

MANCHESTER ALLIANCE FOR COMMUNITY CARE LIMITED

MANCHESTER ALLIANCE FOR COMMUNITY CARE

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31ST MARCH 2013

COMPANY REGISTRATION NUMBER: 07788593

CHARITY REGISTRATION NUMBER: 1145921

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# MANCHESTER ALLIANCE FOR COMMUNITY CARE

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## REFERENCE AND ADMINISTRATIVE INFORMATION YEAR ENDED 31ST MARCH 2013

The Board of Trustees present their report and audited financial statements for the year ended 31st March 2013.

### Reference, Administrative Information and Governing Document

The charity is a company limited by guarantee and is registered with the Charity Commission.

Company Registration No. 07788593

Incorporated: 27th September 2011

Charity Registration No. 1145921

Registered: 15th February 2012

The company was established under a Memorandum and Articles of Association. In the event of the company being wound up, members are required to contribute an amount not exceeding £1.

### Directors

The directors/trustees who held office during the year ended 31 March 2013 were as follows:

Ashley Wood	
Valerie Bayliss-Brideaux	(resigned September 2012)
Sinead O'Connor - Co Chair	(resigned September 2012)
Maggie Walker - Treasurer	
David Brown - Chair	
Beth Plant	
John Downes	(appointed September 2012)
Glen-Maree Charles	(appointed September 2012)
Vera Martins	(appointed September 2012)
Edward Dylan Cox	(appointed September 2012)
Jim Bevis	(appointed September 2012)

### Company Secretary

Michael Wild

### Principal Staff

Michael Wild	Chief Executive
Angela Hampson	Office Manager
Mary Duncan	Development Worker
John Butler	Development Worker
Alison Tansey	Business Improvement Co-ordinator (until November 2012)
Pauline Clark	Communications Worker
Ian Williamson	Internal Operations Director
Tracey Rawlins	Capacity Building Manager
Sarah Whitelegg	Business Improvement Co-ordinator
Nicola Shanahan	Strategic Lead Worker (Children & Families) (until January 2013)
Michael Blaney	Business Improvement Co-ordinator
Michelle Foster	Communications Worker
Cheryl McAllister	Training Co-ordinator
Mark Pritchard	Volunteer Centre Manager
Jennifer Halfpenny	Volunteering Development Worker
Sefton Simpson	Business Improvement Co-ordinator (from February 2013)
Nigel Rose	Strategic Lead Worker (Commissioning) (from January 2013)
Charlotte Cooke	Volunteering Development Worker
Hannah Powell	Communications Worker (from July 2012)
Martin Preston	Programme Co-ordinator (from January 2013)
Kerry Fennell	Reception Worker (from February 2013)

### Auditors

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

### Accountants

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

### Bankers

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

REPORT OF THE BOARD OF TRUSTEES  
YEAR ENDED 31ST MARCH 2013

**Structure, Governance and Management**

**Governing Document**

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. The organisation converted to a Company Limited by guarantee on 27th September 2011 and charity registration was completed on 15th February 2012.

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.

**Recruitment and Appointment of Executive Committee**

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.

**Organisation and Management Structure**

The organisational 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, Internal Operations Director and the Finance and Facilities Manager. Other staff are asked to present on their projects or department from time to time.

**2. Finance subgroup of the Board:** The subgroup consists of the Treasurer and certain other Board members. The Internal Operations Director and the Finance and Facilities Manager also attend. The 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.

**3. Personnel subgroup of the Board:** The subgroup consists of Board members and is attended by the Internal Operations Director. The subgroup provides expert advice to the Board on Human Resources matters and reviews policies and procedures.

**4. Governance subgroup of the Board:** The subgroup consists of Board members and is attended by the Internal Operations Director. The subgroup identifies and leads on the implementation of best practice in the governance of the organisation and relevant reviews policies and procedures.

**5. Management Team Meeting:** The Chief Executive, Internal Operations Director, the Finance and Facilities Manager meet weekly with managers of delivery teams. They implement the strategy decided by the Board, develop the services provided by Macc.

**6. 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.

**7. Team and Thematic Meetings:** Delivery teams and working groups (e.g. communications and marketing) meet to develop services and take forward cross-organisational issues.

**Status**

Macc is registered as a company limited by guarantee and, in the event of the Company being wound up, members are required to contribute an amount not exceeding £1. The number of guarantee members at 31st March 2013 was 9.

REPORT OF THE BOARD OF TRUSTEES  
YEAR ENDED 31ST MARCH 2013

**Affiliation**

To facilitate its objectives and gain as much input from elsewhere as possible, Macc is affiliated (through membership subscription) to various other organisations including:

- ~ NAVCA
- ~ NCVO
- ~ Volunteering England
- ~ Urban Forum
- ~ Voluntary Sector North West
- ~ Greater Manchester Centre for Voluntary Organisation
- ~ Older People's Advocacy Alliance
- ~ Charity Law Association
- ~ Creative Support

**Risk Review**

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.

The Board undertook a recruitment drive in 2012 and the expanded Board continues to update of the policies and procedures of the organisation. Governance, Personnel and Finance subgroups now have established terms of reference and regular reporting to Board meetings. Due to the amount of organisational change during this period and in order to ensure effective and timely decision making, Board subgroup meetings have been replaced by monthly meetings of the full Board with the relevant work areas as standing agenda items. This will be reviewed in 2013/14. Management reports are prepared for the Board on specific risks identified.

The major business risks for the organisation are identified as in terms of their impact on the organisation and the actions which will be taken to mitigate against. These form the Critical Success Factors for Macc which are:

- ~ **Secure and sustainable funding**
- ~ **Managing costs**
- ~ **Capacity**
- ~ **Strong partnerships**
- ~ **Keeping focused on our mission**

The funding of Macc is generally from the same sources but on relatively short term contracts. The Board's view is that the greatest risk to the organisation is the continuity of such funding. The principal mitigation of this risk is to maintain strong relationships with funders based on quality of work done by Macc as an organisation with a strong local track record and a reputation for creative, collaborative working.

**Objectives and Activities**

**Aims**

See attached appendix.

**Objectives**

See attached appendix.

**Use of Volunteers**

Other than as members of the Board of Trustees, Macc does not currently make use of volunteer workers. During this period the launch of Volunteer Centre Manchester has brought additional expertise into Macc and a formal volunteering scheme is planned for implementation in 2013/14.

**Achievements and Performance**

See attached appendix.

**How our activities deliver public benefit**

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

The Trustees have considered Public Benefit and concluded

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

REPORT OF THE BOARD OF TRUSTEES  
YEAR ENDED 31ST MARCH 2013

**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 - each staff member is supplied with a copy as the "Employee Handbook".

Any changes to policies and procedures identified by management and/or recommended by our advisors, auditors or other appropriate bodies are considered by the relevant Board Subgroup and presented for approval to the full Board. During this period, the Board subgroups have been replaced by monthly Board meetings. Amendments to policy have therefore been approved by the Board in full.

**Reserves Policy**

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. Unrestricted reserves stand at £192,169.

**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.

**Principal Funding Sources 2012 - 2013**

**NHS Manchester**

This funding is unrestricted and is historically accepted to be 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. Macc has continued development arising from the 2010/11 Service Level Agreement as the restructure of the NHS takes effect - in particular the change from a single Primary Care Trust to three new Clinical Commissioning Groups and the formation of the Health and Wellbeing Board.

**Mental Health Joint Commissioning Executive (JCE)**

Services include supporting the development of mental health services within the voluntary and community sector by facilitating collaborative working through the Voluntary Sector Mental Health Forum. Through partnership working it is Macc's role to stimulate joint approaches to the design, delivery and evaluation of services that are delivered by the voluntary and community sector and to provide a means for the knowledge and experience of the sector to contribute to the overall strategy for meeting mental health needs in the city. The funds from the JCE are restricted for this purpose.

