

MANCHESTER ALLIANCE FOR COMMUNITY CARE LIMITED

**FINANCIAL STATEMENTS FOR THE YEAR ENDED
31 MARCH 2017**

Registered Charity No. 1145921
Company Registration No. 07788593

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MANCHESTER ALLIANCE FOR COMMUNITY CARE LTD.

ANNUAL REPORT AND ACCOUNTS FOR THE YEAR ENDED 31ST MARCH 2017

The trustees present their annual directors' report and financial statements of the charity for the year ended 31st March 2017 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:

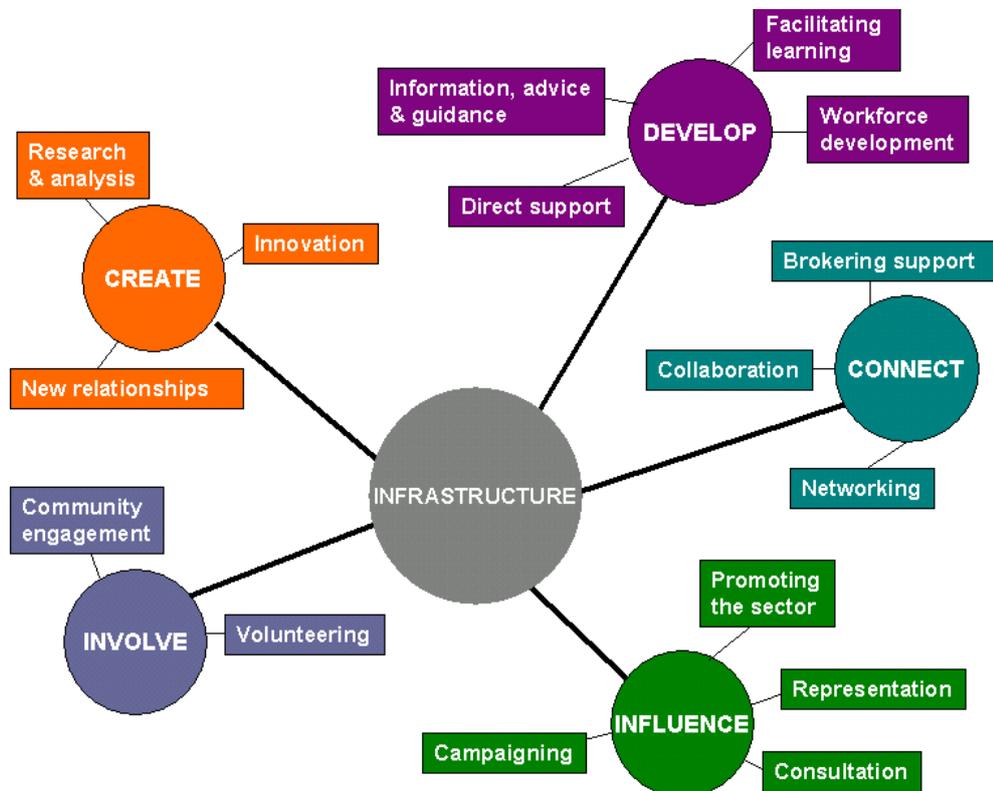
To promote any charitable purposes for the benefit of the public, principally but not exclusively in the local government area of Manchester and its environs (hereinafter called the area of benefit) and, in particular but not exclusively by

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 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. Starting from 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 (see diagram). 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. In 2011, 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 which we reviewed during 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.

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

The review of our achievements and performance is included in Appendix 1. Notable successes during the period include:

- Continuing, 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.
- Managing funding pressures through reducing expenditure
- Increasing our ability to generate earned income.
- Delivering our most successful Spirit of Manchester programme to date.

Financial Review

Income for the year was £1,181,080 and expenditure was £1,093,408 giving a net surplus of £87,672. At the year-end, the total funds of the charity were £665,977 of which restricted funds were £198,411 and unrestricted funds were £467,566.

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 Groups**
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 and supporting a grants programme for local voluntary and community groups. The Service Level Agreement also now incorporates our work on developing mental health provision within the voluntary and community sector and support for user groups.

Custodian Trustee

It should be noted that 'Deferred income' includes an amount of £1,076,500 which has been provided by Manchester NHS Clinical Commissioning Group allocated to specific future projects, mainly to be distributed as grants to local voluntary sector organisations'

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.

Reserves Policy

The balance held in unrestricted reserves at 31 March 2017 was £467,566. After allowing for funds tied up in fixed assets, the total free reserves was £458,419.

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 free reserves currently stand at £458,419.

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 new Business Plan. The major business risks for the organisation are identified in terms of their impact on the organisation and the actions which will be taken to mitigate against them. These form the critical success factors for Macc which are:

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

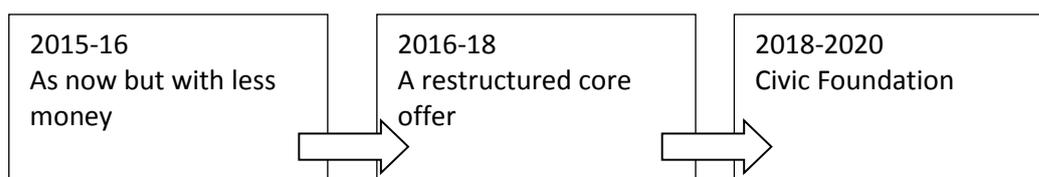
The funding profile of Macc is generally the same as in recent years but a number of our funding streams have been consolidated into a single large contract from Manchester City Council which Macc won through competitive tender. Increasing focus is being given to generating income through sales and smaller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

Statement of Going Concern

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

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.

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.

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. Board Subgroups:** The Board of Trustees generally has a number of subgroups. These subgroups do not meet regularly but are convened as required and may involve Trustees, staff and external advisors.
 - **Finance subgroup:** provides expert advice to the Board on financial matters, supports senior management in preparation and presentation of the budget and reviews financial policies and procedures.
 - **Personnel subgroup:** provides expert advice to the Board on Human Resources matters and reviews policies and procedures.
 - **Governance subgroup:** identifies and leads on the implementation of best practice in the governance of the organisation and relevant reviews policies and procedures.
- 3. 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.
- 4. Staff Meeting:** This is the major link with the Chief Executive and senior managers for all staff. As well as facilitating team working, Board and management decisions are reported, informal consultation is undertaken and ideas for future strategy and delivery are developed.
- 5. Team and Thematic 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.

Use of Volunteers

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
- Greater Manchester Centre for Voluntary Organisation
- Older People's Advocacy Alliance
- Greater Manchester Poverty Action
- Greater Manchester Law Centre
- Living Wage Foundation

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
Louise Yates
Michelle Ayavoro (resigned 20/12/2016)

Chief Executive & Company Secretary

Michael Wild

Staff

Daniel Black	Volunteer Centre Administration Worker
Huw Thomas de Chroustchoff	Reception Worker
Pauline Clark	Communications Worker
Lesley Connor	Capacity Building Manager
Oliver Cranfield	Grants Development Worker
Karen Dyson	Organisation Development Worker
Kerry Fennell	Finance & HR Administration Worker
Allison Foreman	User Involvement Development Worker
Michelle Foster	Communications Worker
Angela Hampson	Finance and Facilities Manager
Barkery Jammeh	Volunteering Development Worker
Aneeqa Javed	Digital Media and Marketing Apprentice
Cheryl McAllister	Training Co-ordinator
Hannah Powell	Media and Marketing Worker
Martin Preston	Deputy Chief Executive
Jack Puller	Volunteer Centre Team Leader
Nigel Rose	Strategic Lead (Commissioning)
Sefton Simpson	Organisation Development Worker
Anna Tate	Grants Development Worker
Claire Tomkinson	Wellbeing Development Lead
Helen Walker	Policy and Influence Worker
Sarah Whitelegg	Organisation Development Worker

Auditors

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

Independent Examiners

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

Bankers

Co-operative Bank plc, Olympic House, 6 Olympic Court, Montford Street, Salford M5 2QP
Charity Bank, 194 High Street, Tonbridge, Kent TN9 1BE
CAF (Charities Aid Foundation) Bank, 25 Kings Hill Avenue, Kings Hill, West Malling, Kent ME19 4TA

Trustees' Responsibilities in Relation to the Financial Statements

The Trustees (who are Directors of Manchester Alliance for Community Care for the purpose of company law) are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the Charitable Company and of the income resources and application of resources including the income and expenditure of the Charitable Company for that period. In preparing those financial statements, the Trustees are required to

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

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

The Trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time, the financial position of the Charitable Company and enable them to ensure that the accounts comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the Charitable Company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

By order of the Board of Trustees

SIGNED:

NAME:

POSITION:

DATE:

INDEPENDENT AUDITOR'S REPORT TO THE TRUSTEES OF MANCHESTER ALLIANCE FOR COMMUNITY CARE LIMITED (COMPANY LIMITED BY GUARANTEE)

We have audited the financial statements of Manchester Alliance for Community Care Limited for the year ended 31 March 2017 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'.

