THE CHARLOTTE STRAKER PROJECT

England & Wales · Charity number 1021086

Details

Other names	CHARLOTTE STRAKER PROJECT
Status	Registered
Legal form	Charitable company
Company number	02756650
Registered	1993-05-17
Register	View on the Charity Commission register

Contact

Address	Mrs Berenice Groves Cookson Close Corbridge Northumberland NE45 5HB
Phone	01434633999
Email	office@charlottestraker.org.uk
Website	www.charlottestraker.org.uk

Activities

Objects: 3.1.1 THE RELIEF AND REHABILITATION OF AGED OR INFIRM PERSONS RESIDENT IN THE LOCAL AUTHORITY DISTRICT OF TYNEDALE OR SUCH OTHER AREAS OF THE COUNTY OF NORTHUMBERLAND AS THE COMPANY SHALL FROM TIME TO TIME DETERMINE (THE "AREA OF BENEFIT") AS WELL AS THE RELIEF AND REHABILITATION OF AGED OR INFIRM PERSONS RESIDENT ELSEWHERE IN THE UNITED KINGDOM WHO HAVE CLOSE RELATIONS RESIDENT IN TYNEDALE AND IN PARTICULAR, BUT WITHOUT LIMITING THE FOREGOING, BY PROVIDING OR ASSISTING IN THE PROVISION OF SHELTERED ACCOMMODATION, AND OF NURSING AND OTHER FACILITIES TO ALLEVIATE THE NEEDS OF SUCH PERSONS. 3.1.2 THE ADVANCEMENT OF THE EDUCATION OF THE PUBLIC WITH RESPECT TO HEALTH, HOUSING AND WELFARE PROBLEMS AMONGST PERSONS IN THE AREA OF BENEFIT WHO ARE AGED OR INFIRM.

Activities: The provision of residential and nursing care to the residents of Charlotte Straker House along with the maintenance of accommodation in the form of bungalows/flats which provide independent living to the occupants.

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Classification

- **How:** Provides Human Resources, Provides Buildings/facilities/open Space, Provides Services
- **What:** The Advancement Of Health Or Saving Of Lives, Accommodation/housing
- **Who:** Elderly/old People

Geography

- **Area of benefit:** LOCAL AUTH.DIST.OF TYNEDALE OR OTHER AREAS OF NORTHUMBERLAND
- Northumberland

Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£2,336,873	£2,332,272	£1,897,098	66
2024-03-31	£2,918,221	£2,141,023	£1,878,028	65
2023-03-31	£2,019,524	£2,093,573	£1,077,599	62
2022-03-31	£1,783,347	£1,850,937	£1,171,239	57
2021-03-31	£1,451,116	£1,618,990	£1,235,792	63

Trustees

Name	Role	Appointed
Berenice Groves	Chair	2016-11-18
Barrie Dowdeswell		2025-04-22
David Chesser		2025-03-13
Dr WILLIAM FRANCIS CUNNINGHAM		
Elizabeth Jane Hastings		2023-06-15
Gavin MacFarlane Black		
Hugh Ritchie McKendrick		2024-10-10
Jane Iley		2023-06-15
Lesley Woodcock		2013-11-26
Maureen Anne Gordon		2020-06-17

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THE CHARLOTTE STRAKER PROJECT

England & Wales - Charity number 1021086

Accounts

Charity registration number 1021086 (England and Wales)

Company registration number 02756650

THE CHARLOTTE STRAKER PROJECT

(A COMPANY LIMITED BY GUARANTEE)

ANNUAL REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2025

THE CHARLOTTE STRAKER PROJECT
(A COMPANY LIMITED BY GUARANTEE)
LEGAL AND ADMINISTRATIVE INFORMATION

Trustees	Ms B Groves (Chair)	
	Mr GM Black (Vice Chair)	
	Ms EJ Hastings (Company Secretary)	
	Mrs J Iley (Treasurer)	
	Dr W Cunningham	
	Ms L Woodcock	
	Ms MA Gordon	
	Mr H McKendrick	(Appointed 10 October 2024)
	Mr D Chesser	(Appointed 17 March 2025)
	Mr B Dowdeswell	(Appointed 22 April 2025)
Charity number	1021086	
Company number	02756650	
Registered office	Charlotte Straker House Cookson Close Corbridge Northumberland NE45 5HB	
Auditor	Sumer Auditco Limited Unit 2 Gosforth Park Avenue Newcastle upon Tyne NE12 8EG	
Bankers	CAF Bank Limited 25 Kings Hill Avenue West Malling Kent ME19 4JQ Lloyds Bank Plc 1 Legg Street Chelmsford Essex CM1 1JS	
Solicitors	Sintons LLP The Cube Barrack Road Newcastle upon Tyne NE4 6DB	
Investment advisors	Brewin Dolphin Time Central Gallowgate Newcastle Upon Tyne NE1 4SR	

THE CHARLOTTE STRAKER PROJECT
(A COMPANY LIMITED BY GUARANTEE)
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THE CHARLOTTE STRAKER PROJECT
(A COMPANY LIMITED BY GUARANTEE)
TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT)
FOR THE YEAR ENDED 31 MARCH 2025

The financial statements have been prepared in accordance with the accounting policies set out in note 1 to the financial statements and comply with the charity's governing document, the Companies Act 2006, FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" and the Charities SORP "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)".

OBJECTIVES AND STRATEGY
Objectives

The objectives of The Charlotte Straker Project are "the relief and rehabilitation of aged or infirm persons resident in the local authority district of Tynedale or such other areas of the County of Northumberland as the charity shall from time to time determine (the 'area of benefit') as well as the relief and rehabilitation of aged or infirm persons resident elsewhere in the United Kingdom who have close relations resident in Tynedale and in particular, but without limiting the foregoing, by providing or assisting in the provision of sheltered accommodation, and of nursing and other facilities to alleviate the needs of such persons"

And "the advancement of the education of the public with respect to health, housing and welfare problems amongst persons in the area of benefit who are aged or infirm."

Review of activities

Our principal areas of charitable activity continue to relate to the provision of residential and nursing care to the residents of our registered care home, Charlotte Straker House, along with supported accommodation in the form of bungalows. The bungalows which are available to those aged 65 and over, provide independent living and are in the grounds of our home. Charlotte Straker House provides care & accommodation for up to 32 elderly residents in our well-equipped rooms, whilst we have eight bungalows. The average age of our residents is 87 years old. Care within our home is provided under the brand 'Your Care, Your Community, Our Home' describing our commitment towards putting our residents needs at the centre of what we do.

During the year we have continued to promote our services to the local population and increase community engagement via various channels with these including content marketing, our website and online presence, social media, emailed and posted newsletters, adverts and articles in print and fundraising activities. We also completed a review of our charity Branding, Values and Mission Statement with these being used to update and enhance our marketing strategy.

Our 2024/25 objectives, which are aligned with our mission, values, and regulatory requirements, have continued to focus on enhancing the well-being of our residents, supporting our staff, and ensuring the future sustainability of our home. Our aim remains to ensure that we provide a safe and comfortable environment, maintaining high standards of accommodation, with a focus on security and safety for all residents, using assistive technology where appropriate.

Key to our objectives is the need to ensure that they remain resident centred with these including seeking to enhance their quality of life, promoting independence and choice and providing personalised care. Our work here is overseen by our Quality Committee and supported by our 'Resident of the Day' initiative.

Recognising the value that our staff bring to what we provide we also have an overarching objective on staff development and support. Here our aim is to enhance staff skills and competencies, ensure adequate staffing levels and promote a positive environment to work in.

We recognise the need to strive for continuous improvement. Our Board strategy day in May 2024 focussed on Board development, the strengthening of our governance arrangements and ensuring our future sustainability.

During the year we also reviewed the structure of our Senior Management Team (SMT) and agreed to implement a more robust model. This now includes a Chief Executive post, with this role having taken on some elements of responsibility from the Chair, a Registered Home Manager and a Deputy Clinical Manager. The new structure was implemented during the year and has been well reserved, with many positive outcomes.

The year has also seen work completed on reviewing the admission journey for all new residents. As a result, our procedures and practices have been aligned with Competition and Markets Authority (CMA) guidance, and the process is fully transparent for residents and their families. A documented roadmap has been produced which is used by the SMT to support the admission process. As a result, the process is much clearer and streamlined, benefiting all.

The difficulties of recruiting, and retaining, staff within the social care sector are well documented and work to improve for our home this has remained a focus for us throughout the year. Although the use of agency staff was high at the start of the year, this had reduced significantly by the end as a result of our work. Agency usage over the last quarter of the year had fallen by over 70% from that seen during the first quarter. As well as the obvious financial benefits that this brings with the more effective use of cash resources, reducing our reliance on agency work has improved morale for our permanent staff as well as the consistency of care for our residents.