**Manchester City Council - Capacity Building**

Funding to deliver the main infrastructure support service for the local voluntary and community sector, launched in 2009 under the Manchester Community Central brand. These funds are restricted for this purpose.

**Manchester City Council - Infrastructure**

An additional grant in order to establish a range of services as specified in the City Council's new framework for voluntary and community sector support during 2011. This covers Volunteer Centre Manchester, community engagement, services relating to commissioning and procurement and support for the development of the Equalities Hub. These funds are restricted for this purpose.

**Manchester City Council - Children and Young People**

A grant from the Children and Young People's partnership to engage the voluntary and community sector in developing the Children's Trust arrangements in Manchester. This involves supporting joint working and policy development between the voluntary, community and statutory sectors. These funds are restricted for this purpose.

REPORT OF THE BOARD OF TRUSTEES  
YEAR ENDED 31ST MARCH 2013

**Principal Funding Sources 2012 - 2013 continued**

**Big Fund TLI**

An 18 month grant from the Office for Civil Society to develop better support for voluntary and community sector groups by creating a clearer, joined up service, tailored to their needs, using the skills and specialities of each organisation. Macc is the lead agency for the Manchester TLI partnership and the TLI programme built on the development of Manchester Community Central and the initiative of the City Council in rationalising infrastructure services. The programme runs from March 2012 to September 2013.

**Plans for Future Periods**

By March 2014 we will have in place a new strategic plan covering the period from 1 April 2014 to 31 March 2017. In developing this we will:

- ~ review and update our purpose, beliefs and values
- ~ revise our aims and objectives in light of our refreshed values
- ~ achieve the STAR Standard kite mark
- ~ identify and implement relevant standards/commitments which exemplify Macc's values and policy positions e.g. Living Wage Employer Accreditation
- ~ devise a new income generation strategy identifying new products and services with appropriate pricing models
- ~ refine and promote our membership offer
- ~ revise our marketing and communications strategy to clarify use of "Macc" and "Manchester Community Central" branding
- ~ continue to strengthen the diversity of our Board and staff teams
- ~ revise our formal and informal relationships with key partners
- ~ strengthen our systems to monitor and impact results
- ~ shape our Policy and Voice team as a think tank for the voluntary and community sector in Manchester
- ~ celebrate and recognise the work of the sector in Manchester
- ~ develop the role and profile of the Voluntary and Community Sector Assembly as the main vehicle for enabling the sector to have an influence on the public and private sectors.

REPORT OF THE BOARD OF TRUSTEES  
YEAR ENDED 31ST MARCH 2013

**Executive Committee**

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

**Trustees' Report**

The trustees (who are also directors of Manchester Alliance for Community Care for the purposes 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 incoming resources and application of resources, including the income and expenditure, of the charitable company for that period.

In preparing those financial statements, the trustees are required to:

- select suitable accounting policies and apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on a going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

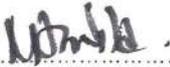
The trustees are responsible for keeping proper accounting records, that disclose with reasonable accuracy, at any time, the financial position of the charitable company and enable them to ensure that the accounts comply with the Companies Act 2006. They are also responsible for safeguarding the assets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

**Registered Office**

Swan Buildings  
20 Swan Street  
Manchester  
M4 5JW



David Brown, Chair of Trustees



Michael Wild, Chief Executive

17 September 2013

Date:

**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF MANCHESTER ALLIANCE FOR COMMUNITY CARE** 7

We have audited the financial statements of Manchester Alliance for Community Care for the year ended 31 March 2013 which comprise the Statement of Financial Activities, the Balance Sheet and the related notes. The financial reporting framework that has been applied in their preparation is applicable law and the Financial Reporting Standard for Smaller Entities (effective April 2008) the Statement of Recommended Practice (SORP) for charities and United Kingdom Generally Accepted Accounting Practice applicable to Smaller Entities.

This report is made solely to the charitable company's trustees, as a body, in accordance with regulations made under section 154 of the Charities Act 2011. Our audit work has been undertaken so that we might state to the charitable company's trustees those matters we are required to state to them in an 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 trustees 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 (set out on page 6) 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.

The Trustees have elected for the financial statements to be audited in accordance with the Charities Act 1993 rather than the Companies Act 2006. Accordingly we have been appointed as auditor under section 144 of the Charities Act 2011 and report in accordance with regulations made under section 154 of that Act.

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. If we become aware of any apparent material misstatements or inconsistencies we consider the implications for our report.

**Opinion of 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 2013 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.

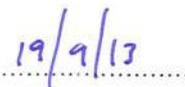
**Matters on which we are required to report by exception**

We have nothing to report in respect of the the following matters where the Charities Act 2011 requires us to report to you if, in our opinion:

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



Lee Kelly MA ACA CTA (Senior Statutory Auditor)



Date

for and on behalf of:

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

MANCHESTER ALLIANCE FOR COMMUNITY CARE LIMITED

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STATEMENT OF FINANCIAL ACTIVITIES  
FOR THE YEAR ENDED 31ST MARCH 2013

	Notes	Unrestricted Funds £	Restricted Funds £	Year Ended 31.03.13 Total Funds £	Period 27.09.11 to 31.03.12 Total Funds £
<b>INCOMING RESOURCES</b>					
<b>Incoming resources from generated funds:</b>					
Voluntary Income	( 2 )	7,055	-	7,055	123
Investment Income	( 2 )	1,259	-	1,259	110
<b>Incoming resources from charitable activities:</b>					
Health and Social Care Awareness	( 3 )	100,556	886,043	986,599	751,253
<b>TOTAL INCOMING RESOURCES</b>		<b>108,870</b>	<b>886,043</b>	<b>994,913</b>	<b>751,486</b>
<b>RESOURCES EXPENDED</b>					
Charitable activities		72,551	776,730	849,281	331,397
Support Costs		8,878	67,375	76,253	40,458
Governance Costs		12,125	2,128	14,253	9,901
<b>TOTAL RESOURCES EXPENDED</b>	( 4 )	<b>93,554</b>	<b>846,233</b>	<b>939,787</b>	<b>381,756</b>
<b>NET INCOMING/(OUTGOING) RESOURCES</b>		<b>15,316</b>	<b>39,810</b>	<b>55,126</b>	<b>369,730</b>
Transfers between funds		(771)	771	-	-
<b>Reconciliation of funds</b>					
Total funds brought forward		177,624	474,456	652,080	282,350
<b>TOTAL FUNDS CARRIED FORWARD</b>	( 12 )	<b>192,169</b>	<b>515,037</b>	<b>707,206</b>	<b>652,080</b>

The statement of financial activities includes all gains and losses in the year. All incoming resources and resources expended derive from continuing activities. Movements on reserves and all recognised surpluses or deficits are shown above.

The notes on pages 11 to 15 form part of these accounts.

MANCHESTER ALLIANCE FOR COMMUNITY CARE LIMITED

BALANCE SHEET AS AT 31 MARCH 2013

Company Registration Number: 07788593  
Charity Registration Number: 1145921

	Notes	£	2013	£	2012
<b>FIXED ASSETS</b>					
Tangible Fixed Assets	( 9 )		28,145		16,197
<b>CURRENT ASSETS</b>					
Debtors	( 10 )	32,771		13,445	
Cash at Bank and in Hand		<u>1,283,452</u>		<u>665,543</u>	
			<u>1,316,223</u>		<u>678,988</u>
<b>LIABILITIES:</b>					
Amounts falling due within one year	( 11 )	<u>(637,162)</u>		<u>(43,105)</u>	
<b>NET CURRENT ASSETS</b>			679,061		635,883
<b>NET ASSETS</b>			<u>707,206</u>		<u>652,080</u>
<b>ACCUMULATED FUNDS</b>					
Unrestricted	( 12 )		192,169		177,624
Restricted	( 12 )		515,037		474,456
			<u>707,206</u>		<u>652,080</u>

For the year ended 31 March 2013 the company was entitled to exemption from audit under section 477 of the Companies Act 2006 relating to small companies but as this company is a charity, it is subject to audit under the Charities Act 2011

Directors' responsibilities:

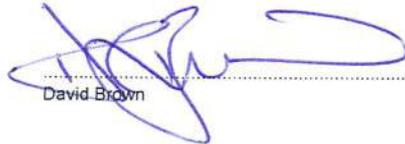
- the members have not required the company to obtain an audit of its accounts for the year in question in accordance with section 476 of the Companies Act 2006;
- the directors acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and the preparation of the accounts.