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Respective responsibilities of trustees and auditor

As explained more fully in the Trustees' Responsibilities Statement the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view.

Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's (APB's) Ethical Standards for Auditors.

Scope of the audit of the financial statements

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of: whether the accounting policies are appropriate to the charitable company's circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the trustees; and the overall presentation of the financial statements. In addition, we read all the financial and non-financial information in the Trustees Annual Report to identify material inconsistencies with the audited financial statements and to identify any information that is apparently materially incorrect based on, or materially inconsistent with, the knowledge acquired by us in the course of performing the audit. If we become aware of any apparent material misstatements or inconsistencies we consider the implications for our report.

Opinion on the financial statements

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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 2017 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.

Opinion on other matter prescribed by the Companies Act 2006

In our opinion the information given in the Trustees Annual Report for the financial year for which the financial statements are prepared is consistent with the financial statements.

Matters on which we are required to report by exception

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

- adequate accounting records have not been kept or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies exemption from the requirement to prepare a strategic report.

.....
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

STATEMENT OF FINANCIAL ACTIVITIES FOR THE YEAR ENDED 31 MARCH 2017

		Unrestricted Funds	Restricted Funds	Total Funds Year Ended 31st March 2017	Total Funds Year Ended 31st March 2016
	Further Details	£	£	£	£
Income from:					
Donations and legacies	(4)	2,292	-	2,292	6,452
Charitable Activities	(5)	513,238	604,313	1,117,551	819,463
Other Trading Activities	(6)	58,561	-	58,561	32,160
Investment Income		2,676	-	2,676	2,207
Other		-	-	-	-
Total		576,767	604,313	1,181,080	860,282
Expenditure on:					
Raising Funds	(7)	15,746	-	15,746	19,321
Charitable Activities	(7)	558,116	504,677	1,062,793	873,976
Other	(7)	14,869	-	14,869	6,238
Total		588,731	504,677	1,093,408	899,535
		-	-	-	-
Net gains/(losses) on investments					
Net income/(expenditure)		-11,964	99,636	87,672	-39,253
Transfers between funds	(14)	-1,112	1,112	-	-
Other recognised gains/(losses):					
Gains/(losses) on revaluation of fixed assets		-	-	-	-
Actuarial gains/(losses) on defined benefit pension schemes		-	-	-	-
Other gains/(losses)		-	-	-	-
Net movement in funds		-13,076	100,748	87,672	-39,253
Reconciliation of funds					
Total funds brought forward	(14)	480,642	97,663	578,305	617,558
Total funds carried forward	(14)	467,566	198,411	665,977	578,305

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 16 to 22 form part of these accounts.

BALANCE SHEET AS AT 31 MARCH 2017

	Notes	2017 £	2016 £
Fixed assets:			
Tangible assets	(10)	9,147	16,254
Total fixed assets		<u>9,147</u>	<u>16,254</u>
Current assets:			
Debtors	(11)	71,901	197,578
Cash at Bank & in Hand		1,740,625	1,372,464
Total current assets		<u>1,812,526</u>	<u>1,570,042</u>
Liabilities:			
Creditors: Amounts falling due within one year	(12)	1,155,696	1,007,991
Net current assets or liabilities		<u>656,830</u>	<u>562,051</u>
		665,977	578,305
Total assets less current liabilities		<u>665,977</u>	<u>578,305</u>
Total net assets or liabilities		<u><u>665,977</u></u>	<u><u>578,305</u></u>
The funds of the charity:			
Restricted income funds	(14)	198,411	97,663
Unrestricted income funds	(14)	467,566	480,642
Revaluation reserve			
Total unrestricted funds		<u>467,566</u>	<u>480,642</u>
Total charity funds		<u><u>665,977</u></u>	<u><u>578,305</u></u>

These accounts have been prepared in accordance with the special provisions of part 15 of the Companies Act 2006 relating to small companies and the Financial Reporting Standard FRS102

Approved by the Trustees on

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Edward Dylan Cox

Trustee

The notes on pages 16 to 22 form part of these accounts.

STATEMENT OF CASH FLOWS FOR THE YEAR ENDING 31ST MARCH 2017

	Year Ended 31st March 2017	Year Ended 31st March 2016
	£	£
Net cash used in operating activities	366,738	243,482
Cash flows from investment activities:		
Interest	2,676	2,207
Purchase of fixed assets	-1,253	-4,750
Net cash provided by investing activities	<u>1,423</u>	<u>-2,543</u>
Increase/(decrease) in cash and cash equivalents during the year	368,161	240,939
Cash and cash equivalents brought forward	1,372,464	1,131,525
Cash and cash equivalents carried forward	<u><u>1,740,625</u></u>	<u><u>1,372,464</u></u>

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, the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015), the Companies Act 2006 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. There are 16 restricted funds.

Unrestricted income funds comprise those funds which the trustees are free to use for any purpose in furtherance of the charitable objects. Unrestricted funds include designated funds where the trustees, at their discretion, have created a fund for a specific purpose.

Further details of each fund are disclosed in note 17.

(c) Income recognition

All income is recognised once the charity has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

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

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity this is normally upon notification of the interest paid or payable by the bank. Dividends are recognised once the dividend has been declared and notification has been received of the dividend due.

(d) Expenditure Recognition

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

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

(e) Irrecoverable VAT

Irrecoverable VAT is charged against the expenditure heading irrecoverable VAT.

(f) Allocation of support and governance costs

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

Governance costs and support costs relating to charitable activities have been apportioned based on type of expense.

The allocation of support and governance costs is analysed in note 8.

(g) Costs of raising funds

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

(h) Charitable Activities

Costs of charitable activities include governance costs and an apportionment of support costs as shown in note 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. Expenses paid for the trustees in the year totalled £nil (2016: £nil).

3. Net incoming resources is stated after charging:

	Year Ended 31st March 2017 £	Year Ended 31st March 2016 £
Depreciation	8,360	14,994
Audit Fees	3,550	3,650
Accountancy/Independent Examination Fees	1,300	1,500

4. Donations and Legacies

	Unrestricted Year Ended 31st March 2017 £	Restricted Year Ended 31st March 2017 £	Total Funds Year Ended 31st March 2017 £	Total Funds Year Ended 31st March 2016 £
Donations	2,292	-	2,292	1,452
General grants: Manchester City Council	-	-	-	5000
	<u>2,292</u>	<u>-</u>	<u>2,292</u>	<u>6,452</u>

5. Income from charitable activities

	Unrestricted Year Ended 31st March 2017 £	Restricted Year Ended 31st March 2017 £	Total Funds Year Ended 31st March 2017 £	Total Funds Year Ended 31st March 2016 £
Manchester CCG's	509,738	-	509,738	253,832
Centre for Local Economic Strategies	3,500	-	3,500	-
Restricted grants:				
Dept. of Communities & Local Govt.	-	-	-	-
Manchester City Council	-	490,000	490,000	510,833
GMCVO	-	21,000	21,000	18,290
Groundwork	-	-	-	9,802
Seedbed Christian Trust	-	-	-	5,000
University of Manchester	-	-	-	10,000
Wigan and Leigh CVS	-	8,333	8,333	-
Mcr City Council Learning Disability Stocktake	-	24,980	24,980	-
Directorate for Children and Families	-	40,000	40,000	-
Wythenshawe Hospital	-	20,000	20,000	-
Forever Manchester	-	-	-	(179)
Manchester City Council Capacity Building	-	-	-	10,000
Manchester City Council VCS Hub	-	-	-	1,885
	<u>513,238</u>	<u>604,313</u>	<u>1,117,551</u>	<u>819,463</u>

6. Income from other trading activities

	Unrestricted	Restricted	Total	Total
	Year Ended	Year	Funds	Funds
	31st March	Ended	Year	Year
	2017	31st	Ended	Ended
	£	March	31st	31st
		2017	March	March
		£	2017	2016
			£	£
Training Income, Room Hire & Other Charges	58,561	-	58,561	32,160
	58,561	-	58,561	32,160

7. Expenditure

Activities	Year Ended 31st	Year Ended 31st
£	March 2017	March 2016
£	£	£
Expenditure on raising funds:		
Business Improvement Services	-	4,958
Business Development Fund	-	-
Office for Public Management Fees	(4)	2,455
Events	12,212	11,664
Advertising and Promotion	3,538	210
Charges for Fundraising Websites	-	34
	15,746	19,321
Expenditure on charitable activities:		
Employment Costs	522,970	577,642
Recruitment	-	36
Training	1,738	1,352
Rates	3,693	2,958
Subcontracted Services	37,499	-
Grants Paid	328,794	138,834
Secondment	15,154	-
Consultancy	11,538	10,776
Payroll Bureau Fees	1,690	1,667
Childcare	648	627
Bad Debts	185	312
Beneficiary Training	2,890	1,126
Volunteer Expenses	206	17
Meetings	3,802	799
Organisational Development	4,765	10,653
Participation Expenses	2,117	1,930
Travel Expenses	3,551	5,326
Refreshments	2,579	2,326
Heat, Light & Water	3,981	4,822
Subscriptions	2,105	1,650
Security	188	369
Cleaning and Maintenance	9,464	9,540
Telephone	3,662	2,328

