-	(3,003)	-	-
Wythenshawe Hospital	18,982	-	(13,357)	-	5,625
Sport England	-	19,493	(698)	-	18,795
Manchester City Council Capacity Building	9,710	-	(7,968)	-	1,742
Manchester City Council VCS Hub	1,885	-	(1,885)	-	-
	<u>198,411</u>	<u>668,417</u>	<u>(575,780)</u>	<u>-</u>	<u>291,048</u>
General Fund	467,566	855,897	(835,642)	-	487,821
Total Funds	<u>665,977</u>	<u>1,524,314</u>	<u>(1,411,422)</u>	<u>-</u>	<u>778,869</u>

General Fund

The "free reserves"

Name of restricted fund:

Description, nature and purpose of the fund

Manchester City Council Hate Crime

Department of Communities and Local Government
North Manchester Primary Care Trust (on behalf of
Manchester Mental Health Joint Commissioning
Executive)
GMCVO
South Manchester Primary Care Trust (on behalf of
Greater Manchester Strategic Health Authority) -
Greater Manchester Older Peoples' Reference Group
Manchester City Council
Big Fund TLI
Groundwork

Manchester City Council inclusion

Wigan and Leigh CVS
Manchester City Council Learning Disability Stocktake
Directorate for Children and Families
Wythenshawe Hospital
Sport England
Manchester City Council Capacity Building
Manchester City Council VCS Hub

Hate Crime Awareness grants - following the MEN Arena bombing,
these grants to promote social inclusion
grant for feasibility study into the acquisition of property
funding for the Voluntary Sector Mental Health Forum

grant for Older Peoples' Support Network and devolution
support for the Greater Manchester older Peoples' Reference Group

to deliver infrastructure support service
to strength local infrastructure for Voluntary Sector
for workshops to support the Manchester Community Asset Transfer
Partnership
Social inclusion grants for children with disabilities and special
educational needs
for services in Wigan
for learning and disability services
Early Help project
for system leadership training programme
to support Skills Share volunteering opportunities in communities
for Work Clubs
for Work Clubs

15. Analysis of net assets between funds

	Unrestricted funds £	Designated funds £	Restricted funds £	Total £
Tangible fixed assets	3,290	-	666	3,956
Cash at bank and in hand	987,643	-	286,780	1,274,423
Other net current assets/(liabilities)	(503,112)	-	3,602	(499,510)
Total	487,821	-	291,048	778,869

16. 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.

17. Operating leases

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

	Land and Buildings 2018 £	Other 2018 £	Land and Buildings 2017 £	Other 2017 £
Payable within one year	37,000	816	37,000	816
Payable between 2 and five years	17,778	-	17,778	840
	54,778	816	54,778	1,656

Lease payments recognised as expenses are £37,000 within rent and £816 within telephone costs.

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

	Year Ended 31st March 2018 £	Year Ended 31st March 2017 £
Net movement in funds	112,892	87,672
Add back depreciation	5,191	8,360
Deduct investment income	(343)	(2,676)
Deduct gains/add back losses on investments	-	-
Decrease/(increase) in debtors	35,800	125,677
Increase/(decrease) in creditors	(620,085)	147,705
Net cash used in operating activities	(466,545)	366,738