Approved on behalf of the Board:



Michael Wild

Director and Company Secretary



David Brown

Chairman of the Board of Trustees

Date: 17 September 2013

The notes on pages 11 to 15 form part of these accounts.

NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2013

1 ACCOUNTING POLICIES

The principal accounting policies adopted in the preparation of the financial statements are set out below. They have been applied consistently during the year and in the preceding year.

**a) Basis of Preparation**

The accounts have been prepared under the historical cost convention and in accordance with the Financial Reporting Standard for Smaller Entities (effective April 2008) and with the Statement of Recommended Practice: Accounting and Reporting by Charities issued March 2005.

**b) Fund Accounting**

~ Unrestricted funds are available for use at the discretion of the trustees in furtherance of the general objectives of the charity.  
 ~ Restricted funds are subjected to restrictions on their expenditure imposed by the donor or through the terms of an appeal.

**c) Incoming resources**

All incoming resources are included in the statement of financial activities when the charity is entitled to the income and the amount can be quantified with reasonable accuracy. The following specific policies are applied to particular categories of income:

~ Voluntary income is received by way of grants, donations and gifts and is included in full in the statement of financial activities when receivable. Grants, where entitlement is not conditional on the delivery of a specific performance by the charity, are recognised when the charity becomes unconditionally entitled to the grant.  
 ~ Donated services and facilities are included at the value to the charity where this can be quantified. The value of services provided by volunteers has not been included in these accounts.  
 ~ Investment income is included when receivable.  
 ~ Incoming resources from grants, where related to performance and specific deliverables, are accounted for as the charity earns the right to consideration by its performance.

**d) Resources expended**

Expenditure is recognised on an accruals basis as a liability is incurred. Expenditure includes any VAT which cannot be fully recovered, and is reported as part of the expenditure to which it relates:

~ Costs of generating funds are those costs incurred in attracting voluntary income, and those incurred in trading activities that raise funds.  
 ~ Charitable expenditure comprises those costs incurred by the charity in the delivery of its activities and services for its beneficiaries. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them.  
 ~ Governance costs include those costs associated with meeting the constitutional and statutory requirements of the charity and include the audit fee and costs linked to the strategic management of the charity.

**e) Operating leases**

Rentals payable under operating leases, where substantially all the risks and rewards of ownership remains with the lessor, are charged to the Statement of Financial Activities in the year in which they fall due.

**f) Tangible Fixed assets**

Fixed Assets (excluding investments) are included in the accounts at cost less accumulated depreciation. Additions of a single item or a group of similar assets exceeding £150, are capitalised at cost.

Depreciation is provided to write off the cost less the estimated residual value of tangible fixed assets over their estimated useful lives.

Fixtures and Fittings	25% reducing balance
Refurbishment of Leasehold Premises	33.33% straight line
Office Equipment	25% straight line

**g) Cash flow statement**

The charity has taken advantage of the exemption in Financial Reporting Standard 1 from preparing a cash flow statement on the grounds that it is a small charitable company.

**h) Pensions**

The charitable company contributes to a defined pension scheme on behalf of its employees. The assets of these schemes are entirely separate to those of the charity. The pension cost shown represents contributions payable by the charity on behalf of the employees.

**i) Taxation**

The charity is exempt from Income and Corporation Tax under ICTA 1988.  
 The charity is not registered for Value Added Tax.

MANCHESTER ALLIANCE FOR COMMUNITY CARE LIMITED

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NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31ST MARCH 2013 (Cont'd)

2 Incoming Resources from Generated Funds

	Unrestricted £	Restricted £	Year Ended 31.03.13 £	Total Period 28.09.11 to 31.03.12 £
<b>Voluntary Income</b>				
Other	7,055	-	7,055	123
<b>Investment Income</b>				
Bank Interest	1,259	-	1,259	110
<b>Total Incoming Resources from Generated Funds</b>	<b>8,314</b>	<b>-</b>	<b>8,314</b>	<b>233</b>

3 Incoming Resources from Charitable Activities

	Unrestricted £	Restricted £	Year Ended 31.03.13 £	Total Period 28.09.11 to 31.03.12 £
NHS Manchester	100,556	-	100,556	55,871
Mental Health JCE	-	39,251	39,251	16,495
Department of Education	-	10,000	10,000	-
Manchester Youth Volunteering Project	-	-	-	1,284
Manchester City Council Children & Young People's Partnership	-	43,680	43,680	45,000
Manchester City Council Volunteer Centre	-	160,516	160,516	50,000
Manchester City Council	-	217,304	217,304	138,000
Manchester City Council Capacity Building	-	358,800	358,800	179,391
Community Network 4 Manchester	-	-	-	12,064
Big Fund TLI	-	56,492	56,492	253,148
<b>Total Incoming Resources from Charitable Activities</b>	<b>100,556</b>	<b>886,043</b>	<b>986,599</b>	<b>751,253</b>

4 TOTAL RESOURCES EXPENDED

	Basis of Allocation	Activities £	Year Ended 31.03.13 £	Period 27.09.11 to 31.03.12 £
<b>Charitable activities</b>				
Employment Costs	Direct	461,800	461,800	204,278
Recruitment	Direct	1,283	1,283	25
Consultancy	Direct	6,241	6,241	14,424
Business Improvement Services	Direct	62,995	62,995	56,559
Childcare	Direct	2,029	2,029	847
Events	Direct	19,981	19,981	-
Participation Expenses	Direct	50	50	-
Subcontracted Services	Direct	221,693	221,693	18,713
Network Training/Conferences	Direct	557	557	8,821
Network Travel	Direct	-	-	27
Travel Expenses	Direct	8,736	8,736	4,481
Sustainability	Direct	237	237	-
Refreshments	Direct	1,864	1,864	874
Rent	Direct	54,234	54,234	21,412
Advertising & Promotion	Direct	7,348	7,348	758
Subscriptions	Direct	233	233	178
		<b>849,281</b>	<b>849,281</b>	<b>331,397</b>
<b>Support Costs</b>				
Printing, Post & Stationery	Direct	9,423	9,423	4,794
Cleaning & Maintenance	Direct	9,578	9,578	3,752
Security	Direct	1,184	1,184	1,405
Telephone	Direct	3,859	3,859	2,729
Insurance	Direct	4,622	4,622	880
Minor Equipment	Direct	1,752	1,752	6,060
Payroll Bureau Charges	Direct	1,500	1,500	724
Software & IT	Direct	18,598	18,598	8,976
Depreciation	Direct	11,284	11,284	6,004
Heat & Light	Direct	5,982	5,982	2,324
Staff Training	Direct	3,646	3,646	2,067
Rates	Direct	4,057	4,057	357
Bank Charges	Direct	273	273	112
Miscellaneous	Direct	495	495	274
		<b>76,253</b>	<b>76,253</b>	<b>40,458</b>

NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31ST MARCH 2013 (Cont'd)

4	TOTAL RESOURCES EXPENDED continued	Basis of Allocation	Activities	Year ended 31.3.13	Period 27.9.11 to 31.3.12
	<b>Governance costs</b>				
	Audit & Accountancy	Direct		6,742	6,742
	Professional Fees	Direct		6,860	6,246
	Other Governance Costs	Direct		651	-
	Trustees Expenses	Direct		-	235
				<u>14,253</u>	<u>14,253</u>
	<b>Support Costs</b>			76,253	40,458
	<b>Charitable activities</b>			849,281	331,397
	<b>TOTAL RESOURCES EXPENDED</b>			<u>939,787</u>	<u>381,756</u>

5 **Corporation Tax**  
The charity is exempt from corporation tax and is not registered for VAT

6 Net surplus for the year is stated after charging:

	Year Ended 31.03.13	Period 28.09.11 to 31.03.12
	£	
Auditors Remuneration	5,200	2,400
Depreciation	11,284	6,004

7 **Staff Costs**

	Year Ended 31.03.13	Period 28.09.11 to 31.03.12
	£	
Staff Costs		
Wages and Salaries	412,598	181,978
Social Security Costs	39,866	18,041
Pension Costs	9,336	4,259
	<u>461,800</u>	<u>204,278</u>

The average number of employees, during the year, calculated on the basis of full time equivalents, were as follows:

	Year Ended 31.03.13	Period 28.09.11 to 31.03.12
	£	
Administration	3	3
Administration Workers	14	11
Total	<u>17</u>	<u>14</u>

The number of employees earning over £60,000 per annum excluding pension contributions was £nil.