Rent	46,800	46,800	45,678
Computer Costs	16,824	16,824	15,868
Health and Safety	635	635	708
Miscellaneous	545	545	184
Bank Charges	594	594	534
Insurance	3,170	3,170	3,563
Governance and Support Costs	17,232	17,232	12,618
Post, Printing & Stationery	5,414	5,414	4,739
Depreciation	8,360	8,360	14,994
	<u>1,062,793</u>	<u>1,062,793</u>	<u>873,976</u>
Other expenditure:			
Irrecoverable VAT	14,869	14,869	6,238
	<u>14,869</u>	<u>14,869</u>	<u>6,238</u>
	<u>1,093,408</u>	<u>1,093,408</u>	<u>899,535</u>

8. Allocation of governance and support costs

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

	General Support	Governance	Total	Basis of apportionment
Audit Fees	-	3,550	3,550	type of expense
HR Support	2,549	-	2,549	type of expense
Finance Support	5,245	-	5,245	type of expense
Legal Fees	-	4,200	4,200	type of expense
Companies House Fees	-	388	388	type of expense
Accountancy Fees	-	1,300	1,300	type of expense
	<u>7,794</u>	<u>9,438</u>	<u>17,232</u>	

9. Analysis of staff costs

	Year Ended 31st March 2017	Year Ended 31st March 2016
	£	£
Wages and Salaries	474,457	521,041
Redundancy	-	39,530
Social Security Costs	38,830	8,452
Pension Costs	9,683	8,619
	<u>522,970</u>	<u>577,642</u>

The average number of employees during the year was 22 (previous year: 20).

The charity considers its key management personnel comprises the trustees and Chief Executive.

The total employment benefits, including employer pension contributions of the key management personnel were £38,694 (previous year: £38,422), 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 2016	9,127	84,932	22,552	9,670	126,281
Additions	-	1,253	-	-	1,253
At 31st March 2017	9,127	86,185	22,552	9,670	127,534
Depreciation					
At 1st April 2016	8,793	78,112	18,288	4,834	110,027
Charge for Year	334	4,548	1,061	2,417	8,360
At 31st March 2017	9,127	82,660	19,349	7,251	118,387
NET BOOK VALUE					
At 31st March 2017	-	3,525	3,203	2,419	9,147
At 31st March 2016	334	6,820	4,264	4,836	16,254

11. Analysis of debtors

	£	£
Debtors	54,864	173,915
Prepayments	17,037	23,663
	71,901	197,578

Debtors and prepayments comprise £16,604 restricted funds and £55,297 unrestricted funds (2016: £187,595/£9,583).

12. Creditors: amounts falling due within one year

	2017 £	2016 £
Creditors	10,828	27,310
Short-term compensated absences (holiday pay)	5,130	7,060
Other creditors and accruals	7,268	7,022
Deferred income	1,076,550	927,337
Taxation and social security costs	55,920	39,262
	1,155,696	1,007,991

13. Deferred income

Deferred income comprises Manchester CCG Grants to be distributed to third parties.

Balance as at 1st April 2016	927,337
Amount released to income earned from charitable activities	-398,466
Income resources deferred in year	547,679
Balance at 31st March 2017	1,076,550

14. Analysis of charitable funds

Analysis of movements in restricted funds

	Balance at 1 April 2016 £	Incoming Resources £	Resources Expended £	Transfers £	Balance at 31 March 2017 £
Department of Communities and Local Government	4,963	-	(68)	-	4,895
North Manchester Primary Care Trust (on behalf of Manchester Mental Health Joint Commissioning Executive)	1,309	-	(29)	-	1,280
GMCVO	13,641	21,000	(27,457)	-	7,184
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	50,708	490,000	419,614)	-	121,094
Big Fund TLI	195	-	(6)	-	189
Groundwork	9,802	-	(1,114)	-	8,688
Seedbed Christian Trust	4,986	-	(4,986)	-	-
Wigan and Leigh CVS	-	8,333	(7,581)	-	752
Manchester City Council Learning Disability Stocktake	-	24,980	(5,517)	-	19,463
Directorate for Children and Families	-	40,000	(36,997)	-	3,003
Wythenshawe Hospital	-	20,000	(1,018)	-	18,982
Manchester City Council Capacity Building	8,888	-	(290)	1,112	9,710
Manchester City Council VCS Hub	1,885	-	-	-	1,885
	97,663	604,313	(504,677)	1,112	198,411
General Fund	480,642	576,767	(588,731)	(1,112)	467,566
Total Funds	578,305	1,181,080	(1,093,408)	-	65,977

General Fund

The "free reserves"

Name of restricted fund:

Description, nature and purpose of the fund

Department of Communities and Local Government

grant for feasibility study into the acquisition of property

North Manchester Primary Care Trust (on behalf of Manchester Mental Health Joint Commissioning Executive)

funding for the Voluntary Sector Mental Health Forum

GMCVO

to support the Greater Manchester Older Peoples' Network as part of the Ambition for Ageing Programme

South Manchester Primary Care Trust (on behalf of Greater Manchester Strategic Health Authority) - Greater Manchester Older Peoples' Reference Group	support for the Greater Manchester older Peoples' Reference Group
Manchester City Council	to deliver infrastructure support service
Big Fund TLI	to strength infrastructure for the local voluntary sector
Groundwork	for workshops to support the Manchester Community Asset Transfer Partnership
Seedbed Christian Trust	for the Manchester Social Platform 2016
Wigan and Leigh CVS	for voluntary sector support services in Wigan Borough
Manchester City Council Learning Disability Stocktake Directorate for Children and Families	for learning and disability services for engaging the voluntary sector in the Early Help model
Wythenshawe Hospital	for the system leadership training programme
Manchester City Council Capacity Building	for supporting Work Clubs
Manchester City Council VCS Hub	for supporting Work Clubs

15. Analysis of net assets between funds

	Unrestricted funds £	Designated funds £	Restricted funds £	Total £
Tangible fixed assets	6,296	-	2,851	9,147
Cash at bank and in hand	1,553,432	-	187,193	1,740,625
Other net current assets/(liabilities)	(1,092,162)	-	8,367	(1,083,795)
Total	467,566	-	198,411	665,977

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 2017 £	Other 2017 £	Land and Buildings 2016 £	Other 2016 £
Payable within one year	37,000	816	37,000	816
Payable between 2 and five years	17,778	840	17,778	840
	54,778	1,656	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 2017	Year Ended 31st March 2016
	£	£
Net movement in funds	87,672	(39,253)
Add back depreciation	8,360	14,994
Deduct investment income	(2,676)	(2,207)
Deduct gains/add back losses on investments	-	-
Decrease/(increase) in debtors	125,677	(127,584)
Increase/(decrease) in creditors	147,705	397,532
Net cash used in operating activities	366,738	243,482

APPENDIX: ACHIEVEMENTS AND PERFORMANCE

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 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 advised during September 2013 that our tender had been successful: which 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. The period covered by this report saw Macc continue to build on this 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. At its best, voluntary action is "great people doing amazing things" (to quote one local sector leader) so Macc delivers a range of activities to encourage and support people who live work and study in Manchester to get involved as active citizens.

Volunteer Centre Manchester

Volunteer Centre Manchester officially launched in January 2012 and is accredited by the National Council for Voluntary Organisations (NCVO) in the Volunteer Centre Quality Accreditation standard; delivering a number of core functions that are required of a high quality volunteer centre:

- **Brokerage** - Our brokerage service provides support to people wishing to explore volunteering and identify relevant opportunities. By the end of the period the total number engaged by the Centre had increased to 17902 from the previous year end figure 14813. During the 2015/16 we therefore engaged 3089 Manchester residents interested in volunteering. It is worth reflecting on what this figure means: if each of those 3089 people did just one day's volunteering per month for a full year¹ this would be equal to (at 2016/17 Living Wage rate of £8.45per hour) a cash equivalent of £2,192,572. Our Spirit of Manchester Awards includes a category for Volunteer of the Year as a celebration of the contribution made by local people in voluntary roles.
- **Developing Volunteering Opportunities** - We advertised over 282 distinct volunteering roles (i.e. including roles open to multiple applicants) during 2016/17 and provided tailor made support for groups to increase the role and impact of volunteers. This includes helping groups develop policy and practice in working with volunteers: we also order to celebrate and promote best practice in this through a category for Volunteer Involving Organisation in our Spirit of Manchester Awards.
- **Voice of Volunteering** – As well as including a strong focus on volunteering in our Spirit of Manchester Awards we also maintain a strong online presence for the Volunteer Centre. Our 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 1277 "likes" and we had 4764 followers on Twitter. Alongside this our Volunteering Ambassadors (a voluntary role in Macc itself) help cover the wide range of events at which our presence is requested and talk about volunteering, the support the centre offers and help distribute information.