Our activities and engagement have gone from strength to strength over the last year with additional support from a fixed term role of activities coordinator. New ideas and an increased variety of activities have been provided. Alongside our own staff team, a much-valued aspect of our activity offering to residents, is the support provided by our volunteer team. Residents not only welcome volunteer interaction but look forward to the engagement and companionship gained from our volunteers.

Ensuring our staff and residents families are kept updated has continued to be of key importance throughout the year. Regular internal and external communications have helped keep all stakeholders updated on our performance and activities, and the wellbeing of residents and staff. The Chair, Trustees and our SMT have continued with the personal contact with staff, residents and relatives. Face to face engagement sessions have been held, which have resulted in changes to operational work, recruitment strategies and our workforce model. This model of engagement has worked well and continues to be received positively.

Public benefit

The Board of Trustees has considered the guidance on public benefit when considering the objectives and activities of the charity. As a registered charity we seek to benefit the public through the pursuit of our stated objectives and strategic priorities. The charity's principal source of income remains the fees and rents that it charges for its nursing and residential care and housing accommodation. These are set at a level to ensure the continued financial viability of the organisation, and which is consistent with the charity's aim of providing high quality services.

The charity welcomes residents from all backgrounds. In particular, we believe that it is important that access to accommodation is not restricted to those that can afford to pay. All the charity's housing rents are set in accordance with guidance from the housing regulator on social and affordable rents.

On the 1st May 2024 the charity was pleased to be able to reopen its community respite bed providing residential and nursing care for those who live in Northumberland. Based in a well-appointed room within Charlotte Straker House this service is available for those who need extra support for a short period of time. The respite bed is provided free of charge, receives no local authority support and is funded entirely through donations and grant funding. Since this service was reopened in May 2024 the bed has been fully occupied and has supported 26 residents, at a cost to the charity of £56,462.

Each year the charity aims to provide a financial contribution to a number of residents who have a shortfall in their fees due to a lack of personal means. Monies to cover these shortfalls have to be raised by fundraising activities. During the year 16% of our beds, excluding the community respite bed, were occupied by residents who received support from the charity to meet the shortfall in their fees with the total estimated cost of this support £72,193.

Volunteers

Volunteers continue to play a crucial role in enhancing the well-being and quality of life for our residents. Their contributions go beyond the essential services provided by staff, bringing companionship, joy, and a sense of community. Volunteers engage in various activities, spending time with residents and befriending individuals, organising and leading the shop trolley, leading arts and crafts sessions, accompanying residents on outings, holding religious services or even offering specialised skills like massage therapies. By dedicating their time and enthusiasm, volunteers create an environment that promotes social interaction, mental stimulation, and emotional support, ultimately making a significant positive impact on the overall happiness and contentment of residents at Charlotte Straker House.

A number of our volunteers also support our fundraising committee, helping to organise, plan and run our fundraising events, such as our Summer Fete, Craft Fairs, Family Fun Day and many other events.

We currently have a number of volunteers who regularly commit their time and support to the charity. We really value and appreciate their commitment and recognise this yearly. Our aim is to recruit more people as volunteers as we recognise that this will further enhance our residents experience with us, and work is currently underway through the Board to do so.

REPORT ON ACHIEVEMENTS, PERFORMANCE AND STRATEGY DEVELOPMENT

Achievements and performance

In order to monitor the charity's performance against agreed objectives, the Trustees have established a number of key performance indicators which are reviewed regularly. These cover both operational and financial performance and are measured monthly, quarterly, biannually or yearly dependant on when the data is available.

We include information on our performance and achievements in our quarterly newsletters to ensure transparency to the public, and this information can also be found on our website if a hard copy is not available.

Central to everything the charity does are our values. These describe how the charity works together and behaves with residents, staff, volunteers, Trustees and other stakeholders. We reviewed our values during the year. Our new values been arranged under the memorable acronym FAMILY. To us FAMILY means that whether you're a resident, staff member, volunteer, relative or visitor, we believe you are part of our Charlotte Straker family, and this family is at the heart of everything we do. We care for each other, offering support, compassion and warmth. Like a family, we try to make sure that everyone feels included in a way that they feel reassured and comfortable. To us FAMILY means:

- **F**ocus on You
- **A**chieving Excellence
- **M**ake 'every day better'
- **I**ntegrity
- **L**inking to the Wider Community
- **Y**our Home, Your Choice

We continue to focus on enhancing our resident's lives and ensuring their well-being. The last year has seen us continue to celebrate many birthdays at Charlotte Straker, with these including that of our oldest resident who is now 102. He enjoys every day he lives in our home, sharing many stories from his past as part of an Ammunitions Inspection team, and many wartime experiences, including a narrow escape from German Junkers planes during an ammunition run. After his military service, he described how he returned to Whitley Bay and worked in ACAS as a civil servant. He and his wife raised four children and even after his wife sadly passed away, he remained independent in his Whitley Bay home for 13 years before joining us here at Charlotte Straker. His secret to longevity? "Wine gums" - what a treat when Maynards sent him a celebration box to keep him going!

We continue to organise outings for our residents to promote their independence. During the past year these have included visits to the theatre to watch musicals, to national music venues to watch a symphonic orchestra, beach outings, and visits to a local garden centre to name only a few.

Each year we hold a fete within the grounds of our home not just to raise funds for Charlotte Straker and other local charities but also to raise our profile in the community and share with the public what our welcoming home is all about. This year was exceptional as we were lucky enough to have Brenda Blethyn our own local 'Vera' open our Fete with her police whistle. This was a great event and certainly increased the visitors to Corbridge in June 2024.

We recognise the important role that our staff team play in making a positive difference to the lives of our residents. In order to celebrate their achievements, we have introduced a Staff Awards and Recognition scheme. Staff who are selected always receive a personal gift from the charity as recognition of our appreciation for the work they do with us. As a result of feedback we received from staff during the year we altered and improved the induction process we follow for of newly appointed staff. Since its implementation this has been re-evaluated and has received excellent feedback.

We continue to ensure our home is as safe as possible for staff and residents. During the year our landlords, Home Group, upgraded fire safety systems to all roof spaces within the care home. We also upgraded the glass panelling to the nurses' station on the ground floor of the home. The latter work has provided a better environment for our nursing and care staff to update records. Outside the care home Home Group also renewed all the bungalow roofs, resulting in the properties looking brand new. As this work was completed whilst the bungalows were occupied Home Group worked closely with us to keep the disruption to our tenants to a minimum.

Other work undertaken outside the home during the year has also seen the completion of a project to improve our garden area. This included the implementation of a robot mower, the recruitment of additional volunteers to plant and weed and a new awning installed over our outside decking area to shade our residents in the sun. We also employed a new gardener, and all these works have substantially improved our external environment

Plans for Future Periods
Following a review of the charity's governance structure the roles of the previous Strategic Development and Finance Committees have been combined into a single Strategic and Finance Committee, which met on a number of occasions during the year.

Both Charlotte Straker House and the bungalows are owned by Home Group (as landlord) and managed by the charity, as their managing agent, under the terms of two separate Management Agreements which set out the respective responsibilities of both Home Group and the charity.

Home Group have previously advised that they do not want to make further substantial capital investment in the care home given its age and the fact that the site has been intensively developed to date. Work within the Strategic and Finance Committee has included looking at ways of securing the charity's longer term financial sustainability whilst acknowledging the stance that has been adopted by Home Group, and this work continues.

Whilst the above work is ongoing, we have continued with our previously agreed approach to build long term relationships with Trusts and individuals alike wherever possible, so as to maintain the financial support needed to meet our charitable objectives. We decided to continue our approach of seeking larger donations from Trusts over a three-year period wherever possible. We have also continued to seek donations against specific needs at a smaller contribution level.

FINANCIAL REVIEW

Financial position

The charity's principal source of income continues to be the fees and rents that it receives in respect of the 32 residential care home rooms , plus eight bungalows which together make up the Charlotte Straker Project. Occupancy for the care home for the year was 96.4% (2024: 96.2%). All the bungalows were fully occupied throughout the year.

Additional income is also derived from fundraising activities including grants from various other charities and charitable trusts.

Total incoming funds from our care home rooms and bungalows were £2,121,014 (2024: £2,015,327). A further £144,496 (2024: £872,522) of funds were also received in respect of grants, donations and legacies. Total funds received from legacies were £3,589 (2024: £703,811) with these the balance of a single legacy from a prior year (2024: 3 legacies received).

Overall, the year has seen a net inflow of funds of £11,541 (2024: net inflow £777,198) excluding restricted funds, transfers between funds and movement on investments, with the change from the performance as reported in the prior year reflecting the reduction in legacies received.