8 **Management Committee's Remuneration and Expenses**

Committee members received no remuneration for their services as committee members. No members of the committee were reimbursed expenses in the period (2012: £48).

NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31ST MARCH 2013 (Cont'd)

9 Tangible Fixed Assets

	Refurbishmen t of Leased Premises £	Office Equipment £	Fixtures & Fittings £	Total £
<b>COST</b>				
At 1st April 2012	2,695	47,507	16,379	66,581
Additions	1,042	20,485	1,705	23,232
At 31st March 2013	<u>3,737</u>	<u>67,992</u>	<u>18,084</u>	<u>89,813</u>
<b>DEPRECIATION</b>				
At 1st April 2012	898	40,601	8,885	50,384
Charge for Year	1,245	7,741	2,298	11,284
At 31st March 2013	<u>2,143</u>	<u>48,342</u>	<u>11,183</u>	<u>61,668</u>
<b>NET BOOK VALUE</b>				
At 31st March 2013	<u>1,594</u>	<u>19,650</u>	<u>6,901</u>	<u>28,145</u>
At 31st March 2012	<u>1,797</u>	<u>6,906</u>	<u>7,494</u>	<u>16,197</u>

10 Debtors

	2013 £	2012 £
Debtors	5,703	7,500
Prepayments	27,068	5,945
	<u>32,771</u>	<u>13,445</u>

11 Liabilities: Amounts falling due within one year

	2013 £	2012 £
Creditors	19,993	19,022
Overdrawn Current Account	-	175
Other Creditors - NHS monies for new scheme of grants to small voluntary organisations*	600,000	-
Accruals	17,169	23,908
	<u>637,162</u>	<u>43,105</u>

\* This money was given to Macc to administer. After the year end it was transferred to The Charity Service. Jointly with Macc they will administer this scheme to give small grants to voluntary sector organisations working in the health and wellbeing sector.

12 Movement in Funds

	Balance 01 April 2012 £	Incoming £	Outgoing £	Transfers £	Balance 31 March 2013 £
<i>Restricted Funds:</i>					
North Manchester Primary Care Trust (on behalf of Manchester Mental Health Joint Commissioning Executive)	(18)	39,251	(30,573)	310	8,970
Department of Education	-	10,000	(4,900)	-	5,100
Manchester City Council (Children and Young People's Partnership)	2,122	43,680	(70,078)	-	(24,276)
Manchester City Council Volunteer Centre	22,959	160,516	(142,731)	611	41,355
Pennine Acute Hospitals Trust (on behalf of the Care Services Improvement Partnership)	310	-	-	(310)	-
Manchester City Council	116,365	217,304	(130,801)	-	202,868
South Manchester Primary Care Trust (on behalf of Greater Manchester Strategic Health Authority) - Greater Manchester Older People's Reference Group	2,180	-	(449)	-	1,731
Manchester City Council Capacity Building	90,506	358,800	(309,685)	160	139,781
Manchester Youth Volunteering Project	1,284	-	(1,284)	-	-
Big Fund TLI	238,748	56,492	(155,732)	-	139,508
	<u>474,456</u>	<u>886,043</u>	<u>(846,233)</u>	<u>771</u>	<u>515,037</u>
General Funds	177,624	108,870	(93,554)	(771)	192,169
	<u>652,080</u>	<u>994,913</u>	<u>(939,787)</u>	<u>-</u>	<u>707,206</u>

In previous years, grants from Manchester City Council were itemised here for management purposes. This year, these have been combined, including brought forward balances.

NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31ST MARCH 2013 (Cont'd)

North Manchester Primary Care Trust (on behalf of Manchester Mental Health Joint Commissioning Executive)	funding for the Voluntary Sector Mental Health Forum
Department of Education	parent participation group involved in shaping better services for children and young people with disabilities, SEN, medical condition or rare disorder aged 0 - 25 years resident in Manchester
Manchester City Council (Children and Young People's Partnership)	project to support and encourage joint working with the voluntary and community sector in the development of support for children and families in Manchester
Manchester City Council Volunteer Centre	funding to set up a central Manchester Volunteer Centre
Pennine Acute Hospitals Trust (on behalf of the Care Services Improvement Partnership)	to support Macc's core work 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
Manchester City Council	to establish a range of services as specified in the City Council's new framework for community and voluntary sector support
South Manchester Primary Care Trust (on behalf of Greater Manchester Strategic Health Authority) - Greater Manchester Older People's Reference Group	support for the Greater Manchester Older People's Reference Group.
Manchester City Council Capacity Building	to deliver infrastructure support service
Manchester Youth Volunteering Project	funding for youth engagement
Big Fund TLI	Office of Civil Society funding to strengthen local infrastructure for Voluntary Sector

13 Analysis of net assets between funds

	Unrestricted Funds £	Restricted Funds £	Total £
Tangible Fixed Assets	995	27,150	28,145
Current Assets	798,420	517,803	1,316,223
Current Liabilities	<u>(607,246)</u>	<u>(29,916)</u>	<u>(637,162)</u>
Net Assets at 31 March 2013	192,176	515,037	707,206

14 Capital Commitments

The company had the following annual commitments under non-cancellable operating leases:

	Premises 2013 £	Premises 2012 £
Leases expiring in:		
Less than one year	-	37,000
Two to five years	<u>44,400</u>	<u>55,500</u>

15 Related Party Transactions

There are no transactions with related parties that are required to be reported.

## **MANCHESTER ALLIANCE FOR COMMUNITY CARE LIMITED**

**Appendix to the Financial Statements for the Year Ended 31<sup>st</sup> March 2013**

### **Objectives and Activities**

#### **Objectives**

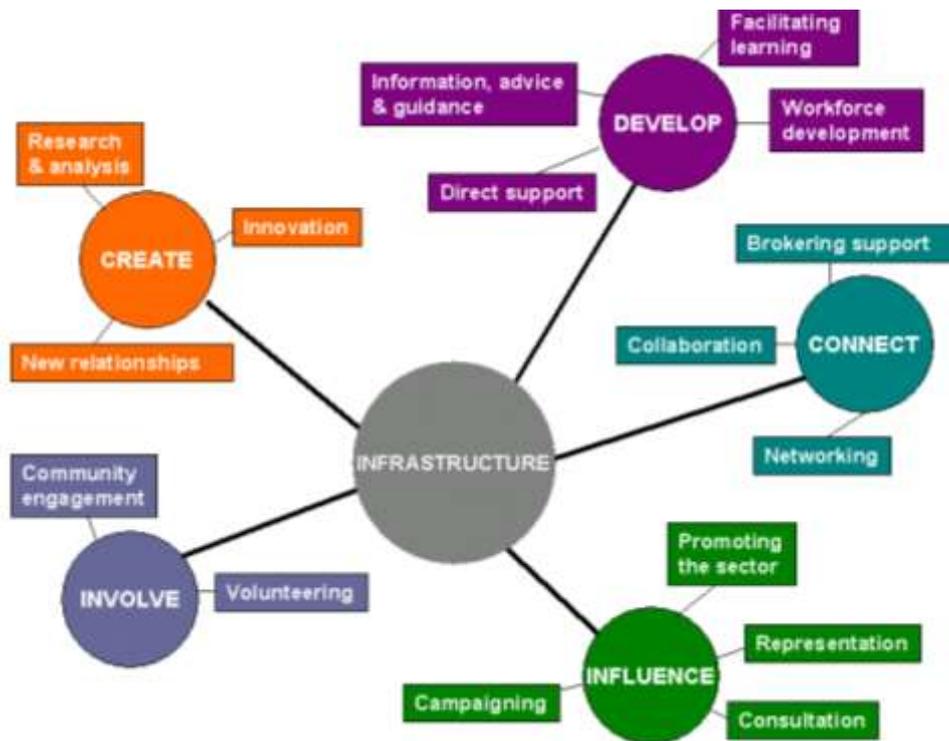
The objectives of Macc as set out in the governing document are:

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

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

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

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



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

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

In the context of the recent upheaval in both infrastructure funding in Manchester and the wider economic and political context, the Board decided to maintain focus implementation of this approach: during 2011, Macc had developed a proposal for Manchester City Council arising from their review of infrastructure and led the (successful) bid to the Transforming Local Infrastructure programme managed by Big Fund on behalf of the Office for Civil Society. These two plans, which were developed simultaneously, effectively formed Macc's Business Plan for 2011-2013.

Deferring development of a new business plan will allow time for empirical learning about the delivery of new services and for the outcomes of the Transforming Local Infrastructure (ending September 2013) programme to be taken into account. By the end of the period, with the main contract about to be put out to tender, the focus was on refining and reviewing the services and the way Macc has developed over the previous three years of major change.

The plan for the year ending 31 March 2013 was therefore to continue with our four main aims for the previous year, namely:

- **Aim 1: To ensure that active and empowered citizens have diverse opportunities to make a positive difference.** Objective: more local volunteers in diverse and high quality local opportunities.
- **Aim 2: To make Manchester a diverse and positive place to live and work.** Objective: Improved match and response of voluntary and community action to diverse communities and needs.
- **Aim 3: To influence decision-making in Manchester through high profile voluntary and community action.** Objective: The VCS is enabled to be more influential and successful.
- **Aim 4: To improve the performance and prosperity of the Manchester voluntary and community sector through effective use of resources.** Objective: Through and with the voluntary and community sector, effective and sustainable use of resources is maintained and improved.

By March 2014 we will have in place a new strategic plan covering the period from 1 April 2014 to 31 March 2017.

## Achievements and Performance

2012/13 represented the first full financial year of operation for Macc in its expanded role as the lead infrastructure agency for the Manchester's voluntary and community sector. Central to understanding the context for Macc's achievements and performance during the year is consideration of the history of 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. Despite a series of reviews by the City Council the strategy for developing voluntary sector infrastructure in the city was uncertain. The history is long, complicated and open to a large amount of interpretation. However, in order to show the context for Macc during this period, it is worth recapping the major points:

- Community Network for Manchester was established in 2001 as a project within Voluntary Action Manchester to provide a structure to engage local organisations in the new decision making structures of the Manchester Partnership.
- In 2005 Voluntary Action Manchester did not get its core funding renewed from Manchester City Council. A new service specification developed by the City Council was put out to tender and won by The Scarman Trust but aimed at very small organisations working with less than £50K per year.
- In 2007 Community Network for Manchester left Voluntary Action Manchester and became an independent organisation.
- In 2009, Macc formed a partnership with Community Network for Manchester and Voluntary Action Manchester to win the main voluntary sector capacity building contract which had once again come up for tender. The new service was subsequently launched in January 2010 as "Manchester Community Central" with a commitment to develop a brand which would be identifiable by local voluntary and community sector organisations and remain in place no matter which infrastructure agency was the service provider.
- Voluntary Action Manchester closed in April 2010.
- In late 2010 Manchester City Council launched a consultation with the local voluntary and community sector to gather feedback on existing infrastructure provision and future needs. This also included research into other English cities to consider different models.

- In early 2011 the Council convened a group of local infrastructure stakeholders to respond to a proposal to consolidate existing provision into a single organisation with a new role. During this process the Macc Committee offered to 'put whole organisation on the table' and restructure all aspects of the organisation - services, management, governance and premises.
- Community Network for Manchester closed in June 2011.
- In autumn 2011 the City Council confirmed that it would proceed to invest in the restructuring and development of Macc as the lead infrastructure agency.
- Macc moved into new offices in December 2011 and officially launched Volunteer Centre Manchester in January 2012.
- The Manchester Voluntary and Community Sector Assembly held its first major event in February 2013.

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

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

### ***Volunteer Centre Manchester***

Volunteer Centre Manchester officially launched in January 2012 and so this period has covered its first full year of operation. Macc achieved formal Volunteer Centre Quality Accreditation in December 2012. This represented a major landmark in the development of a service long-missing from Manchester. In confirming approval, Volunteering England commented that "The submission evidence has been thoughtfully and meticulously compiled to ensure that there is no doubt that Volunteer Centre Manchester meets all the requirements to pass VCQA in their own right. What is seen is a developing VC with huge potential that is already well serving the needs of the volunteering community in its locality". The Centre's achievements during the year are reported below in terms of the core functions of a Volunteer Centre as defined by Volunteering England.

- **Brokerage**

Our brokerage service provides one-to-one support to people wishing to explore volunteering and identify relevant opportunities. By the end of the period we had engaged over 2800 volunteers and advertised some 600 opportunities.

- **Developing Volunteering Opportunities**

We provide tailor made support for groups which includes policy and procedural advice. 321 organisations have registered with the Centre and this number continues to grow as awareness of the service increases.

Manchester City Council's lead on Manchester Event Volunteers works closely with Macc's Volunteer Centre to align activities and practice. We have supported them in the development of new policies and procedures and application forms to enable cross referrals to take place between the two organisations. Individual officers from Council Neighbourhood Teams and Adult Services have been provided with specific advice and support in writing policies and procedures around volunteering. We also worked with the Council's "M People" programme to support Council employees to become involved in volunteer work during service redesigns.

- **Marketing Volunteering**

We have developed a Volunteer Centre Manchester website [www.volunteercentremanchester.co.uk](http://www.volunteercentremanchester.co.uk) 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 181 "likes" and we had 640 followers on Twitter.

- **Strategic Development of Volunteering**

Macc has reintroduced the Volunteering Community Network as a space for organisations and individuals with an interest in volunteering to work together to shape the Centre's activities and develop a citywide approach.

We have worked with Manchester Adult Education Service, Manchester Mental Health and Social Care Trust, Volunteer Centre Oldham, Voluntary Arts England, Refugee Action and Gaddum Centre to develop on a range of training opportunities which has delivered more than 40 accredited outcomes for volunteers and in excess of 150 places for Manchester based organisations. This will be made available as ongoing roll on / roll off volunteer training until June 2014.

The Volunteer Centre team have shared statistical data on volunteering with a range of partners including the Public Services Hub Team, Third Sector Policy and Grants, Public Intelligence and Performance, Adults, Health and Wellbeing Directorate, the Economic Development Unit and Regeneration Teams. We continue to work with the Council's Culture Team to improve the development of a large database of arts based organisations that require specific resources.

- **Policy Response and Campaigning**

Issues in relation to volunteering have been incorporated into Macc's policy work such as identifying the contribution of volunteers to the City's economy in our State of the Sector work (see below) and in being clear with stakeholders about our approach to volunteering as an activity which derives its benefits from being through choice. We continue to state our view that "mandatory volunteering" is a contradiction in terms.