¹ Our State of the Sector Survey in 2013 suggests the average is actually double this: around half a day per week: <https://www.manchestercommunitycentral.org/state-sector-2013>

- **Strategic Development of Volunteering** - The Volunteer Centre has contributed to the Greater Manchester Volunteering Strategy which was developed in collaboration with a range of stakeholders in the public, private and VCSE sectors. We are an active member of the network of Volunteer Centres nationally and the local network within Greater Manchester. Macc also hosts 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.
- **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 – now recognised within the city's Our Manchester strategy for 2015-2025, informed by data supplied by Macc and presented at the Manchester Leaders Forum. We have continued to support campaigns which challenge any form of "mandatory volunteering" and Macc is a signatory to the national Keep Volunteering Voluntary campaign.
- **Good Practice Development** - Macc continues to support the Volunteer Coordinators Forum for peer support, sharing good practice and taking part in collective training.

Although the most visible part of the Volunteer Centre's work is in the brokerage service connecting residents and local organisations, it is not a passive service. The Centre is a key component of Macc's role as a catalyst for local voluntary action – examples of this are captured throughout this report.

Following the investments made into the functionality of our database to improve the quality and range of services the Centre can offer, Macc's online brokerage service includes introduce a Reward and Recognition programme for Volunteers. This enables participating organisations to use our system to record the number of hours volunteers give. We believe it is important to celebrate the contribution of volunteers to life in Manchester. This forms the basis for our events during national Volunteers Week in June and our own Spirit of Manchester programme in the autumn.

We have also begun to opportunities for moving towards new approaches to volunteering based on the principle of reciprocity. Macc has joined Timebanking UK to enable us to develop this work further and we host an informal network of people working to support or develop timebanks across the city and in neighbouring boroughs of Greater Manchester.

Since it was established in late 2011, Volunteer Centre Manchester has worked to the standards of NCVO's Volunteer Centre Quality Accreditation scheme. Volunteer Centre Manchester is the unique accredited Volunteer Centre for the city with our current accreditation running through to 2019.

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. Macc's User Involvement Worker also provides an informal mentorship role to members of the group and acts as a connection with key decision makers such as commissioners, the management at the Mental Health and Social Care Trust which was transferred into Greater Manchester West in January 2017.

- **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. During 2015 we began working with GMCVO to support older people's involvement in the Greater Manchester Ambition for Ageing programme funded by Big Lottery. Our User Involvement Worker supports the Older People's Network working with Ambition for Ageing project leads across Greater Manchester.

We also continued to engage older people were directly in the governance of the Reducing Social Isolation and Loneliness grants programme.

- **Developing Advocacy Services**

Macc continues to promote the development of advocacy services and collaboration between local advocacy providers. It is our long held view that a strong advocacy sector in Manchester greatly improves people's experience of using services and exercising their rights and wishes. After many years effort, Macc worked with local commissioners to establish an Advocacy Hub in Manchester to bring together a range of existing advocacy functions and use this as a platform to develop new support. The tender for this service was awarded to Gaddum Centre in early 2015. Macc's role is now simply to support the Hub if occasionally required and to uphold and promote the value of advocacy, including continuing with our membership of OPAAL(UK).

Community Reporters

Originally established as part of the Transforming Local Infrastructure programme, Macc has worked in partnership with People's Voice Media to maintain and develop a programme of Community Reporting in Manchester. This helps 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. 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 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. We also use Community Reporters to produce films for the Spirit of Manchester Awards – telling the stories of great VCSE sector activities. 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. 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 2017.

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**. A key recommendation of our Civil Economy work (see below) was a need for "collective place leadership" – that is leadership which thinks first and foremost about the people and communities who live and work in Manchester. 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

For the 2016, Macc sought to expand the reach of the Spirit of Manchester programme turning it into a year-round range of activities to engage new stakeholders, encourage existing organisations and celebrate the fantastic work carried out by thousands of VCSE organisations, 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.

The **Spirit of Manchester Awards** were established in 2013 and are a hugely successful activity for Macc: providing a means of celebrating the local VCSE sector, campaigning and challenging on issues which the sector is addressing, building new partnerships and raising public awareness of the wealth of voluntary action taking place in the city. Macc selects the categories and then nominations open for groups. A panel of independent judges produces a shortlist and then our Community Reporters help make a short film about each of the shortlisted projects. At the Awards event we use interactive voting to pick the winners. The categories for 2016 were:

- Volunteer of the Year
- Volunteering Team of the Year
- Volunteer Involving Organisation of the Year
- Best Service User Involving Organisation
- Best Partnership Initiative / Collaboration
- Most Successful Campaign / Innovative Project
- Best Community Space
- Business Citizenship Award
- Equalities Award
- Health and Wellbeing Award
- Outstanding Contribution to the Voluntary Sector

We received 131 nominations in these categories from all across the city.

A new category of Best Community Space was introduced in recognition of the sector's role in managing buildings and spaces (connecting to our work on Community Asset Transfer – see below). This was decided by our first ever online vote (700+ people votes) during the summer with a party to celebrate the winners webcast live from Swan Buildings in August.

The 2016 Awards event took place on Thursday 5th October and was attended by over 300 people including representatives of VCS groups, Councillors, community members, public sector partners, business representatives and the Lord Mayor of Manchester. The event was hosted by Macc with the Chief Executive acting as MC for the evening. The venue was once again a new venue The Sheridan Suite in Miles Platting. This this was funded by donations from supporters and direct sales of tickets for seats. The Lord Mayor presented the Awards decisions made by the audience using our interactive voting buttons to pick the winners in response to the short films made by Community Reporters and Macc staff members.

The event was webcast live on YouTube. That's Manchester TV trailed the event with an interview with Macc's Chief Executive and did some filming on the night to feature as a news item. The #SpiritofMcr16 hashtag trended nationally on Twitter – the first time Macc had ever achieved this.

The **Spirit of Manchester Festival** was also repeated during 2016. We encourage all of Manchester's charities and community organisations to get involved by holding a free (or low cost) open event to welcome local people, showcase their organisation and raise awareness of their work: an invitation to everyone in Manchester to come and see the work of the VCSE sector across the city. Between 1st and 10th October a total of 72 events took place at venues all across Manchester. Activities included: meditation sessions, community cafés, art exhibitions, cycling, music, campaigning events, discussion groups, dance performances, coffee mornings and general open sessions at local organisations.

The **Spirit of Manchester Fund** provides small 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. On the night of the Awards we raised £2000 to be given out during 2017 as mini-grants to local organisations. The Fund opened for applications in early 2017 to support collaborative projects, encouraging groups to work together to deliver community activities. A fundraising target of £4000 has been set for 2016/17.

The new addition for 2016 was **Spirit Stories** - a method of highlighting the work of the sector by capturing 'a day in the life' snapshots of projects. 35 groups signed up and Macc staff volunteers and interns rang them at the end of the agreed day to ask questions such as how many visitors they had, what activities they had provided. For the first time we were assisted by the communications team at Manchester City Council who helped circulate information via their social media channels. The project worked so well as a means of collecting stories and case studies that Macc is now running Spirit of Manchester Stories campaigns several times a year.

Economy

In March 2014, Macc and the Centre for Local Economic Strategies (CLES) published *A Civil Economy for Manchester* which envisages the VCSE sector as an economic force in Manchester, playing a key role in tackling disadvantage and inequality through a new local economic policy. This approach is founded on three key principles:

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

Macc continues to develop and pursue the themes of the Civil Economy approach throughout all our work:

- **Encouraging collective place leadership:** by participating in the Our Manchester Leaders Forum with a range of VCSE groups representing equalities themes
- **Ensuring equal access and benefit economy:** hosting and supporting work with a range of partners including Steady State Manchester to look at financial innovations in the city such as alternative financial systems to promote economic, social and ecological well-being.
- **Fostering local social and private sector links:** promoting our Business Citizenship approach including celebrating examples within a category of the Spirit of Manchester Awards – see “Business Citizenship” below
- **Supporting pathways to work:** facilitating VCSE sector involvement in offering paid internships and work experience placements through schemes such as those run by the University of Manchester, including hosting our own summer interns and work experience placements.
- **Promoting enterprise:** providing support and resources to local social enterprises and participating in the Manchester Social Entrepreneurs network.
- **Enhancing the social sector as part of the solution for public services:** hosting the Greater Manchester Social Value Network to encourage all sectors to increase the social value they create including through working with the VCSE sector.

Employment and Skills

- Representing the VCSE sector on the Manchester Work and Skills Partnership.
- Promoting and supporting initiatives which encourage “good employment”
 - the Living Wage Foundation
 - GM Living Wage Campaign
 - PayCompare
 - Mindful Employer
- Contributing to a joint group of the Health & Wellbeing Board and the Work and Skills Partnership around work and health. We assisted with a project on the role and capability of public sector employers in staff wellbeing. Macc assisted with including some VCSE sector exemplars, highlighting our collective role as an employer of over 12,000 FTE staff in the city.
- Promotion good quality work experience, internships and student placements in the VCSE sector. Continuing our previous work with University of Manchester, Communitas and others to adopt best practice in providing pay and expenses, support for the host organisation and guidance on running a good placement, we have helped broker relationships between work experience schemes and local VCSE sector organisations.
- Supporting VCSE organisations which assist people towards employment including supporting workclubs and community learning projects.