There was also an unrealised gain of £7,529 (2024: £23,231) shown in the value of our investments.

As at the end of the year the charity had unrestricted reserves, excluding designated reserves, of £1,180,496 (2024: £1,134,633).

Going concern

At the end of the financial year and after taking appropriate action, the trustees consider that the charity has adequate resources to enable it to continue in operational existence for the foreseeable future. For this reason, the charity continues to adopt the going concern basis in preparing the financial statements.

Reserves policy

The Board of Trustees have resolved to hold money and readily realisable investments equivalent to three months operating costs in the event that they have to wind down the charity and cease operations.

Trustees regularly review the level of reserves held against those required in accordance with this Policy, with the latter figure being £601,024. As at the end of March 2025 actual free reserves (defined as those unrestricted reserves not designated for specific purposes or tied up in fixed assets) stood at £818,789 (2024: £804,151) which is in accordance with this Policy.

Reserves are represented by both fixed and current assets, and include monies placed on deposit and held in investments.

Fundraising

This year saw significant progress in our fundraising and community engagement efforts, enabling us to enhance the lives of our residents and secure the future of our care home. During the year our activities focused on four key objectives:

- Supporting Resident Care Costs: We are committed to ensuring our residents can access the care they need. This year, we successfully supported 21 local authority-funded residents by bridging the gap between local authority payments and the actual cost of care, addressing critical "top-up fee shortfalls." The cost of this support was £72,193.
- Reopening our Community Respite Care Bed: This vital service was reopened in May 2024, due to a very generous legacy. The respite care bed provides a crucial service to the local community, offering free of charge short-term care to those over 65 years of age. The service, which was booked up until September 2025 at the time of writing this report, supported a total of 26 residents during the year at a cost of £56,462.There is a lack of affordable respite care in this area, and we are therefore proud to be able to offer such a vital service to those in need.
- Enriching Resident Experiences: We believe in providing a vibrant and stimulating environment for our residents. Donations and grants have been instrumental in funding a diverse calendar of outings and activities, including transportation costs, ensuring residents can fully participate and enjoy these experiences.
- Enhancing the Living Environment: We embarked on an ambitious refurbishment project to modernize our dining room and resident rooms. Funds raised are being used to create a stylish, comfortable, stimulating, and functional environment, directly improving the daily lives of our residents. During the year we relaunched our Development Fund which we aim to utilize to support future fundraising for planned improvements and enhancements such as these.

We secured several impactful grants during the year totalling £108,911. These grants have been crucial in enriching resident experiences and contributing to the overall sustainability of our care home. These include grants received from the William Leech Charity, W A Handley Charity Trust, The Barbour Foundation, the Sir James Knott Trust, Northumbria University, the Hadrian Trust and the Hedley Denton Charitable Trust. We are extremely grateful to these grant-making bodies for their invaluable support.

We are immensely grateful for the continued support of the Roland Cookson Fund, which provided a grant of £70,268 in 2024/2025. This recurring annual grant provides crucial financial stability, allowing us to confidently plan for the future and maintain our commitment to exceptional care.

We had a successful year in community and individual fundraising, hosting over ten engaging events and raising £18,663. These funds support the services that we provide including projects to be funded via our Development Fund. Events included an extremely well attended summer fete, ceilidh, and a fashion show, bringing our community together to celebrate our mission and raise awareness. We thank all participants, volunteers, and donors for their invaluable contributions.

Investment policy and objectives

A review of the charity's investment policy was carried out in February 2019 when it was agreed to appoint Brewin Dolphin, a professional fund management company as investment managers of £200,000 of reserves. This policy was reviewed during the year when it was agreed to place a further £500,000 of monies with Brewin Dolphin. This investment reflects the amount that the Trustees feel is prudent to place longer term with the objective being to achieve above inflation capital growth of inflation plus 2%.

Risk management

The Trustees have a duty to identify and review the risks to which the charity is exposed and to ensure appropriate controls and mitigating actions are in place to provide reasonable assurances against the consequences of fraud and error. The Board of Trustees continues to review key risks, with oversight of an overall organisational risk register, and has an active and systematic risk management strategy.

The Strategic & Finance, and Quality committees each hold a risk register which is updated and reviewed quarterly. Any risks which are rated 'high', with a risk score of over 15, are placed onto the organisational risk register for discussion at Board.

Currently identified key organisational business risks are:

Risk Identified	Mitigation
Possibility of running out of cash - increased costs and/or reduction in income.	1.Continue to produce monthly management accounts – monitoring and allowing for early intervention 2. Reserves Policy in place – monitored monthly 3. Operational & Financial dashboard in place . 4. Estimated closure costs kept under review and formally considered at least annually. 5. Annual staffing budget set which incorporates any agency & overtime costs 6. Admission roadmap active which includes an assessment of financial capacity
Charitable status - CSP is no longer able to meet its charitable objectives for financial or other reasons	1.Agree number of protected charitable beds to assist funding gap. 2. Deliver charity services e.g CRB, subsidised day care 3. Continue to negotiate fee increases via NCC 4. Work with local partners/ MPs/ Parish Councillors to inform policy and raise awareness of Objectives 5. Increase communications
Poor Health & Safety practices resulting in a major event	All policies updated, monitor performance and carry out regular reviews of documents. All policies held with QCS

STRUCTURE GOVERNANCE AND MANAGEMENT

Governing document

The Charlotte Straker Project is controlled by its governing document, a deed of trust, and constitutes a limited company, limited by guarantee, as defined by the Companies Act 2006.

In the event of The Charlotte Straker Project being wound up, the individual liability of every member of the charity shall not exceed £1.

Charity constitution

The Charlotte Straker Project is a charitable company limited by guarantee, registered at Companies House, incorporated on 16 October 1992 and registered as a charity on 17 May 1993. The objects and powers of the charity are as set out in the Articles of Association.

The address of the principal office of the charity, and the address of its registered office, is Charlotte Straker House, Cookson Close, Corbridge, Northumberland NE45 5HB.

The trustees, who are also the directors for the purpose of company law, and who served during the year and up to the date of signature of the financial statements were:

Ms B Groves (Chair)	
Mr GM Black (Vice Chair)	
Ms EJ Hastings (Company Secretary)	
Mrs J Iley (Treasurer)	
Dr W Cunningham	
Ms L Woodcock	
Ms MA Gordon	
Mr H McKendrick	(Appointed 10 October 2024)
Mr D Chesser	(Appointed 17 March 2025)
Mr B Dowdeswell	(Appointed 22 April 2025)
Ms MA Wagstaff	(Resigned 1 April 2024)
Mr NE Braithwaite	(Resigned 1 April 2024)
Ms ME A Jones	(Resigned 10 October 2024)
Mr D Ainslie	(Resigned 10 October 2024)
Ms JE Lightley	(Resigned 17 March 2025)

Trustee Induction & Support

We regularly review and update our induction and training for new Trustees; the last such update was April 2024. Any prospective appointment of a Trustee is discussed at a Nominations Committee and then presented to the Executive Committee before an approach is made. If the proposal is agreed the Chair meets with the potential new Trustee, to discuss the work of the charity and the role of a Trustee. An 'Introductory Pack' of information is provided and he/she is invited to attend the following Executive Committee meeting as an observer and introduce themselves to the Board of Trustees.

Included in the Introductory Pack the new Trustee is directed to the relative Charity Commission website and section on the responsibilities of a Trustee.

Following the Executive Meeting the Trustees will discuss the appointment once more and if agreed as suitable and, subject to all necessary checks being completed, the person will be invited to become a Trustee. New Trustees attend induction training sessions run by the Chair and others which cover the obligations of Trustees, Safeguarding training, the main documents which set out the operational framework for the charity, regulatory reports, the current financial position including the latest audited accounts, management accounts and future plans and objectives. Each new Trustee is appointed a mentor to provide specific support for their area of expertise.

Annual appraisals and 1:1s take place between the Chair and Trustees. Following the completion of these during 2024/25 Trustees have agreed to hold a Board development session during 2025/26 to future proof our roles. This will include further development of Trustee job descriptions and our induction process.

Training courses are made available to our Board and information from Charity Commission and our own Solicitors is circulated as received to provide Trustees with up-to-date information regarding charity law matters.

Organisational structure

The directors of The Charlotte Straker Project are also Trustees of the charity. They are known as the Executive Committee. Each year at the AGM a number of the longest serving members retire, by rotation, and being eligible and assuming willingness, may offer themselves for re-election. A term of office is recommended as nine years however if Trustees are willing to continue and have valuable skills they are eligible to be re-elected.

The Executive Committee continues to meet every quarter. The Executive Committee meetings are also attended by the Chief Executive Officer and Registered Home Manager, to whom day to day responsibility for the delivery of care and the running of the care home is delegated. This responsibility includes managing the appropriate budgetary areas set out by the Treasurer and Chair, this is documented in our financial regulations policy. Neither of these posts have voting rights.