In the course of our work we are also clear that volunteering is not a "free" activity and the use of volunteers brings with it obligations to the volunteers' benefit, development and safety which are not without costs. For example, we dealt with an enquiry from a private company which wanted to use volunteers to manage crowds at two major music events. This was a profit making company which would not be providing volunteers with food, paying travel expenses or providing any training above a 30 minute video. We refused to circulate this opportunity on the grounds that it was potentially unsafe to volunteers and advised the organisation in question of our concerns about their practice.

- **Service Development**

We have explored opportunities to increase the service offer, often by working in partnership.

As part of the Transforming Local Infrastructure programme (see below) we have been able to offer free CRB/DBS checks to Manchester based volunteers working in partnership with Gaddum Centre. To date we have checked more than 200 volunteers.

We have developed a Young Event Volunteer programme in partnership with StreetGames and continue to explore initiatives to target specific groups within the community to access the Centre's services.

- **Good Practice Development**

Macc has developed the Volunteer Coordinators' Forum for peer support, sharing good practice and taking part in collective training.

***One Voice Project – scoping women's organisations in the Manchester area***

Macc worked with Wai Yin Chinese Women's Society to create a Community Organiser role building on the Community Organiser funding from Locality. The aim was to support the development of a women's network focusing on involving women from BME communities and promoting 'seldom heard voices'. This work resulted in an index of groups including local Women's Centres, activity-based social groups and support groups for women from specific communities of identity such as lesbian, BME communities, refugees and asylum-seekers and faith communities.

***Supporting User Groups***

Macc has a long history of working with the Manchester Users Network (a network for users of mental health services) and has supported engagement with

- ATOS and the Department for Work and Pensions in relation to the Work Capability Assessment
- Manchester Mental Health and Social Care Trust in developing their engagement approach and during the review of the mental health service model in Manchester
- Support for "Making Mental Health Positive" - a service user led development using a combination of on line/social networking support and face to face creative workshops. This has included giving capacity building support on constitutional options and funding strategies.

We continue to support the Manchester Core User Group with administrative and practical resources and have provided hosting and development support for the Manchester Parent Carers group.

**Developing Advocacy Services**

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

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

The various teams within Macc regularly work with public sector officers to support initiatives which involve voluntary and community sector providers. Examples during this period have included:

- **Supporting Grant Programmes.**

Macc's capacity building service is regularly approached to work with local authority grant programmes to provide support such as:

- Directorate for Adults Well-being Grant, Manchester Youth Fund
- Community Association Fund
- Equalities Fund
- Manchester Cash Grants
- Job clubs
- Short breaks for Disabled Children

Macc works to enhance the design and implementation of the process as well as supporting and encouraging a high standard of applications from the voluntary and community sector. Examples of support provided include:

- running workshops for commissioners and providers;
- providing one to one support for applicants; reviewing applications;
- channelling frequently asked questions onto the Manchester Community Central website;
- being identified in promotion material as a key point of contact on guidance and information for support.

- **Buildings Management**

The City Council's Corporate Property team refers groups to Macc for support when groups are looking to take on new buildings.

- **Bringing in new ideas:** Macc's Policy & Voice team provides fresh critical thinking. Macc convened a meeting of commissioners and services to learn about and discuss the Contract Alliance model developed by Stockport Mental Health Services, producing a briefing paper aimed at stimulating further discussion within the relevant organisations' own structures. This has enabled the City Council to look at an alternative approach to commissioning which, at the time of writing, is under consideration for a pilot initiative.

In all of these examples, the role of Macc was to add value, improve and facilitate the work of others. The perceived role of a support and development organisation such as Macc is to provide help to voluntary and community organisations, but the above examples show the value which Macc creates by supporting public sector officers to work more efficiently and creatively with local groups and individuals involved in voluntary and community action.

To be able to do this effectively requires Macc to maintain a position at the interface of the sectors and in doing so Macc has had to be able not only to cultivate relationships but work to a clear set of values which inform this influential and collaborative approach. This position and reputation takes time and effort to build but releases opportunities for learning, improvement and efficiency.

### ***State of the Sector Research***

Macc seeks to bring about an improved match and response of voluntary and community action to diverse communities and needs. To support this, as part of the Transforming Local Infrastructure programme (see below) we have worked in partnership with other infrastructure organisations across Greater Manchester to produce a comprehensive picture of the Manchester's voluntary and community sector and its contribution to life in the city. The research includes number of groups, focus of their work, numbers of staff and volunteers, income and will be published later in 2013.

## ***Equalities***

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

We have contributed to the City Council's Equality Funding Review which sought to improve the Council's programme of support for voluntary and community sector groups working with minority communities of identity. As this resulted in the bringing together of a number of Council funding streams to be put out to tender, we also developed a programme of support for groups in deciding whether this was the right funding stream for them, making good applications and planning delivery.

This highlights where Macc's role has developed in that we have strategic influence combined with capacity building support for groups. It also demonstrates that when involvement with local commissioners is strong, we are able to align our support services in order to improve the overall quality of the process: a better quality of applications gives commissioners more to choose from and should in turn create better outcomes for the eventual users of those services.

## ***Community First***

In 2011 Macc was approached by Manchester City Council to help establish, coordinate and act as panel partner for the Community First Panels in 14 out of 18 eligible wards . Four wards had already identified an established local group to act as panel partner or even a local forum which fulfilled the role envisaged for the local panel. For example, Whalley Range Forum took on the role of Community First Panel in that ward. For each of these 14 wards, Macc has been responsible for:

- Setting up a unique email address
- Creating and updating a website page with the panel's activities
- Coordinating the creation of a Community First Plan which included the list of local priorities and included the views of as many local people as possible
- Researching what could and could not be used as matched funding
- Administering and facilitating panel meetings
- Capacity building panel members promoting key principles of transparency and accountability
- Promoting the initiative including phone calls, e-bulletins, website, community engagement
- Managing the administration for receiving all the applications
- Inputting all the paper applications onto an online system
- Contacting applicants with the results and responding to follow up
- Providing support to successful applicants on filling in the online monitoring system
- Liaising with the Regeneration team and CDF to inform them of progress and solve queries
- Carrying out follow up work drawing together outcomes and lessons learned

This national scheme has continued to present challenges with a complex administrative process and very limited resources to build panels in areas of low social capital. All panel members have been expected to work as volunteers and there has been no financial reimbursement for Macc's time in delivering this activity. We believe that something like

Community First might be the kind of participatory opportunity which could do that, the panel partner role creates a disincentive for anyone to take it on. Macc has sought to provide the basic administration and co-ordination function within existing resources and channels. In the last year we have processed and supported over 100 applications to the fund securing over £250,000 for voluntary and community groups.

### ***Resilience in North Manchester***

Macc has prioritised working in North Manchester as an area of high deprivation and relatively low levels of voluntary and community sector activity. We helped establish the “5 Ways 2 Mental Health and Wellbeing” network in as a means to stimulating a cross-sector asset based approach to local communities. This has included

- a new group to co-ordinate partners work on mental wellbeing and community engagement in Harpurhey, looking at ways to remodel Harpurhey Wellbeing Centre
- Support for Greater Manchester Police engagement event in Cheetham.
- Support for a group working to improve mental health of BME communities through an alliance of churches and mental health organisations.
- Meeting with the Shadow Minister for Civil Society to feed in the learning from work in Cheetham Hill
- Participating in the North Manchester Strategic Regeneration Framework Delivery Group
- Presenting to a Learning Exchange Seminar on “Community Groups under threat: Where does true resilience lie?”
- Delivery of a “Building Resilience” seminar in partnership with Urban Forum and the Centre for Local Economic Strategies looking at co-production and commissioning issues

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

#### ***Manchester Voluntary and Community Sector Assembly***

The voluntary and community sector is well known for its diversity and complexity. It is long accepted that there is no single view or ‘one voice’ which can capture this. Any structure which is developed can therefore not deliver a single action plan nor even a definitive statement from the entire sector. What Macc chose to do was build something which delivers the following

- a) a view expressed by the majority of those present which needs to be communicated to other stakeholders
- b) a space for relationships to build between individual groups so that they can, choosing to work together, share knowledge, skills and resources, etc.
- c) a mandate for the infrastructure organisation to carry out certain tasks and report back

This formed the basis for the Manchester Voluntary and Community Sector Assembly. In establishing the Assembly, Macc has

- Conducted research into models developed in other areas of the country around the creation of a voluntary and community sector ‘assembly’.
- Developed a Framework document for the Assembly to address issues such as membership, governance and purpose.
- Consulted on the Framework with local voluntary and community groups.
- Completed the first round of recruitment to the Assembly Board who will oversee the development of the Assembly & ensure it remains accountable.