Equalities

- Continuing to champion a cross-cutting view of equalities and maintaining strong collaborative relationships with key local organisations working on aspects of the equalities agenda (e.g. Manchester BME Network, LGBT Foundation, Breakthrough UK, Manchester Carers Forum).

- Equalities Resources – our website contains a number of resources on this theme to assist local VCSE organisations with developing and implementing practice, e.g. in recruitment of staff and volunteers
- Spirit of Manchester Equalities Award – included in our categories for the awards was a category specifically to highlight and celebrate examples of good work on one or more equality strands or issues for which people regularly face discrimination.
- Open data – our data standard includes a full equalities breakdown of both groups and volunteers according to equalities categories.
- Developing a new training course for small VCSE organisations on implementing approaches to equality and diversity – the session was filmed and put on our website as a resource for groups to use at any time.

Poverty

Macc is an active member of the Greater Manchester Poverty Action Group, supporting and promoting the groups' activities, campaigns and contributing to events. Other activities include:

- Sharing research, calls for evidence and data around poverty, inequality and disadvantage.
- Helping to promote anti-poverty campaigns locally and nationally.

Homelessness

Macc continues to support increased collaboration between organisations working to support people who are homeless or sleeping rough in the city. We have contributed to the City Council's work on a new homelessness strategy, we helped promote the Big Change Manchester campaign and the work of charities which help to people to be safe, stay healthy and provide support to plan for and achieve a better future.

Crime and Community Safety

Macc continues to represent the VCSE sector on the Community Safety Partnership. During the year, our role on this began to focus more on community cohesion and working to ensure that all communities in Manchester feel safe and welcome.

We made a successful bid to the Lottery's **Celebrate Fund** (not officially a response to the more toxic aspects of the EU Referendum debate, but....). We began to plan a series of Spirit of Manchester Roadshow events with the aim of bringing people together and fostering community spirit. The Community Reporters programme ran a special set of training workshops for local people to make short films which capture community voices to celebrate diversity. These will be shown during events over summer 2017 featuring arts and culture, a variety of foods and music reflective of the diverse communities in the city. Manchester. It will – using our Community Reporters will then form a roadshow of 5 screenings between February and March 2017 with 100 people invited at each screening with a variety of cultural foods and music.

Following the murder of Jo Cox MP and the rise in hatecrime from the EU Referendum result, one small action Macc took was that the staff team decided to put a statement up in our Reception area based on one used by NVCO, which we all signed stating our welcome to people of all

communities from all over the world. A photo of this was shared on Twitter and we learned that it inspired other VCSE organisations across the country to do the same.

Business Citizenship

Macc's Business Citizenship campaign focuses on the extent to which local businesses take responsibility for creating and supporting higher standards of living and quality of life in the communities in which they operate, while still preserving profitability. By taking steps which actively embrace and even celebrate their legal, ethical, environmental, social and financial responsibilities, business can become more resilient and successful. We see this as a step beyond "corporate social responsibility".

Our work on *A Civil Economy for Manchester* showed that there is a mutual reliance between the private and social sectors: businesses rely on an effective workforce and an economy which can support their operations while in turn communities rely on sustainable employment to provide financial and personal stability. The report goes on to state that, with the public sector being impacted by deep spending cuts, the social and private sectors will increasingly need to be at the centre of stewardship of communities. For this to be successful there will be a need to forge stronger links between the two sectors.

The ambition of this campaign is to create more social good through collaboration between local organisations: it does not simply mean the transfer of resources (e.g. money) from organisations who seek to make a profit to those which don't. We also know that the word "corporate" in particular is not something SMEs identify with: it implies larger enterprises. We know that local businesses, especially Small and Medium Sized Enterprises (SMEs) are often closer to the communities they operate in, are more creative and often more nimble. We recognise that in pushing for something more than CSR / altruism there has to be a clear benefit for the business in pursuing this approach.

During the year we continued to build relationships with local businesses interested in developing collaboration with the local sector. Examples include

- Fabulous Fan Fayre – an innovative scheme at Manchester City Football Club which works with local VCSE organisations and their volunteers to deliver stadium catering at matches and events in a dedicated 'Not For Profit' charity kiosk. A percentage of the profits generated by each kiosk is paid directly to the group. Macc is supporting the scheme by hosting events to sign groups up to take part. So far, in excess of £85,000 has been paid out to groups taking part in the scheme.
- An increased range of business supporters for our Spirit of Manchester programme. The Awards event in particular also provides an excellent opportunity for local business leaders and staff to come and see for themselves the wealth of talent and skills in local VCSE organisations and provides an excellent engagement platform on which to build future conversations.

Macc also leads by example in acting as a socially responsible business. As an employer, Macc is accredited by the Living Wage Foundation and encourages other employers in all sectors to do likewise, supporting the GM Living Wage Campaign. We also encourage local employers to report their pay multiple on PayCompare and have supported the development of PayCompare. Macc's Chief Executive is a member of the Pay Compare Advisory Board.

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, where appropriate, 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. The representatives, selected by interview and briefed by Macc, are accountable back to the Voluntary Sector Assembly. 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. Macc takes seriously its role as a civic institution working with all sectors to achieve the best outcomes for Manchester. Macc supports a Strategic Conversation group in which a number of VCSE sector leaders meet regularly with senior managers in the Council to increase collaboration. From this was developed a model called “Mutual Manchester” which set out a community development model for building resilient local communities and enable the sector to maximise its contribution to key areas of work such as health and wellbeing, the Early Help approach (see below) and encourage active citizenship. This linked in closely with the Our Manchester approach being led by the Council.

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. In terms of the **Academic Sector**, Chief Executive meets regularly with the Director of Social Responsibility at the University of Manchester and who is now a member of the Board of Trustees of Macc.

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.

Within the context of the Assembly, Macc facilitates other working groups and informal networks as required: for example, we host an informal network of local VCSE Chief Officers. The Chief Executive of Macc maintains relationships with these sector leaders by ad hoc one-to-one catch-up meetings and sending occasional short email prompts on key developments and priorities. This informal approach encourages the members to use this loose network for exploring collaboration, providing peer support and building relationships. Macc hosts occasional Chief Officers breakfast or lunchtime sessions for leaders within the local sector to meet, discuss key topics and gain a perspective on the local sector.

The Way Forward

This is a vision for the future of the voluntary, community and social enterprise sector in Manchester created in 2015 by a task group of the Voluntary Sector Assembly worked to create a:

"Our vision is one where every community in Manchester is rich in VCSE organisations of all kinds and varieties, working with all kinds of people and in all kinds of ways, where the VCSE sector is at the core of public debate about what kind of society we are trying to create."

The Way Forward contains a series of proposals to realise the vision:

- **Maximising Inward Investment:** Increase the money and resources coming into the sector
- **Increasing Employment:** Increase our ability to employ Manchester people
- **Increasing Our Impact in Areas of Low VCSE Activity:** Increasing the number and effectiveness of organisations
- **Increasing Mutual Support:** Developing the means to increase the quantity and quality of mutual support
- **Connecting Manchester People to the VCSE Sector:** Improve the use of social media to communicate and interact
- **Working Across GM:** Collaborate to develop a shared 'Way Forward' for Greater Manchester

The Way Forward therefore provides both a framework for the Assembly's priorities as well as a mandate for Macc in focusing our work to build a strong and resilient VCSE sector in line with our **Civil Economy for Manchester** (see above) approach.

Health & Wellbeing

Macc's Chief Executive continues to represent the local sector on the Manchester Health and Wellbeing Board and to raise issues of inequality, marginalised communities and promote co-production and partnership approaches. Meetings are webcast live via the Council website and our Chief Executive also uses Twitter to give updates on the Board and invite comments, questions.

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. The development of the Manchester "Locality Plan" became the key focus of discussions engagement with the VCSE sector in this was minimal. As has been seen many times over the years, the potential for partnership working between the sector and NHS is undercut by a lack of spaces for open, creative discussion as the focus has been largely driven by the integration of statutory services. We continue to promote user-led approaches, pressing for genuine co-production (rather than simply being a new word for after-the-fact consultation) and viewing the VCSE sector as community assets which can support efforts to improve the wellbeing of local people. As the new health and social care landscape in Manchester became clearer (a single commissioner, a single hospital trust and the new Local Care Organisation), Macc focused on ways to engage the VCSE sector in this new structure. Activities included:

- Work to co-design an **asset based approach to health and wellbeing** in communities – planning how health and social care services in neighbourhoods could work with local VCSE groups, using a community development approach and driving system change with services which were based promoting and supporting wellbeing rather than purely clinical models of treating illness.
- During the year Macc and the NHS Manchester CCGs worked to roll out the model of **Community Explorers** meetings across the city, after a well-established approach originating in South Manchester. These are area based regular meetings with an open agenda to foster networking, collaboration and partnerships between all those working on wellbeing, health and care.
- Working with the Manchester Provider Board to start to consider ways to build collaboration with the voluntary sector into the new **Local Care Organisation** including gathering case studies of local VCSE activity, submitting proposals for collaborative structures and contributing to the development of new care pathways. Macc's Chief Executive wrote a blog on the development of the LCO which was shared widely on social media.
- Engaging NHS and Local Authority Commissioners in developing a **social value** approach to inform commissioning decisions and in negotiating how best to make savings at a time of reducing budgets (as part of our role in developing the Greater Manchester Social Value Network)
- 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. This was funded by a collaborative bid to the NHS Leadership Academy. The first masterclass in January 2017 was immensely popular and following this word quickly spread that the programme was breaking new ground in building collaboration. Funding limited participation only to those working in South Manchester but demand was soon coming in from stakeholders across the city to get involved.