On the Board we have a:

- Chair
- Vice Chair
- Treasurer
- Company Secretary

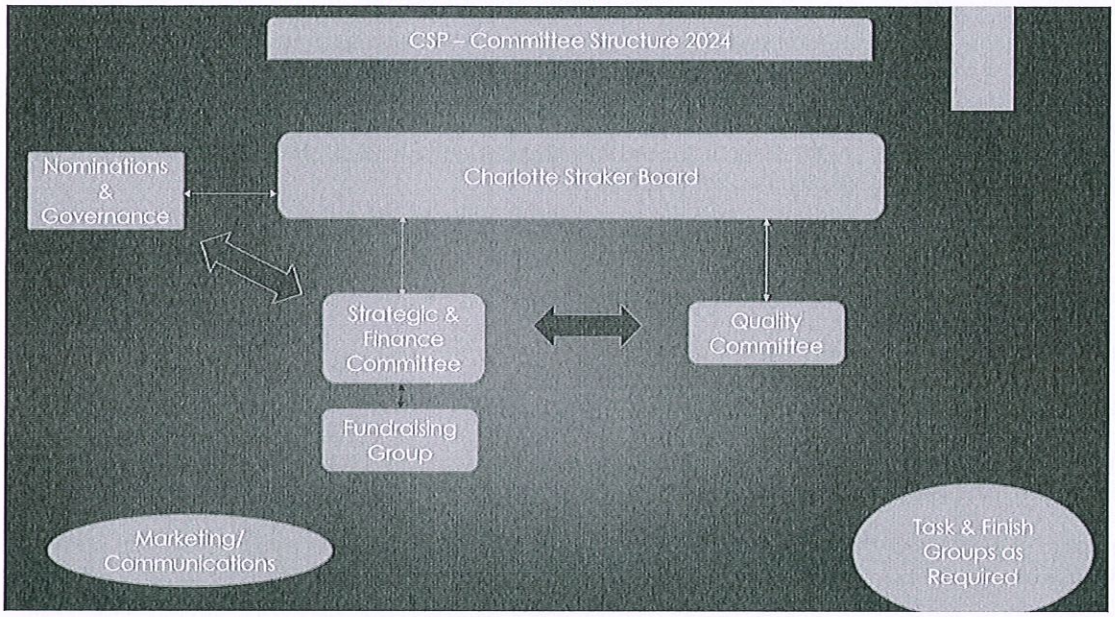
Trustees reviewed the Committee Structure at the Board Development session held in My 2024 and, to reduce duplication, agreed from October 2024 to implement the following structure to support the charity's business.

There are three main committees: –

Strategic Development & Finance Committee (S&FC) – Chair Gavin Black
Quality Committee (QC) – Chair Maureen Gordon
Nominations & Governance Committee (NC & G) – Chair Berenice Groves

A sub meeting of Strategic & Finance meets regularly to discuss fundraising opportunities and plan events. Other meetings, including for specific 'task and finish groups and marketing/communications, are held as required.

The current Board & Committee Structure is as set out below:



Taking into consideration the nature of the work that the charity undertakes, the Executive Committee seek to ensure that the needs of the sector of the community that it serves are appropriately reflected through the diversity of the Trustee body and that collectively the Trustees have the skills required enabling the organisation to operate effectively. This is an ongoing process, as is an endeavour to anticipate succession planning for the Trustee cohort.

The process for the appointment, and subsequent induction, of trustees has been updated. The appointment process is managed by the Executive Committee. Where a vacancy occurs, this process involves reviewing the current skillset on the Committee and looking to augment where appropriate. Current Trustees come from very diverse backgrounds and therefore have several skills to offer the charity. These include medical, clinical, legal, financial, property and managerial skills as well as specific skills in safeguarding and care provision and therefore there is an excellent representation on the Executive Committee.

During the year five Trustees resigned whilst two new Trustees were appointed. A further appointment was made in April 2025, after the financial year end. The charity currently has a total of ten Trustees details of whom can be found on our website.

Statement of trustees' responsibilities

The trustees, who are also the directors of The Charlotte Straker Project for the purpose of company law, are responsible for preparing the Trustees' 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 charity and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that year.

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

- select suitable accounting policies and then 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; and

- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

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

Auditor

In accordance with the company's articles, a resolution proposing that Sumer Auditco Limited be reappointed as auditor of the company will be put at a General Meeting.

Disclosure of information to auditor

Each of the trustees has confirmed that there is no information of which they are aware which is relevant to the audit, but of which the auditor is unaware. They have further confirmed that they have taken appropriate steps to identify such relevant information and to establish that the auditor is aware of such information.

The trustees' report was approved by the Board of Trustees.

B A Groves

Ms B Groves (Chair)
Trustee

11 September 2025

THE CHARLOTTE STRAKER PROJECT
(A COMPANY LIMITED BY GUARANTEE)
INDEPENDENT AUDITOR'S REPORT
TO THE MEMBERS OF THE CHARLOTTE STRAKER PROJECT

Opinion

We have audited the financial statements of The Charlotte Straker Project (the 'charity') for the year ended 31 March 2025 which comprise the statement of financial activities, the balance sheet, the statement of cash flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2025 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; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the *Auditor's responsibilities for the audit of the financial statements* section of our report. We are independent of the charity in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charity's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information

The other information comprises the information included in the annual report other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the trustees' report for the financial year for which the financial statements are prepared, which includes the directors' report prepared for the purposes of company law, is consistent with the financial statements; and
- the directors' report included within the trustees' report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charity and its environment obtained in the course of the audit, we have not identified material misstatements in the directors' report included within the trustees' report.

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

- adequate accounting records have not been kept, or 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' exemptions in preparing the trustees' report and from the requirement to prepare a strategic report.

Responsibilities of trustees

As explained more fully in the statement of trustees' responsibilities, the trustees, who are also the directors of the charity for the purpose of company law, are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error. In preparing the financial statements, the trustees are responsible for assessing the charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

The extent to which our procedures are capable of detecting irregularities, including fraud, is detailed below.

Capability of the audit in detecting irregularities, including fraud

Based on our understanding of the charitable company and the sector in which it operates, we identified that the following laws and regulations are significant to the entity:

- Those laws and regulations considered to have a direct effect on the financial statements including UK financial reporting standards, Company Law and Charity Law.
- Those laws and regulations for which non-compliance may be fundamental to the operating aspects of the charity and therefore may have a material effect on the financial statements include compliance with charitable objectives, public benefit, fundraising regulations, safeguarding, health and safety legislation and Care Quality Commission - Health and Social Care Act.

These matters were discussed amongst the engagement team at the planning stage and the team remained alert throughout the audit.

Audit procedures undertaken in response to the potential risks relating to irregularities (which include fraud and non-compliance with laws and regulations) comprised of: inquiries of management and the Trustees as to whether the entity complies with such laws and regulations; enquiries with the same concerning any actual or potential litigation or claims; inspection of relevant legal correspondence and legal costs incurred; review of Trustee meeting minutes; testing the appropriateness of journal entries; and the performance of analytical review to identify unexpected movements in account balances which may be indicative of fraud.

No instances of material non-compliance were identified. However, the likelihood of detecting irregularities, including fraud, is limited by the inherent difficulty in detecting irregularities, the effectiveness of the entity's controls, and the nature, timing and extent of the audit procedures performed. Irregularities that result from fraud might be inherently more difficult to detect than irregularities that result from error. As explained above, there is an unavoidable risk that material misstatements may not be detected, even though the audit has been planned and performed in accordance with ISAs (UK).

A further description of our responsibilities is available on the Financial Reporting Council's website at: https://www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Use of our report

This report is made solely to the 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.

S.D.