- Established a web presence for the Assembly on the Manchester Community Central website
- Established systems for individuals involved in strategic work in a capacity where they are expected to be a 'representative of the sector' can post a regular blog with news and information about their work and receive feedback, comments and questions from other groups. These sit alongside with regular meetings around key issues or groupings within the sector: health & wellbeing; children & families; young people; BME groups; faith groups, volunteer involving organisations. (These sessions provide opportunities not only for policy discussion and information sharing, they also create relationships for collaborative working, training and the development of best practice.)
- Arranged for the first quarterly Assembly event (held on 4<sup>th</sup> February 2013).

In January, Macc's Chief Executive chaired a meeting for leaders of local voluntary and community sector groups and public sector commissioners to share their views on the implications of the Council's Budget proposals for the sector. This was positively received and agreement was reached that the relationship with between the Council and the sector had to move beyond funding issues and address the challenges being faced by the communities of Manchester.

We have continued to contribute to local regional and national discussions around the voluntary and community sector and policy issues through news items, blogs, via social media such as Twitter and in meetings with voluntary sector organisations. Macc is an active member of bodies such as Voluntary Sector North West, Greater Manchester Centre for Voluntary Organisation, the National Council for Voluntary Organisations and Urban Forum. Macc is involved in establishing a Greater Manchester Voluntary and Community Sector Policy Workers Group to co-operate at a Greater Manchester level. Macc's Chief Executive is a regular contributor to the "North West VCS Leaders Blog"

### ***Health, Social Care and Wellbeing***

The Manchester Health and Wellbeing Forum was developed to provide a space for debate between organisations and groups, to stimulate collaborative working and integration of services. The Chief Executive of Macc sits on the Manchester Health & Wellbeing Board and is accountable to the sector through our Forum.

Macc's role is to ensure that groups are able to maintain knowledge and practical understanding of the environment in which they operate, particularly changes in policy, opportunities to have an impact on commissioners, and the needs of local communities. We do this through providing information and facilitating informed debate. The Forum has continued to focused on

- outcomes from the public sector reforms
- the Dilnot Commission's recommendations for the future funding of social care and the Government policy statement on care and support funding reform
- development of a local strategy on Dementia
- the Food Futures Programme and Food Poverty
- Dignity in Care focus on residential care, older people at home and patient care in hospitals

A key piece of work has been on building involvement in the new commissioning arrangements with health and social care, e.g. working with NHS Manchester on an event to bring together the three Clinical Commissioning Group chairs with local voluntary sector organisations.

The work of our Older People's Network has been incorporated into the work of the Forum and the Council led initiative –Valuing Older People. Former network members continue to campaign nationally to introduce a fairer system for delivering social care and support and have channelled their views and progress through the Health & Wellbeing network and VOP.

Macc continues to provide a presence on the Manchester Adults Safeguarding Board contributing to the development of the Safeguarding Toolkit and promoted its use to local groups.

We worked in partnership with the Local Involvement Network on a range of issues including mental health and wellbeing of older people. We have also contributed to work with the VCS, the Department of Health and the Local Authority on planning the transition from LINK to Healthwatch. This has included helping develop the consultation process to establish Healthwatch.

Macc has continued to provide continuity of support for the Older Peoples Reference group who are involved in multi-agency task groups improving the patient experience in the hospital sector and more recently, working groups that inform policy and practice related to the Joint Strategic Needs Assessment priorities.

### ***Mental Health***

Macc's Voluntary Sector Mental Health Forum provides a space for groups to share views and information, build partnerships and communicate with statutory sector commissioners and providers. During the year, the Forum has continued this role, responding to the needs of participants, e.g. arranging training on Personality Disorder Awareness and hosting a discussion of the Community Services Review with the Manchester Mental Health and Social Care Trust at a special Forum meeting

- **Strategic Engagement**

The Forum also enhanced its relationship with the Manchester Mental Health and Social Care Trust by taking a place on the Trust's Council of Governors. Macc's mental health Development Worker provides a role between the public and voluntary sectors including representing the sector on bodies including:

- Mental Health and Wellbeing Group
- Implementing Recovery through Organisational Change (IMROC) Board
- Mental Health Public Engagement Group

- **Supporting service users and carers**

As outlined above, Macc continues to advise and support the Manchester Users Network and champion the principles of user involvement. We arranged a training event for carers to promote understanding the experience of voice hearing.

- **Monitoring the impact of policy**

Macc continued work begun in 2011/12 to highlight the impact of the welfare reform agenda and the implementation of the Work Capability Assessment contributing our findings to local and national campaigns.

- **Recovery Network**

Macc worked with partners to deliver a conference on recovery-based approaches to mental health services. This brought together 50 people including voluntary and community sector groups, public sector providers, commissioners, informal carers and

experts by experience. Outcomes included a commitment to work together to grow and more diverse membership and re-imagine a recovery care pathway. Following the event we have assisted with the formation of a group to co-ordinate future quarterly events.

### ***Children and Families***

Macc's continued to build relationships between the local voluntary and community sector and statutory partners around the children young people and families agenda.

- **Voluntary and Community Sector Strategic Lead Role**

Macc's Strategic Lead Worker provides an identifiable lead contact for both voluntary and statutory agencies to work with in developing the role of the voluntary and community sector working with Children's Services, the NHS and other public sector bodies. Macc is a member of the Manchester Children's Board where our Strategic Lead Worker is 'custodian' for the strategic priority to "work in partnership with the private, voluntary and independent sector and education providers to develop a targeted early year's offer and a 14-19/ youth offer to ensure a sufficiency of targeted early years and youth provision." We worked with Manchester Children's Services, NHS and other Children's Board Partners to ensure there is sufficiency of provision in Early Years and Youth Provision. This involved building relationships and trust with partners and trying to give a voluntary and community sector perspective on issues, as well as bringing challenge to the lack of consultation with the sector as public sector reorganisations took effect.

The role also connects with similar work outside Manchester via the Voluntary and Community Sector Children and Young Peoples Leads North West Network.

- **BIG Manchester**

As mentioned above, Macc has supported the development of a partnership to bid to the Big Lottery's Improving Futures programme to support voluntary and community sector delivery of support to 'complex families'. Working with a range of local organisations (Barnardo's, Manchester Women's Aid, Manchester Mind, Eclipse (Lifeline) and North Manchester Homestart), Big Manchester was formed as an innovative approach to delivering family interventions, based on principles of empowerment: supporting children aged 5-10 and their families who have experienced domestic abuse, substance misuse or parental mental health issues to be at the heart of their own assessments and to have control over their package of support. The bid was successful. During this period, Macc's Strategic Lead Worker chaired the Steering Group to bring challenge to the Partners and ensure effective working relationships were developed with other programmes such as Manchester Complex Families pilot.

- **Safeguarding**

Macc continued to provide leadership and challenge around safeguarding within the voluntary and community sector. As a member of the Manchester Safeguarding Children Board we were involved in the development of policies and practice. Our Safeguarding Toolkit developed in 2011/12 was rolled out during this period and completion of it was included as a requirement in the Youth and Play Fund commissioning process- improving practice within small organisations providing services to children, young people and families.