At the end of the period we were exploring ways to expand the programme to capitalise on this interest.

- In partnership with Breakthrough UK we undertook a **Learning Disability Stocktake**. This was an enquiry into the facilities, services and 'community assets' which support people with learning disabilities across the city. The principles of the work were shaped in partnership with Manchester People First, an organisation led and managed by people with learning disabilities. The report was presented to Manchester City Council during 2017.
- Hosting a worker in partnership with National Voices as part of the **Wellbeing Our Way** project to build communities of practice around self-management (or self-care) and peer support across Greater Manchester.

Our main success in working with the Clinical Commissioning Groups was the successful conclusion of the **Reducing Social Isolation** programme of grants for VCSE sector organisations with a final Learning event held in May 2016. (The delivery of this work is covered in the section on Grants Management below.) Evaluation of the programme was published in 2016 and received attention in national commissioning journals. The evaluation noted the success of the programme as a way of tapping into the potential of the VCSE sector's contribution to wellbeing:

"This programme shows that VCS-led models can deliver the desired outcomes, and can also harness local intelligence, enthusiasm and networks in a way that other types of programmes often cannot.

The programme has facilitated a degree of improved understanding between the CCG and VCS organisations. Macc had the credibility and reach to engage a diverse range of VCS organisations, and generated awareness and enthusiasm about the programme from the outset. Representatives from the CCG feel that they better understand the organisations and types of work being done by VCS organisations in local communities, as well as the challenges they face in delivering their services and activities."

Feedback on this was highlighted at the joint AGM held by the three Clinical Commissioning Groups at which the CEO of Macc hosted the questions from the public.

The second programme of grants, focusing on mental health, was launched alongside news that further grants programmes would be delivered via Macc in future years.

Mental Health

Macc supports the **Mental Health Charter Alliance** as a group which campaigns for improvements in services. Macc acts as both broker and advisor to the group in developing community-led approaches to mental health support. The group aims to:

- Enable people with lived experience of mental illness, to actively influence the quality, delivery and accessibility of mental health services in Manchester.
- Enable providers and commissioners to access the different views, concerns and experiences of people who use mental health services and carers.
- Promote and co-ordinate the involvement of people who use mental health services and informal carers across Manchester, ensuring diversity and inclusion.
- Make available information and training which will support and empower people who use mental health services and carers to become actively involved in the development and review of mental health services.

- Encourage and support people who use mental health services, carers and health professionals to develop local service user and carer involvement initiatives.

Alongside this, we support the work of the **Mental Health Liaison Group** with public sector commissioners, provider organisations and service users and provide a regular sector update at meetings of the **Mental Health Provider Engagement Group**.

In the latter half of the year we also began to establish new relationships with Greater Manchester West, taking on the running of the Manchester Mental Health and Social Care Trust. Macc staff met with senior managers to discuss future opportunities for collaboration and ways of tapping into the skills and services within the local VCSE sector around mental health support.

Children Young People and Families

After delivery of a well-regarded engagement and liaison function which Macc has run continuously since 2005, the 2013 Council Infrastructure contract discontinued the specific funding around the Children Young People and Families agenda. This meant that Macc could no longer afford a dedicated worker or the significant resources for working on this complex agenda with the largest subsector of voluntary and community organisations. Macc designed a reduced offer for future work on this agenda based on what was possible within the new funding. Reaction to this from stakeholders within the Council and the Manchester Safeguarding Children's Board was negative and blamed Macc for failing to continue to deliver the same service rather than the changes stipulated by the funder: demand for Macc's support and involvement did not reduce. This situation has continued ever since. Officers within Children's Services clearly expect there to be a dedicated role within Macc focusing solely on this agenda. With limited capacity, we have therefore continued to support a programme of work on this agenda during the year:

- **CYPF Leaders Group** - We continued to support a Children, Young People and Families Voluntary Sector Leaders Forum in partnership with Voluntary Youth Manchester. This has a core membership of fifteen leading local groups and provides a strategic reference point for Macc to set the agenda a forum to feedback from partnership meetings a place of engagement between the VCSE sector and the Council. The Group now has a regular monthly meeting with the Director of Children's Services.
- **Representation of the sector** by Macc on in various structures continued as planned including both the Children's Board and the Children's Services Improvement Board leading the city's response to the recent Ofsted report.
- **Early Help** – Macc worked with the City Council to improve the way that the Early Help approach conceptualises and engages with the sector. After some discussion at the CYPF Leaders Forum, it was agreed that the Council fund a short term post to develop the sector's role in Early Help, looking at the systems, challenges and learning needs for local organisations in adopting this approach. Recruitment to this position was a challenge and a solution was eventually found by seconding a local VCSE sector CEO into a part time post within Macc to lead on strategic relationships with the Council alongside a member of Macc's team working to organise workshops on the Early Help approach, liaise with the local Early Help Hubs and ensure the sector is informed about developments.

Safeguarding

As noted above, despite demand for involvement in work on Safeguarding in relation to both children and adults, not to mention our own desire to support this important agenda, no funding is available to Macc to undertake this work, placing limits on our programme of activities.

We continued to provide representation of the sector on both the Manchester Safeguarding Children Board and Manchester Safeguarding Adults Board but our concerns 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.

Macc remains committed to developing support for local organisations around safeguarding practice and regularly raises with local Safeguarding Boards the need for simple, clear and up to date information for community groups in identifying, responding to and reporting any concerns or risks.

Commissioning

Macc's Strategic Lead Worker on Commissioning works to develop good commissioning approaches which harness the best of what the VCSE sector can do to improve outcomes for local people. This role relies 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:

- Informing the local VCSE sector about commissioning and procurement in Manchester through a commissioning database, blogs and tweets, news items and website pages.
- Encouraging innovation through developing briefings and organising workshops on topics such as radical approaches to commissioning, community development approaches and social value.
- Influencing the NHS commissioning of the VCSE sector through facilitating the design of the grant programmes being administered by Macc on behalf of the Clinical Commissioning Groups
- Improving Manchester City Council procurement processes through detailed work e.g. the review of the Council's Equalities Fund grants for local voluntary groups, working with the Youth Service on commissioning approaches and outcomes.
- Grants Standardisation: Macc continued to work with Manchester City Council to develop a standard set of processes, forms and guidance that can be used in all of the many grant programmes that it runs.
- Convening and supporting the meetings to develop the Greater Manchester Social Value Network (See below)

The major project of this work for the year was in leading the co-design with Council officers and sector leaders of the new Our Manchester VCS Grants Fund. This group met regularly to establish the principles of the grants programme – bringing together a number of previously separate funding streams provided by the Council – and to design all aspects of the process including the prospectus, application forms, scoring criteria and the decision-making process. Alongside this Macc's capacity building team began planning for delivering support to groups in submitting high quality applications. The programme will launch later in 2017.

Social Value

Macc has continued working with the Centre for Local Economic Strategies (CLES), Salford Council, Salford CVS, Voluntary Sector North West and others to develop the **Greater Manchester Social Value Network**. The aim is to encourage organisations in every sector to seek relevant social, environmental and economic value from everything that they do, including service delivery, commissioning and procurement. The group has members from many of the boroughs in Greater Manchester. Activities of the group include gathering case-studies of good practice and delivering the further GMSVN events to engage commissioners, senior managers and leaders of statutory and non-statutory organisations in identifying ways to increase the social value of commissioning, procurement and supply chains.

Devolution

With the growth of the “Devo Manc” agenda, Macc has been working with Voluntary Sector North West and other VCSE infrastructure and provider organisations across Greater Manchester to consider, support and champion sector engagement in the devolution programme as it evolves. Macc is a founder member of the GM VCSE Reference Group. The aim of this group is to lead the sector’s involvement in the “Devo Manc” agenda as it develops. Priorities include establishing representation in the new GM decision making structures and developing a Memorandum of Understanding with the Greater Manchester Health and Social Care partnership to express a commitment to work together on the redesign of health and social care in Greater Manchester. The Chief Executive of Macc was one of the authors of this Memorandum which was formally approved in early 2017 and also led on the recruitment of a VCSE secondment into the GM Health and Social Care Partnership.