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Mr Stephen Slater (Senior Statutory Auditor)
for and on behalf of Sumer Auditco Limited
Statutory Auditor
Unit 2
Newcastle upon Tyne
NE12 8EG

Date: 11/9/2025

THE CHARLOTTE STRAKER PROJECT
(A COMPANY LIMITED BY GUARANTEE)
STATEMENT OF FINANCIAL ACTIVITIES

FOR THE YEAR ENDED 31 MARCH 2025

Current financial year	Notes	Unrestricted funds general 2025 £	Unrestricted funds Designated 2025 £	Restricted funds 2025 £	Total 2025 £	Total 2024 £
Income and endowments from:						
Donations and legacies	3	93,448	20,370	30,678	144,496	872,522
Charitable activities	4	2,121,014	-	-	2,121,014	2,015,327
Other trading activities	5	2,144	16,519	-	18,663	15,046
Investments	6	24,426	-	-	24,426	11,621
Other income	7	28,274	-	-	28,274	3,705
Total income and endowments		2,269,306	36,889	30,678	2,336,873	2,918,221
Expenditure on:						
Raising funds	8	313	3,036	-	3,349	6,038
Charitable activities	9	2,235,117	57,268	35,361	2,327,746	2,134,985
Other expenditure	14	1,177	-	-	1,177	-
Total expenditure		2,236,607	60,304	35,361	2,332,272	2,141,023
Net gains/(losses) on investments	15	14,469	-	-	14,469	23,231
Net income/(expenditure)		47,168	(23,415)	(4,683)	19,070	800,429
Transfers between funds		(1,305)	(300)	1,605	-	-
Net movement in funds	11	45,863	(23,715)	(3,078)	19,070	800,429
Reconciliation of funds:						
Fund balances at 1 April 2024		1,134,633	711,110	32,285	1,878,028	1,077,599
Fund balances at 31 March 2025		1,180,496	687,395	29,207	1,897,098	1,878,028

The statement of financial activities includes all gains and losses recognised in the year. All income and expenditure derive from continuing activities.

THE CHARLOTTE STRAKER PROJECT
(A COMPANY LIMITED BY GUARANTEE)
STATEMENT OF FINANCIAL ACTIVITIES (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

Prior financial year	Notes	Unrestricted funds general 2024 £	Unrestricted funds Designated 2024 £	Restricted funds 2024 £	Endowment funds 2024 £	Total 2024 £
Income and endowments from:						
Donations and legacies	3	109,202	726,464	36,856	-	872,522
Charitable activities	4	2,015,327	-	-	-	2,015,327
Other trading activities	5	9,651	5,374	21	-	15,046
Investments	6	11,492	-	-	129	11,621
Other income	7	3,705	-	-	-	3,705
Total income and endowments		2,149,377	731,838	36,877	129	2,918,221
Expenditure on:						
Raising funds	8	4,554	1,484	-	-	6,038
Charitable activities	9	2,065,229	32,779	36,977	-	2,134,985
Total expenditure		2,069,783	34,263	36,977	-	2,141,023
Net gains/(losses) on investments	15	23,345	-	-	(114)	23,231
Net income/(expenditure)		102,939	697,575	(100)	15	800,429
Transfers between funds		-	-	5,956	(5,956)	-
Net movement in funds	11	102,939	697,575	5,856	(5,941)	800,429
Reconciliation of funds:						
Fund balances at 1 April 2023		1,031,694	13,535	26,429	5,941	1,077,599
Fund balances at 31 March 2024		1,134,633	711,110	32,285	-	1,878,028

THE CHARLOTTE STRAKER PROJECT
(A COMPANY LIMITED BY GUARANTEE)
BALANCE SHEET
AS AT 31 MARCH 2025

	Notes	2025 £	2025 £	2024 £	2024 £
Fixed assets					
Tangible assets	17		361,707		360,587
Investments	18		760,351		239,299
			1,122,058		599,886
Current assets					
Debtors	19	61,875		58,591	
Investments	20	5,900		11,128	
Cash at bank and in hand		850,433		1,347,583	
		918,208		1,417,302	
Creditors: amounts falling due within one year	21	(143,168)		(139,160)	
Net current assets			775,040		1,278,142
Total assets less current liabilities			1,897,098		1,878,028
Income funds					
Restricted funds	23		29,207		32,285
Designated unrestricted funds	24		687,395		711,110
General unrestricted funds	26		1,180,496		1,134,633
			1,897,098		1,878,028

The financial statements were approved by the Trustees on 11 September 2025

Ms B Groves (Chair)
Trustee

Mrs J Iley (Treasurer)
Trustee

Company registration number 02756650

THE CHARLOTTE STRAKER PROJECT
(A COMPANY LIMITED BY GUARANTEE)
STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 MARCH 2025

	Notes	2025 £	2025 £	2024 £	2024 £
Cash flows from operating activities					
Cash generated from operations	30		27,118		799,113
Investing activities					
Purchase of tangible fixed assets		(47,339)		(11,042)	
Purchase of investments		(589,301)		(27,964)	
Proceeds from disposal of investments		87,946		30,410	
Investment income received		24,426		11,621	
Net cash (used in)/generated from investing activities			(524,268)		3,025
Net cash generated from financing activities			-		-
Net (decrease)/increase in cash and cash equivalents			(497,150)		802,138
Cash and cash equivalents at beginning of year			1,347,583		545,445
Cash and cash equivalents at end of year			850,433		1,347,583

1 Accounting policies

Charity information

The Charlotte Straker Project is a private company limited by guarantee incorporated in England and Wales. The registered office is Charlotte Straker House, Cookson Close, Corbridge, Northumberland, NE45 5HB.

1.1 Accounting convention

The financial statements have been prepared in accordance with the charity's governing document, the Companies Act 2006, FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" ("FRS 102") and the Charities SORP "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 2019). The charity is a Public Benefit Entity as defined by FRS 102.

The financial statements are prepared in sterling, which is the functional currency of the charity. Monetary amounts in these financial statements are rounded to the nearest £.

The financial statements have been prepared under the historical cost convention, modified to include the revaluation of certain financial instruments at fair value. The principal accounting policies adopted are set out below.

1.2 Going concern

At the time of approving the financial statements, the trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. Thus the trustees continue to adopt the going concern basis of accounting in preparing the financial statements. The Board has concluded that the going concern assumption is appropriate in preparing these financial statements.

1.3 Charitable funds

Unrestricted funds are available for use at the discretion of the trustees in furtherance of their charitable objectives.

Designated funds are unrestricted funds that have been set aside by the trustees for particular purposes.

Restricted funds are subject to specific conditions by donors or grantors as to how they may be used. The purposes and uses of the restricted funds are set out in the notes to the financial statements.

Endowment funds are assets which must be held by the charity, principally investments, the income arising from which can be used in accordance with the objectives of the charity and is included as unrestricted income. Any capital gains or losses arising on investments, form part of the fund. Investment management charges and legal advice relating to the funds are charged against the fund. Further information of the nature and purpose of this fund is included in the notes to the financial statements.

1.4 Income

Income is recognised when the charity is legally entitled to it after any performance conditions have been met, the amounts can be measured reliably, and it is probable that income will be received.

Cash donations are recognised on receipt. Other donations are recognised once the charity has been notified of the donation, unless performance conditions require deferral of the amount. Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

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. Where grants are conditional to performance and specific deliverables, the grant is accounted for as the charity earns the right to consideration by its performance.

1 Accounting policies **(Continued)**

Legacies are recognised on receipt or otherwise if the charity has been notified of an impending distribution, the amount is known, and receipt is expected. If the amount is not known, the legacy is treated as a contingent asset.

1.5 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement, and the amount of the obligation can be measured reliably.

Expenditure accounted for on an accruals basis and ha classified by activity. Direct costs attributable to a single activity are allocated directly to that activity. Where costs which contribute to more than one activity have been allocated to activities on a basis consistent with the use of resources.

1.6 Tangible fixed assets

Tangible fixed assets are initially measured at cost and subsequently measured at cost or valuation, net of depreciation and any impairment losses.

Depreciation is recognised so as to write off the cost or valuation of assets less their residual values over their useful lives on the following bases:

Leasehold improvements	3.33% straight line
Fixtures and fittings	20% reducing balance
Computers	33.3% reducing balance

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is recognised in the statement of financial activities.

1.7 Fixed asset investments

Fixed asset investments are initially measured at transaction price excluding transaction costs, and are subsequently measured at fair value at each reporting date. Changes in fair value are recognised in net income/(expenditure) for the year. Transaction costs are expensed as incurred.

1.8 Impairment of fixed assets

At each reporting end date, the charity reviews the carrying amounts of its tangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any).

1.9 Cash and cash equivalents

Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities.

1.10 Financial instruments

The charity has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the charity's balance sheet when the charity becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

1 Accounting policies **(Continued)**

Basic financial assets

Basic financial assets, which include debtors and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Financial assets classified as receivable within one year are not amortised.

Basic financial liabilities

Basic financial liabilities, including creditors and bank loans are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest. Financial liabilities classified as payable within one year are not amortised.

Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of operations from suppliers. Amounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade creditors are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

Derecognition of financial liabilities

Financial liabilities are derecognised when the charity's contractual obligations expire or are discharged or cancelled.

1.11 Employee benefits

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Termination benefits are recognised immediately as an expense when the charity is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

1.12 Retirement benefits

Payments to defined contribution retirement benefit schemes are charged as an expense as they fall due.

1.13 Leases

Rentals payable under operating leases, including any lease incentives received, are charged as an expense on a straight line basis over the term of the relevant lease.