- **Voluntary Youth Manchester**

We continued to work closely with VYM holding joint meetings and developing our

shared agenda. As a result of Macc's move into new office space we were able to offer VYM accommodation and use of our meeting space to share resources and create further opportunities to work collaboratively. Macc and VYM jointly attend the Valuing Young People Board and co-operated in providing support to groups applying to the Youth Fund.

- **Troubled Families**

Macc facilitated a series of meetings between the City Council's Chief Executive Department, Adult Social Care and members from our mental health children and families networks. These explored ethical, legal and commercial issues around engagement in the "Troubled Families" programme such as information sharing/data protection issues. Following these meetings, the Chief Executive of Macc was asked to join the Manchester Troubled Families Programme Board to maintain dialogue with the voluntary and community sector as the work develops.

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

***Capacity Building Support for Groups***

We continued to provide one-to-one support for local voluntary and community sector groups, handling a total of 584 cases during the year. Our average monthly caseload in 2012/13 was 35 - compared to 21 per month in 2010, the first year of the service. In the current climate, demand for support has increased in volume and complexity. The majority of work has been around funding issues. In the last quarter we saw a significant increase in requests for HR support, reflecting the pressures on the sector arising from funding cuts.

Alongside this, we delivered more workshops as part of our drive to offer collective support and enable us to reach more groups. We also piloted the use of filming some of our workshops and uploading them to the website to enable groups which were unable to be present to watch the presentations and listen to the discussions.

An indicator of success with this service is the amount of funding secured by local groups as a direct result of our support during the period. This can be broken down into non-statutory sources such as Lottery programmes and independent trusts as well as statutory funders such as Manchester City Council. With a number of decisions still awaited, the total funds which the service helped bring to groups between April 2102 and March 2013 were:

Non statutory funding:	£2,161,926
Statutory:	£1,400,253
<b>Total:</b>	<b>£3,562,179</b>

***Training***

We advertised in excess of 150 opportunities. Where we have identified need we responded by working in partnership to deliver courses such as first aid, Fire Marshall training and a briefing on Universal Credit. We have a PTLLS trained member of staff to ensure we deliver quality learning experiences.

***Information Services***

The Manchester Community Central website continued to be extremely popular. By March 2013 our monthly figures were showing 10,406 unique visitors to the website of which

4,616 were previous visitors and 5,790 were new visitors. Across the year the average was 4666 unique visitors per month compared to an average of 2622 in the previous year (and 822 in April 2010 - shortly after the site was launched.)

The jobs pages and funding search facility continued to be the most popular sections of the website. The funding search facility was redesigned during this period and usage grew rapidly during the year with almost 600 funding searches being completed just in the period from January to March 2013 (compared to some 350 for the same period a year earlier). The newpages of the website also continue to be a popular: our posting of advice from Greater Manchester Police and Manchester City Council about the English Defence League demonstration in Manchester received 1,187 hits during March 2013. As part of our work supporting grant programmes (see above), our information pages about the Community Associations received 454 hits during February and March 2013.

We maintained our online directory local groups which will be updated further during 2013/14 as the data collected from our State of the Sector research is integrated.

The weekly ebulletin continued to grow in popularity: at the start of April 2012 there were 2535 subscribers and this had climbed to 2921 by the end of March 2013.

### ***Building Collaboration***

We supported the development of a range of partnerships within the sector, increasingly in response to funding programmes such as the Big Lottery's Fulfilling Lives series of projects. The Fulfilling Lives (Complex Needs) grant for up to £10 million over 10 years focused on improving services for people with multiple and complex needs. Macc helped to facilitate a partnership of local organisations in a range of ways including selection of the lead partner and contributed to the development of the service model through improving service user engagement, partnership governance and strategic influence. This built on our experience with "Big Manchester" which was a similar (albeit smaller) project aimed at children and families.

We also supported the development of a partnership approach to Manchester's successful bid to the Advice Services Transition Fund and continued to act as lead agency for the Transforming Local Infrastructure partnership.

### ***Commissioning***

The work of the Strategic Lead on commissioning started at the end of January 2013 and so is still in early development stages.

- **Improving Commissioning Processes** – Below are examples of some of the actions we have undertaken to work with commissioners and groups to enhance recent commissioning exercises
  - Challenged the Ending Gangs and Youth Violence commissioning process and successfully secured a deadline extension for local groups plus some clarifications of the intended process.
  - Collated and gave feedback on the Council's Equality Fund decision-making process.
  - Carried out a short evaluation of the Youth Fund commissioning. This has led to establishing a group to carry out more in-depth evaluation.
  - Advised on the procurement process for Neighbourhood Learning in Deprived Communities funding
  - Advised on the City Council Wellbeing Fund application form

- Advised on the setting up of an Investment Framework for purchasing services for the Council's Complex Families pilot.
- We established a Providers Advisory Group to be involved in the work of the NHS Clinical Commissioning Groups' review of voluntary and community sector commissioning.
- **Improving Voluntary Sector Knowledge and Understanding** - We have delivered briefings and presentations about commissioning, procurement and the funding context to networks and groups including
  - Mental Health Providers Engagement Group
  - Manchester Transforming Local Infrastructure partners
  - Voluntary Youth Manchester network
  - Teens and Toddlers Stakeholder Group
- **A commissioning intentions database** is in development.
- **Training** - We delivered contract negotiation training with 18 groups who were successful in obtaining funding from Manchester City Council's Youth and Play Fund to prepare them for their negotiation with Manchester City Council.
- **Contract alliances** - we facilitated a workshop with experts from other areas to discuss with local commissioners and voluntary sector colleagues their experience and learning about the potential of adopting a contract alliance approach to commissioning in Manchester. This is now being considered as an option within the new integrated health and social care model for the city.

### ***Transforming Local Infrastructure***

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

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

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

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

- Macc
- The Lesbian and Gay Foundation
- Manchester BME Network
- The Charity Service
- Voluntary Youth Manchester
- Learning Skills and Employment Network
- Manchester Environmental Resource Centre Initiative (MERCi)
- Faith Network 4 Manchester
- Gaddum Centre

- Greater Manchester Youth Network
- People's Voice Media
- Third Sector Essentials CIC
- TogetherWorks

The TLI programme is designed to increase the range of services and activities available to support local voluntary and community sector groups. Examples of the services and resources have been developed as a direct result of funding and support provided by the Manchester TLI Programme include:

- **Local Giving** – Provides a Manchester platform for increasing the levels of support (time, money and resources) that businesses donate to Manchester voluntary and community sector groups.
- **CRB/DBS Safe Recruitment Service** - A CRB/Disclosure checking service for local groups and people wishing to volunteer in Manchester.
- **Manchester STAR Standard** – A voluntary and community sector specific quality assurance system which is an externally assessed way for local voluntary and community sector groups to evidence the quality of their organisation and its work.
- **Manchester Community Central Affinity Scheme** – Utilising bulk purchasing power to negotiate discounts and/or better products or services from suppliers, manufacturers or leasing companies which are available to local voluntary and community sector groups.
- **Manchester Trainee Placement Service** - Providing brokerage for fee-paying placements for trainee social workers and psychological therapists throughout the voluntary and community sector in Manchester.
- **Swap Shop** – A free on-line service dedicated to the voluntary and community sector which will enable goods or resources from the private and public sectors and the voluntary and community sector to be re-allocated to local voluntary and community sector groups e.g. furniture, computers, office equipment.
- **Manchester Social Impact Audit and Advisory Service** - Enables voluntary and community sector organisations to receive a social impact and value audit which is reportable under an approved set of guidance and national standards. This provides voluntary and community sector organisations with the ability to measure their true social value.
- **'Spirit of Manchester' Awards Scheme** - Annual series of celebratory awards which highlight and promote the excellent work being done within and by Manchester's voluntary and community sector.
- **Cross Sector Relationships** – Range of resources and training opportunities designed to develop and sustain positive relationships between local voluntary and community sector groups and local businesses.