The Reference Group meets monthly and has engaged with partners from Greater Manchester Combined Authority, Big Lottery and candidates for the role of the Mayor Greater Manchester. The pooled effort by members has produced conversations with key decision makers when have enabled important messages about the role, potential and impact of the voluntary community and social enterprise sector to be heard.

Macc was also invited to a meeting in London with NAVCA, Charities Aid Foundation, Children England and NCVO to formulate a national set of principles for what the VCSE sector wants from devolution. Macc’s Chief Executive was one of the signatories of this.

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. Macc's media profile increased during the period: we continue to make strong use of social media.

The following general statistics are good indicators of Macc's "reach" between April 2016 and March 2017

- On average the Manchester Community Central website received over 28,000 unique visitors every quarter
- We advertised over 470 local jobs on the website during the year
- 4978 people were receiving our weekly Ebulletin at the end of the period
- 966 people receiving our quarterly newsletter at the end of the period
- There were 5206 groups registered on Macc's database
- By the end of the period we had over 14,700 followers on Twitter.
- Our YouTube channel became increasingly popular with 3765 views of our videos and a total watch time in excess of 75hours.

The fourth Spirit of Manchester Awards and Festival gained a lot of new interest and the #SpiritofMcr16 hashtag was trending **nationally** on Twitter during the awards event and indeed for much of the Festival period from 1st to 10th October 2016.

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. The site contains a broad range of functions and services including:

- Regular news and policy updates from all across the city
- A searchable directory of local groups
- An online "healthcheck" for organisations to gain insight into their development needs (GRIPP)
- A range of tools, factsheets and resources to support organisational development
- A range of tools for Trustees of voluntary organisations
- A searchable database of funding opportunities
- Details of grants programmes administered by Macc
- Online fundraising tools
- A list of support providers and supplier agencies with feedback from groups who have used the services
- Training calendar and booking facilities
- Training brochure

- Online training and learning portal
- An index of community meeting spaces
- A calendar of voluntary sector events
- A calendar of activist and campaign groups, debating events and community forums.
- Blogs – including policy issues, ideas, feedback from representation at meetings.
- Case studies
- Our Open Data releases
- Job opportunities
- Volunteer registration
- Volunteering opportunities
- Referral forms
- Signup forms for our ebulletins, newsletters and other mailings
- Links to our social media channels, photo galleries, etc.
- Full details of our Spirit of Manchester programme including Festival programme and map, fundraising, nominations, videos and how to get involved.

Organisational 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 been drawn into supporting crisis management more than in any previous year. Even when excluding the 118 support enquiries we were able to address at the first point of contact, the headline is that demand for one-to-one support for local VCSE sector groups, increased as the year progressed:

- April – June 2016 = 157 groups supported (127 in 2015, 77 in 2014)
- July – September 2016 = 174 groups supported (94 in 2015, 80 in 2014)
- October – December 2016 = 140 groups supported (126 in 2015, 90 in 2014)
- January – March 2017 = 137 groups supported (157 in 2015, 116 in 2014)

As part of our demand management approach we an online tool to enable groups to assess their needs and prioritise the support they need from Macc. This enables groups who can do so to 'self-serve' using our range of online resources. The **GRIPP Healthcheck** tool (Governance, Resources, Information, Projects, People) is available for groups to complete free of charge on our website.

The top issues arising in our organisational development work were, as in previous years, not unexpected:

1. **Funding issues** – alongside an average of around 500 searches per quarter on our online funding portal.
2. **Governance** – our training on trustee roles and responsibilities is now run every 2 months and always in demand.
3. **Safeguarding** - Many groups need support to write various policies and procedures and to embed these into the everyday work of their organisations. Specialist knowledge and support is required to ensure that groups have all of the relevant requirements in place to run safe services and projects – as noted above, Macc is not funded to provide this. We routinely flag this issue up with the Safeguarding Children and Adults Boards as a gap in support for local organisations.

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. During the calendar year 2016 we helped secure £889,643 for the city in terms of the total value of successful funding applications – alongside a number of other bids still pending or in development at the end of March 2017. It is worth noting that this figure is generally made up of many smaller applications going to small and medium sized organisations with relatively few large applications (such as bids to the Big Lottery Reaching Communities programme).

Other specific projects in the field of supporting the development of local voluntary groups included:

- **Community Asset Transfer Support** - A Community Asset Transfer (CAT) is, broadly, the change of ownership or management from a statutory authority to a VCSE organisation for the benefit of a community. Manchester City Council has supported this type of activity for some years albeit not with a formal CAT strategy. With a number of vacant buildings and a need to explore alternative approaches to the management of public assets such as parks, the Council has an increasing need to support groups interested in managing their own asset and to ensure any solution is sustainable and beneficial to the group, wider community and the Council.

Nationally there has been work undertaken to develop CAT approaches. Until March 2015 a series of £10,000 grants were made available to individual groups seeking asset transfers through Social Investment Business and most recently a national pilot called COMA sought to pilot new approaches to CAT. In this context, an informal partnership was developed between Manchester City Council, Macc, 4CT and Steve Conway to pilot a new approach for Manchester. The Manchester Community Assets Pilot (MCAP) used the collective skills, knowledge and experience of supporting and managing community assets to design a training and support package that worked with a number of groups to increase knowledge and ability to develop a CAT and to offer support to a business plan stage.

The pilot programme was very effective in terms of raising awareness of key issues and building the skills and knowledge of participants. The 5 workshop training programme was well received by the participants and all (100%) rated the training as either 'very good' or excellent'. The majority of all participants also stated that their knowledge and confidence had increased as a direct result of attending the MCAP workshops.

The project also demonstrated that it is cost effective and efficient. Under the previous SIB programme the support of 15 organisations would cost approximately £150,000 however supporting the same number of groups through the MCAP pilot was funded by COMA at a cost of £20,000. This was achieved by MCAP delivering support to a cohort of groups, creating peer support and shared experience. This could not be achieved under the former SIB programme where groups worked in isolation and therefore the capacity requirements and associated costs were considerably higher.

The MCAP partners are committed to continuing to develop this approach and keen to support the local authority in the development of its Community Asset Transfer related strategies and activities.

- **Manchester Heritage Buildings Network** – Taking up the learning from the MCAP programme, Macc worked with Heritage Lottery Fund North West, Historic England, the Architectural Heritage Fund and Manchester City Council to deliver a year-long programme of activities for community based groups with aspirations of managing heritage buildings. The programme

consisted of a series of workshops and also gave groups the opportunity to come together as a group and build on their existing knowledge.

As these examples show, we continue to promote the collaboration and partnership approaches to the sector's work. Other examples of this include

- Hosting workshop for leaders of local organisations to look at collaborative structures such as consortia, contract alliances and delivery partnerships
- Supporting collaboration between recipients of Local Sustainability Fund.

Training

During the period 462 individuals took part in a total of wide range of training sessions arranged or delivered by Macc. Topics covered included:

- Basic Book-keeping
- Blowing your own Trumpet:
- Business Planning
- Choosing your structure
- Commissioning and Procurement
- Committee and Meeting Skills
- Community Development
- Co-production
- Emergency First Aid at Work
- Funding your project
- A seminar with HMRC on tax issues for charities
- Committee and Meeting Skills
- Visioning
- Introduction to Community Asset Transfer
- Introduction to Equalities
- Introduction to Generating Unrestricted Income from Corporates
- Introduction to Marketing
- Introduction to Social Media
- Looking after yourself, your friends: Mental Health Awareness
- Making the Most Difference
- Managing Volunteers
- Mental Health Awareness Training for Volunteer Managers
- Public Speaking and Presentation Skills
- Radical Approaches to Commissioning
- Recruit and Retain
- Social Media Surgery
- Strategic Commissioning in Manchester and Greater Manchester
- Trustee Roles and Responsibilities
- Volunteers and the Law
- New and Emerging Drugs – Legal highs awareness
- Radical Approaches to Commissioning
- Trustee Roles and Responsibilities

We provide a low cost training programme while also maintaining efficiency through encouraging attendance at training with charges for late cancellation and non-attendance. The charging policy includes discounts for volunteers and organisations which are formal members Macc and has therefore helped to increase Macc's membership and raised awareness among those using our training services of the other support we can offer.

The training calendar and online brochure continues to be one of the most popular sections on our website. Between January and March 2017 alone it received 3022 unique visitors (1816 returning & 1206 new visitors). This provides a searchable index of charged-for, low-cost and free training opportunities.

Grants Management

Macc has been managing the **Reducing Social Isolation and Loneliness** grant fund on behalf of the three Manchester Clinical Commissioning Groups. £600,000 was made available to groups to provide services and activities to improve health and wellbeing outcomes for Manchester residents over the age of 50. Financial distribution was managed by The Charity Service and independent evaluation has been commissioned from the Office for Public Management. Working with a Partnership Board including the three Clinical Commissioning Groups, Manchester City Council's Age Friendly Manchester Programme and a number of older people, Macc developed a straightforward application process, supported local voluntary groups in making applications and facilitated the decision making to award a range of small and larger grants. Following this, we have continued to support groups in establishing their projects, promoting and publicising the activities, maintaining connections with local staff in NHS and social care services and working with the monitoring and evaluation of the programme. A review of the model as well as the outcomes it achieves is included in the brief for the evaluation to be published in 2016.