2 Critical accounting estimates and judgements

In the application of the charity's accounting policies, the trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

Critical judgements

Assessing indicators of impairment
In assessing whether there have been any indicators of impairment of assets, the trustees have considered both external and internal sources of information such as market conditions and experience of recoverability.

Key sources of estimation uncertainty

Determining residual values and useful economic lives of tangible fixed assets
The charity depreciates tangible fixed assets over their estimated useful lives. The estimation of the useful lives of assets is based on historic performance as well as expectations about future use and therefore requires estimates and assumptions to be applied by management. The actual lives of these assets can vary depending on a variety of factors, including technological innovation, product life cycles and maintenance programmes.

Judgement is applied by trustees when determining the residual values for tangible fixed assets. When determining the residual value trustees aim to assess the amount that the company would currently obtain for the disposal of the asset, if it were already of the condition expected at the end of its useful economic life. Where possible this is done with reference to external market prices.

3 Income from donations and legacies

Current financial year

	Unrestricted funds General 2025 £	Unrestricted funds Designated 2025 £	Restricted funds 2025 £	Total 2025 £	Total 2024 £
Donations and gifts	23,180	6,781	2,035	31,996	35,897
Legacies receivable	-	3,589	-	3,589	703,811
Grants	70,268	10,000	28,643	108,911	132,814
	93,448	20,370	30,678	144,496	872,522

3 Income from donations and legacies (Continued)

	Unrestricted funds General 2025 £	Unrestricted funds Designated 2025 £	Restricted funds 2025 £	Total 2025 £	Total 2024 £
Grants receivable for core activities					
Community Foundation	70,268	-	-	70,268	
The Barbour Foundation	-	-	10,000	10,000	
The W A Handley Charity Trust	-	10,000	-	10,000	
Hedley Denton	-	-	1,000	1,000	
The William Leech Charity	-	-	10,000	10,000	
Hadrian Trust	-	-	1,000	1,000	
Northumbria University Newcastle	-	-	1,643	1,643	
Sir James Knott Trust	-	-	5,000	5,000	
	70,268	10,000	28,643	108,911	

Prior financial year

	Unrestricted funds General 2024 £	Unrestricted funds Designated 2024 £	Restricted funds 2024 £	Total 2024 £
Donations and gifts	30,420	4,314	1,163	35,897
Legacies receivable	1,661	702,150	-	703,811
Grants	77,121	20,000	35,693	132,814
	109,202	726,464	36,856	872,522
Grants receivable for core activities				
Community Foundation	77,121	-	-	77,121
The Barbour Foundation	-	10,000	-	10,000
Workforce Grant	-	-	2,846	2,846
The Squires Foundation	-	-	10,000	10,000
The W A Handley Charity Trust	-	10,000	-	10,000
The Joicey Trust	-	-	1,000	1,000
Hedley Denton	-	-	2,000	2,000
The William Leech Charity	-	-	10,000	10,000
Northumbria University Newcastle	-	-	2,647	2,647
The Ray Windfarm Fund CIC	-	-	5,000	5,000
Parkinson's Society	-	-	1,000	1,000
The W G Edwards Charitable Foundation	-	-	1,200	1,200
	77,121	20,000	35,693	132,814

4 Income from charitable activities

	Unrestricted funds 2025 £	Unrestricted funds 2024 £
Nursing and care		
Nursing and care	2,121,014	2,015,327

5 Other trading activities

Current financial year

	Unrestricted funds General 2025 £	Unrestricted funds Designated 2025 £	Restricted funds 2025 £	Total 2025 £
Fundraising events	2,144	16,519	-	18,663

Prior financial year

	Unrestricted funds General 2024 £	Unrestricted funds Designated 2024 £	Restricted funds 2024 £	Total 2024 £
Fundraising events	9,651	5,374	21	15,046

6 Income from investments

	Unrestricted funds 2025 £	Total 2025 £	Unrestricted funds 2024 £	Endowment funds 2024 £	Total 2024 £
Income from listed investments	7,454	7,454	5,542	-	5,542
Interest receivable	16,972	16,972	5,950	129	6,079
	24,426	24,426	11,492	129	11,621

7 Other income

	Unrestricted funds 2025 £	Unrestricted funds 2024 £
Other income	1,444	3,705
Insurance claims	26,830	-
	28,274	3,705

8 Raising funds

	Unrestricted funds General 2025 £	Unrestricted funds Designated 2025 £	Total 2025 £	Unrestricted funds General 2024 £	Unrestricted funds Designated 2024 £	Total 2024 £
Fundraising and publicity						
Other fundraising costs	313	3,036	3,349	4,554	1,484	6,038
	313	3,036	3,349	4,554	1,484	6,038

9 Charitable activities

	Residential and nursing 2025 £	Residential and nursing 2024 £
Staff costs	1,651,037	1,487,076
Depreciation and impairment	45,043	45,832
Nursing and care	624,766	596,077
	2,320,846	2,128,985
Share of governance costs (see note 10)	6,900	6,000
	2,327,746	2,134,985
Analysis by fund		
General unrestricted funds	2,235,117	2,065,229
Designated unrestricted funds	57,268	32,779
Restricted funds	35,361	36,977
	2,327,746	2,134,985

10 Support costs

	Governance costs	2025	Governance costs	2024
	£	£	£	£
Audit fees	6,900	6,900	6,000	6,000
	6,900	6,900	6,000	6,000
Analysed between				
Charitable activities	6,900	6,900	6,000	6,000

Governance costs includes payments to the auditors of £6,900 (2024: £6,000) for audit fees.

11 Net movement in funds

	2025	2024
	£	£
The net movement in funds is stated after charging/(crediting):		
Fees payable for the audit of the charity's financial statements	6,900	6,000
Depreciation of owned tangible fixed assets	45,043	45,832
Loss on disposal of tangible fixed assets	1,177	-

12 Trustees

None of the trustees (or any persons connected with them) received any remuneration or benefits from the charity during the year (2024: none).

Trustees' expenses
There were no trustees' expenses paid for the year ended 31 March 2025 (2024: none).

Trustee indemnity insurance costs amounted to £7,874 (2024: £10,146) during the year.

13 Employees

The average monthly number of employees during the year was:

	2025	2024
	Number	Number
Administrative	7	5
Key management	4	3
Nursing and care staff	55	57
Total	66	65

13 Employees (Continued)

Employment costs	2025 £	2024 £
Wages and salaries	1,496,829	1,362,202
Social security costs	116,550	91,132
Other pension costs	37,658	33,742
	1,651,037	1,487,076

There were no employees whose annual remuneration was more than £60,000.

Remuneration of key management personnel

The key management personnel of the charity comprise the Chief Executive Officer, Home Manager, Deputy Manager and Office Manager.

The remuneration of key management personnel was as follows:

	2025 £	2024 £
Aggregate compensation	208,154	132,874

14 Other expenditure

	Unrestricted funds 2025 £	Unrestricted funds 2024 £
Net loss on disposal of tangible fixed assets	1,177	-

15 Net gains/(losses) on investments

	Unrestricted funds 2025 £	Total 2025 £	Unrestricted funds 2024 £	Endowment funds 2024 £	Total 2024 £
Revaluation of investments	14,989	14,989	23,373	-	23,373
Gain/(loss) on sale of investments	(520)	(520)	(28)	(114)	(142)
	14,469	14,469	23,345	(114)	23,231

16 Taxation

The charity is exempt from tax on income and gains falling within section 505 of the Taxes Act 1988 or section 252 of the Taxation of Chargeable Gains Act 1992 to the extent that these are applied to its charitable objects.

17 Tangible fixed assets

	Leasehold improvements	Fixtures and fittings	Computers	Total
	£	£	£	£
Cost				
At 1 April 2024	534,692	431,699	40,029	1,006,420
Additions	-	43,715	3,624	47,339
Disposals	-	(11,418)	-	(11,418)
At 31 March 2025	534,692	463,996	43,653	1,042,341
Depreciation and impairment				
At 1 April 2024	287,078	328,973	29,781	645,832
Depreciation charged in the year	16,294	24,812	3,937	45,043
Eliminated in respect of disposals	-	(10,241)	-	(10,241)
At 31 March 2025	303,372	343,544	33,718	680,634
Carrying amount				
At 31 March 2025	231,320	120,452	9,935	361,707
At 31 March 2024	247,614	102,726	10,247	360,587

18 Fixed asset investments

	Listed investments
	£
Cost or valuation	
At 1 April 2024	239,299
Additions	589,301
Valuation changes	14,989
Disposals	(83,238)
At 31 March 2025	760,351
Carrying amount	
At 31 March 2025	760,351
At 31 March 2024	239,299

19 Debtors

	2025	2024
Amounts falling due within one year:	£	£
Trade debtors	10,648	6,706
Other debtors	2,179	3,318
Prepayments and accrued income	49,048	48,567
	61,875	58,591

20 Current asset investments

	2025	2024
	£	£
Unlisted investments	5,900	11,128

21 Creditors: amounts falling due within one year

	2025	2024
	£	£
Other taxation and social security	27,983	21,331
Trade creditors	36,977	44,625
Other creditors	58,176	51,657
Accruals and deferred income	20,032	21,547
	143,168	139,160

22 Retirement benefit schemes

	2025	2024
Defined contribution schemes	£	£
Charge to profit or loss in respect of defined contribution schemes	37,658	33,742

The charity operates a defined contribution pension scheme for all qualifying employees. The assets of the scheme are held separately from those of the charity in an independently administered fund.

23 Restricted funds

Current financial year

	Balance at 1 April 2024	Movement in funds: Incoming resources	Movement in funds: Resources expended	Movement in funds: Transfers	Balance at 31 March 2025
	£	£	£	£	£
Community Respite Bed	-	11,000	(11,000)	-	-
Community Foundation Staff Counselling Fund	2,221	-	(444)	-	1,777
Refurbishment fund	26,041	1,000	(3,711)	1,605	24,935
Nursing training	-	1,643	(1,643)	-	-
The William Webster Charitable Trust	2,121	-	(507)	-	1,614
Pergola	1,200	-	(1,021)	-	179
Parkinsons Society	702	-	-	-	702
Shortfall	-	15,000	(15,000)	-	-
Activites for day care	-	2,035	(2,035)	-	-
	32,285	30,678	(35,361)	1,605	29,207

Prior financial year

	Balance at 1 April 2023	Movement in funds: Incoming resources	Movement in funds: Resources expended	Movement in funds: Transfers	Balance at 1 April 2024
	£	£	£	£	£
Community Foundation Staff Counselling Fund	2,778	-	(557)	-	2,221
Workforce	-	2,845	(2,845)	-	-
Refurbishment fund	20,894	2,000	(2,809)	5,956	26,041
Nursing training	-	2,647	(2,647)	-	-
The William Webster Charitable Trust	2,757	-	(636)	-	2,121
Pergola	-	1,200	-	-	1,200
Parkinsons Society	-	1,021	(319)	-	702
Shortfall	-	21,000	(21,000)	-	-
Activites for day care	-	6,164	(6,164)	-	-
	26,429	36,877	(36,977)	5,956	32,285

23 Restricted funds **(Continued)**

Restricted funds relates to grants and donations received for the following specific purposes;

Community Respite Bed
Grant monies towards the cost of providing our free community respite bed.

Community Foundation Staff Counselling Fund
Grant monies from the Community Foundation for the sole purpose of staff counselling sessions for members of staff who have struggled working throughout the Covid-19 pandemic.

Refurbishment fund
Funds received from the Sir James Knott Trust and Northumberland County Council specifically for the refurbishment of rooms and facilities within the home.

Nursing Training
Grant monies from Northumbria University Newcastle towards the cost of nursing training.

The William Webster Charitable Trust
Grants from William Webster to go towards the replacement of our bed rails/rail bumpers/extenders, together with cost of replacing a steam generated iron. The full amount of the grant was not spent at the one time and the balance was carried forward to complete the replacement of the equipment.

Pergola
Grant towards the costs of installing a pergola in the residents' garden area.

Parkinsons Society
Grant to help with specific costs for residents with Parkinsons Disease.

Shortfall
Three restricted grants from The Sir James Knott Trust, The William Leech Charity and The W A Handley Charity Trust to help fund the full cost of nursing and residential care for those residents who may be unable to meet the cost of such accommodation from their own means.

Activities for Day Care
Donations received towards the cost of providing activities provided as part of our day care service.

24 Designated unrestricted funds

The income funds of the charity include the following designated funds which have been set aside out of unrestricted funds by the trustees for specific purposes:

Current financial year

	Balance at 1 April 2024	Movement in funds: Incoming resources	Movement in funds: Resources expended	Movement in funds: Transfers	Balance at 31 March 2025
	£	£	£	£	£
Community Respite Bed	137,000	16,769	(46,462)	-	107,307
Capital Asset Fund	569,882	3,589	(916)	(300)	572,255
Residents fund	3,294	2,912	(1,460)	-	4,746
Equipment fund	934	-	(350)	-	584
Staff welfare fund	-	694	-	-	694
Shortfall	-	10,000	(10,000)	-	-
Development fund	-	2,925	(1,116)	-	1,809
	711,110	36,889	(60,304)	(300)	687,395

Prior financial year

	Balance at 1 April 2023	Movement in funds: Incoming resources	Movement in funds: Resources expended	Movement in funds: Transfers	Balance at 1 April 2024
	£	£	£	£	£
Community Respite Bed	-	137,000	-	-	137,000
Capital Asset Fund	9,031	565,000	(4,149)	-	569,882
Residents fund	3,131	9,708	(9,545)	-	3,294
Equipment fund	1,373	-	(439)	-	934
Staff welfare fund	-	130	(130)	-	-
Shortfall	-	20,000	(20,000)	-	-
	13,535	731,838	(34,263)	-	711,110

24 Designated unrestricted funds (Continued)

Community Respite Bed
The charity received two legacies during the year totalling £137,000. The trustees determined that these should be allocated to a Designated Fund to cover the costs of providing a community respite bed during 2024/25 and beyond.

Capital Asset Fund
The charity received a very significant legacy of £565,000 during the year. The trustees determined that this legacy should be allocated to the Designated Capital Asset Fund to be used for future refurbishment of the building.

Resident's Equipment Fund
For the replacement of existing equipment or purchase of new equipment is financed by an amount designated in the budget or by specified fundraising events, grants, or unspecified donations.

Staff Welfare Fund
For donation to staff by residents and their families. It is fully used each Christmas to buy gift cards for staff.

Shortfall
The charity received two unrestricted grants during the year totalling £20,000 during the year. The Trustees determined that these grants should be allocated to a Designated Fund to help fund the full cost of nursing and residential care for those residents who may be unable to meet the cost of such accommodation from their own means.

Development fund
During the year the Board agreed to establish a designated Development Fund. Supported by dedicated fundraising the monies raised are used to purchase essential equipment, new furniture and treats for the residents.

25 General unrestricted funds

The unrestricted funds of the charity comprise the unexpended balances of donations and grants which are not subject to specific conditions by donors and grantors as to how they may be used and available for the general work of the charity.

Current financial year

	At 1 April 2024	Incoming resources	Resources expended	Transfers	Gains and losses	At 31 March 2025
	£	£	£	£	£	£
General funds	1,134,633	2,269,306	(2,236,607)	(1,305)	14,469	1,180,496

Prior financial year

	At 1 April 2023	Incoming resources	Resources expended	Transfers	Gains and losses	At 31 March 2024
	£	£	£	£	£	£
General funds	1,031,694	2,149,377	(2,069,783)	-	23,345	1,134,633

26 Analysis of net assets between funds

Current financial year

	Unrestricted funds 2025 £	Designated funds 2025 £	Restricted funds 2025 £	Total 2025 £
Fund balances at 31 March 2025 are represented by:				
Tangible assets	327,035	6,167	28,505	361,707
Investments	760,351	-	-	760,351
Current assets/(liabilities)	93,110	681,228	702	775,040
	1,180,496	687,395	29,207	1,897,098

Prior financial year

	Unrestricted funds 2024 £	Designated funds 2024 £	Restricted funds 2024 £	Total 2024 £
Fund balances at 31 March 2024 are represented by:				
Tangible assets	330,482	5,516	24,589	360,587
Investments	239,299	-	-	239,299
Current assets/(liabilities)	564,852	705,594	7,696	1,278,142
	1,134,633	711,110	32,285	1,878,028

27 Operating lease commitments

Lessee

At the reporting end date the charity had outstanding commitments for future minimum lease payments under non-cancellable operating leases, which fall due as follows:

	2025 £	2024 £
Within one year	3,414	6,692
Between two and five years	2,160	6,956
	5,574	13,648

28 Other Financial Commitments

Under a 60 year management agreement between the Charlotte Straker Project and Home Group Limited dated 1990, the charity, as successor to the Trust, is committed to make payments to Home Group Limited in respect of management charges, major repairs provision and maintenance.

During the year ended March 2011 the charity paid Home Group Limited £110,400 in relation to finance charges in advance of the next 11 years. Each year a proportion of the advance payment accounting to £10,036 is allocated to the financial activities on a straight line basis. At the end of 31 March 2023 the provision for advanced finance charges has been fully released to the statement of financial activities.