Activity n this drew to a close during the year and we focused on a second grants programme of £330,000 around **Mental Health and Wellbeing**, picking up lessons from the evaluation of the previous programme. The programme was officially launched in May with an event held at Halle St Peter's on 25th. This included presentations from CCG and Council commissioners, PCMHT staff, a GP with special interest in mental health and a briefing from Macc on the process which would open for applications in September: this was a key innovation in allowing time for VCSE groups to form partnerships and consider joint bids. Alongside this a new financial monitoring standard was developed in consultation with Macc's auditors to ensure sufficient information is gathered while minimising the administrative pressure on grant recipients and Macc.

Our own **Spirit of Manchester Fund** opened for a second round of micro-grants (this time up to £500) distributing funds raised through our Spirit of Manchester programme. Initial applications focusing on activities to increase collaboration between groups in North Manchester opened in March 2017.

State of the Sector Research

The research conducted in 2013 into the scale and scope of the VCSE sector in Manchester is now widely accepted as the key evidence of the sector's activities in the city. The flyer "8 things you need to know about the voluntary sector in Manchester" has been widely circulated and the key numbers (of groups, volunteers, paid staff, etc.) are now quoted in a range of planning and policy documents by local public bodies. In collaboration with other infrastructure organisations in Greater Manchester it was agreed that it was time to repeat the exercise to see what impact the period of "austerity" has had on the sector. The new survey was launched on in September 2016

and open until December. For this survey we also ran some focus groups looking at particular parts of the sector: social enterprises and small community organisations in North Manchester. The report was published later in 2017.

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, Wigan and Leigh CVS, Rochdale CVS, Voluntary and Community Action Trafford 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.

During this period, Macc undertook some specific projects on behalf of the 10GM partnership

- Designing and constructing the 10gm.org.uk website
- Contributing to the social media presence for 10GM including a new “10GM in Wigan” twitter channel.
- Hosting the Wellbeing Our Way project
- Leading the delivery of a series of events for the People’s Plan – a community consultation to produce a crowdsourced set of proposals on the future of Greater Manchester Devolution in advance of the Mayoral election.
- Delivering a programme of work commissioned by Wigan & Leigh CVS to deliver training, workshops & support for groups in the borough.

A pilot scheme involving paid bid writers was trialled during the year but was found to be of limited value compared to the level of investment required and has therefore been discontinued.

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. One of the motivations behind this is the view that the voluntary sector holds a lot of useful data which can inform the planning and development of strategies and service provision in Manchester – but as a sector we lack the capacity to process and analyse these data. By establishing an open data standard, we create the means for these data to be used by others in creative ways. When publishing data about our work, Macc has three main aims:

- That our data are useful: We wish to publish data that bring value to those building a stronger community and voluntary sector.

- That our data are meaningful: We wish to publish data that add to the ongoing dialogue and discussion about the sector.
- That our data are accessible: We wish to publish data in an open and accessible way, and provide regular narrative and understanding to the stakeholders.

Our Open Data approach also had a much more pragmatic reason in that we get many requests from public sector officers for information (e.g. number of groups in East Manchester, number of volunteers in Baguley, etc.) and this approach of publishing the data allows us to let anyone who wishes to do so “help themselves” to information about our work. Obviously any confidential or identifiable personal data cannot be released but we worked to adapt our quarterly monitoring statistics into datasets linked to place (Council wards) and equalities categories.

We also identified that we could release data about our grants programmes in accordance with the 360 Giving Standard – a national standard data sharing on grants awarded. Macc has pioneered a model of sharing grants information including, uniquely, linking it to the place where the activity takes place (using Ordinance Survey codes) and including descriptions of the activity. This provides transparency about our work and also enables us to challenge other agencies such as the public sector and funding bodies such as the Big Lottery to share their data. Macc was one of the first grant distributing bodies in the country to do so and our example has been used by 360Giving to show the approach to other funders including Big Lottery Fund, Comic Relief and Children in Need. During summer 2016 all three of these major funders published their first open data sets around grant distribution. We were even more pleased to learn in June 2016 that the new Open Government National Action Plan included a commitment around the sharing of data around grants – to work in line with the 360 Giving standard on open data around grants. Macc’s grants programme delivery has therefore had an influence not only at a local level but also nationally in terms of the way other funders (independent and statutory) publish data about their work.

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

Macc's policy on Open Data has been published as a policy template and we have been invited to present on this at events and forums. The policy has also been adapted by other organisations for their own use.

Operational Improvement

As well as service delivery, Macc has continued its ongoing work to improve the quality of the organisation’s operations and governance as well as managing the pressures of increasing demand and reducing income from funders.

Macc is based on the organisation becoming a “civic foundation” for Manchester, increasing the quality and quantity of socially useful activity in the city. The Business Plan for 2015-2020 has four strategic themes:

- Develop local groups: support for local VCSE organisations.
- Involve local people: volunteering and active citizenship.

- Make connections: collaboration, bringing in partnerships and resources.
- Build the VCSE sector's Influence: policy and influence support.

Macc's activity in relation to all these themes forms the bulk of this report as noted above.

The Business Plan also has a number of key strategies around the management of Macc's resources. These are listed below with relevant activities undertaken during this initial period of the Business Plan listed accordingly.

- 1. Managing costs** - As with most small and medium enterprises, Macc's major cost is staffing. Indeed, in Macc's case staff costs form around 80% of our expenditure. Following a staffing restructure in 2015/16, no further cost savings were made but we continued to build capacity in taking on on students for short term work experience placements and an apprentice via The Skills Company. This means that Macc is now more frequently playing host to people working with us for shorter periods on specific projects (paid and voluntary) alongside a team of regular staff.
 - Creating new sources of income – We have continued to improve our ability to generate unrestricted income through sales, particularly meeting room hire,
 - Our Community Reporters programme continues to be run on a largely self-financing basis,
 - Income from training offsets costs but can never be fully self-financing as it would mean pushing prices beyond the reach of many of the small groups and volunteers with whom we work.
 - We have continued to charge for bespoke versions of existing services.
- 2. Renegotiation with Funders** - Following extensive negotiation in 2015/16 this year focused on monitoring demand around our two major contracts (the City Council and the Clinical Commissioning Groups), recognising the need for Macc to operate within the available resources in order to remain effective.
- 3. Move into new premises owned by Macc** - During 2014, considerable effort was put into analysing the options for Macc to take on ownership of a building. This remains a key aspect of our business plan. During February 2015 Macc undertook a survey to gather views about our asset transfer plans from our members, customers and stakeholders. 266 groups and individuals participated through an online questionnaire, focus groups and interviews.
 - Location - Respondents stated they Macc should be based: In the city centre (67%); Within than half a mile of the city centre (46%); Within a mile of the city centre (29%); Further than a mile from the city (12%)
 - Accessibility - Respondents stated that Macc should take into consideration: Ease of access via public transport (82%); Availability/cost of car parking (56%); Time taken to get there (55%); Ease of access via walking (48%); Ease of access via car (40%); Availability of bike storage (22%); Ease of access via cycle lanes (12%)
 - Needs of Volunteers - Respondents felt that volunteers needed: Access to information (67%); Space for training (66%); Space to meet together (54%); Access to equipment (42%); Support to resolve issues (38%); 1-2-1 meeting space (32%)
 - Support for Macc's plans - 90% of the survey respondents felt it would be beneficial for Macc to take responsibility for a community asset. Respondents stated that they believed it would provide continuity, freedom to change services, income, stability, sustainability and security of tenure. The majority of respondents felt it would give Macc strength and enable long term planning as well as being more affordable.

- Respondents stated that Macc's potential new premises should provide:
 - a place where community groups could come together at a low cost to hire space, meet and work
 - an opportunity to generate income for Macc while providing realistic rental for community groups and giving small groups access to shared support functions
 - an opportunity to attract private sector income
 - an opportunity to 'Create a Community Asset' and prevent a community building from being lost or remaining empty
 - Macc with the independence to allow it more freedom in service design and more autonomy to better meet the needs of the sector
 - a venue which is welcoming to all and with space for people to spend time together, where refreshments are available and the seating is comfortable.

During the year, we continued to explore options but none have so far proved viable. We continue to seek option for asset transfer to enable Macc to move into its own premises as the business case for doing so is clear – as well as growth opportunities to create greater impact, the ability to offset office costs through increased income generation would make Macc more sustainable in future.

Alongside these measures we continue to promote formal membership of Macc by emphasising the benefits for local organisations and individuals. This includes occasional discounts on room hire, training and other services as well as rights to vote at the Macc AGM. The Macc website (as distinct from the Manchester Community Central site) focuses on ownership and governance of the organisation and acts as a guide to our services alongside information about the structure, staff, governance and policies of the organisation.

As part of our drive to demonstrate social value and promote best practice, Macc is signed up to the following frameworks:

- Living Wage Accreditation
- Fair Tax Campaign
- Pay Compare