	2025	2024
	£	£
Service charges	24,438	22,676
Property charges	102,837	95,444

29 Related party transactions

Transactions with related parties

During the year the charity entered into the following transactions with related parties:

	Donations	
	2025	2024
	£	£
Trustees	840	590
	840	590

30 Cash generated from operations

	2025	2024
	£	£
Surplus for the year	19,070	800,429
Adjustments for:		
Investment income recognised in statement of financial activities	(24,426)	(11,621)
Loss on disposal of tangible fixed assets	1,177	-
Loss on disposal of investments	520	142
Fair value gains and losses on investments	(14,989)	(23,373)
Depreciation and impairment of tangible fixed assets	45,043	45,832
Movements in working capital:		
(Increase)/decrease in debtors	(3,285)	22,839
Increase/(decrease) in creditors	4,008	(35,135)
Cash generated from operations	27,118	799,113

31 Analysis of changes in net funds

The charity had no material debt during the year.

THE CHARLOTTE STRAKER PROJECT

England & Wales - Charity number 1021086

Accounts

Charity registration number 1021086

Company registration number 02756650 (England and Wales)

THE CHARLOTTE STRAKER PROJECT

(A COMPANY LIMITED BY GUARANTEE)

ANNUAL REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2024

THE CHARLOTTE STRAKER PROJECT
(A COMPANY LIMITED BY GUARANTEE)
LEGAL AND ADMINISTRATIVE INFORMATION

Trustees	Mr GM Black	
	Dr W Cunningham	
	Ms MA Gordon	
	Ms B Groves	
	Ms ME A Jones	
	Ms JE Lightley	
	Ms L Woodcock	
	Ms EJ Hastings	(Appointed 15 June 2023)
	Mr D Ainslie	(Appointed 15 June 2023)
	Ms J Iley	(Appointed 15 June 2023)
Secretary	Ms EJ Hastings	(Appointed 1 April 2024)
	Mr N Braithwaite	(Resigned 1 April 2024)
Charity number	1021086	
Company number	02756650	
Registered office	Charlotte Straker House Cookson Close Corbridge Northumberland NE45 5HB	
Auditor	Sumer Auditco Limited Unit 2 Gosforth Park Avenue Newcastle upon Tyne NE12 8EG	
Bankers	CAF Bank Limited 25 Kings Hill Avenue West Malling Kent ME19 4JQ Lloyds Bank Plc 1 Legg Street Chelmsford Essex CM1 1JS	
Solicitors	Sintons LLP The Cube Barrack Road Newcastle upon Tyne NE4 6DB	
Investment advisors	Brewin Dolphin Time Central Gallowgate Newcastle Upon Tyne NE1 4SR	

THE CHARLOTTE STRAKER PROJECT
(A COMPANY LIMITED BY GUARANTEE)
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THE CHARLOTTE STRAKER PROJECT
(A COMPANY LIMITED BY GUARANTEE)
TRUSTEES' REPORT (INCLUDING DIRECTOR'S REPORT)
FOR THE YEAR ENDED 31 MARCH 2024

The trustees of The Charlotte Straker Project, who are also directors of The Charlotte Straker Project (CSP) for the purposes of the Companies Act 2006 and are referred to in this report as "the Trustees", present their report with the financial statements of the CSP for the year ended 31 March 2024. The Trustees have adopted the provisions of Accounting and Reporting by Charity's: Statement of Recommended Practice applicable to charity's preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019).

We are delighted to present the Annual Report for The Charlotte Straker Project, a not-for-profit care home dedicated to providing exceptional care and support to the elderly members of our community. This report serves as a testament to our unwavering commitment to improving the lives of those in need, and it highlights the tremendous achievements and milestones we have reached over the past year.

At The Charlotte Straker Project, we firmly believe that every individual deserves to be treated with dignity, compassion, and respect, regardless of their age or circumstances. Since our establishment we have remained steadfast in our mission to enhance the quality of life for our residents, ensuring they receive the highest standard of care in a nurturing and homely environment.

Due to ongoing financial constraints and continued recovery following the pandemic we agreed to keep our free of charge community respite care bed closed and utilise the room for funded long term care during 2023/24. We are pleased to report that we will be announcing the reopening of this bed in 2024/25. Like many charities, we have experienced challenges with general fundraising and you will see in the report strategies we have taken to improve this, but as a business we have remained cautious to ensure robust recovery.

We have continued to support our residents by prioritising their mental, physical, and emotional well-being, expanding the activities programme and encouraging increased interactions. Our varied programme included daily coffee mornings, therapeutic massage, exercise classes, crafting activities and visits from therapy animals, plus trips to the theatre, seaside, concert halls, fishing lakes, garden centres, museums and local farms. The residents loved the visits, with the highlight being riding in the beach buggies down at Tynemouth followed by fresh fish and chips.

Our dedicated staff have undergone continuous training and professional development to ensure they are equipped with the skills and knowledge necessary to provide the highest standard of care to our residents. It is positive to see how the training schedule has increased, suggestions put forward from staff are included and the team have continued to bring training in house where appropriate.

Over the course of the past year, our dedicated staff team and volunteers have worked tirelessly to create an atmosphere of warmth, safety, and companionship within our care home. Through their unwavering dedication and selfless efforts, we have been able to impact positively the lives of our residents and their families, fostering a sense of community and belonging.

None of these accomplishments would have been possible without the steadfast support of our community. We extend our deepest gratitude to our donors, volunteers, local businesses, and partnering organizations for their invaluable contributions and commitment to our cause. Their generosity has played a pivotal role in enabling us to make a profound and lasting difference in the lives of those we serve.

As we look ahead, we remain resolute in our vision of being a beacon of excellence in elderly care. Our commitment to continuous improvement, innovation, and personalized support will guide us in enhancing our services and meeting the evolving needs of our residents. We will continue to engage with staff, residents and families to ensure we identify where changes are required and continue to improve the experience for all involved with Charlotte Straker Project.

Thank you for your unwavering support, trust, and dedication to The Charlotte Straker Project. Your belief in our mission certainly drives our determination to serve with excellence and compassion.

OBJECTIVES AND STRATEGY

Objectives

The objectives of The Charlotte Straker Project are "the relief and rehabilitation of aged or infirm persons resident in the local authority district of Tynedale or such other areas of the County of Northumberland as the charity shall from time to time determine (the 'area of benefit') as well as the relief and rehabilitation of aged or infirm persons resident elsewhere in the United Kingdom who have close relations resident in Tynedale and in particular, but without limiting the foregoing, by providing or assisting in the provision of sheltered accommodation, and of nursing and other facilities to alleviate the needs of such persons"

And "the advancement of the education of the public with respect to health, housing and welfare problems amongst persons in the area of benefit who are aged or infirm."

Aims

Our aims in 2023/24 continued to include the provision of high-quality nursing and residential care according to the individual's needs, supporting those financially who cannot afford our fees. Through 2023/24 we continued to recover from the pandemic - Covid-19 - therefore a number of additional actions were considered, ensuring safety as far as was possible for the residents in our home. We continued to ensure the home followed Covid advice and required infection control measures and as such we kept the spread or instances of Covid to a minimum. Our vision and values continued to be person-centred to make sure people always remain at the heart of the service.

Our specific objectives during 2023/24 were to support each person to stay as independent as possible and provide care when it is needed, also to ensure high levels of infection control measures were implemented. We continued throughout the year to receive reports until July 2023 from CQC with the following wording 'We have suspended our routine inspection programme in March 2020 in response to Covid-19 and do not intend to resume it for the immediate future. We have continued to use a mix of onsite and off-site monitoring to ensure the public have assurance as to the safety and quality of the care they receive. As we emerge from the pandemic, we are further developing our monitoring approach. In accordance with this approach, we carried out a review of the data available to us about Charlotte Straker House on 04-06-2023. We have not found evidence that we need to carry out an inspection or reassess our rating at this stage. This could change at any time if we receive new information. We will continue to monitor data about this service.' As there have been no formal inspections we continue to adhere to the CQC standards we were previous assessed by. Since July 2023 we have received a request for information about the home by completing a provider information return. However this has not been followed up with a formal inspection.

We set ourselves an objective of achieving a consistent 97% occupancy we achieved 96.2% occupancy for 2023/24.

To achieve these aims we provide excellent staffing levels with quality leadership and a skilled workforce, paying careful attention to the assessment criteria and requirements of CQC and NCC. We have had to continue to use some agency staff to cover vacancies across the year and therefore there has been even more emphasis on strong leadership via the Board of Trustees and the Senior Management Team to keep standards high.

Our fundraising group has been focussing on fundraising for specific capital items, to meet the shortfall in fees, our activities programme and complementary therapies. Our traditional events have continued including a Christmas Extravaganza, Summer Fete, and Family Cricket Weekend. The group are focusing on setting out a development fund structure so we can continue to be clear about fundraising aims going forward.

Strategy for meeting Charitable Purposes

The principal areas of charitable activity continue to relate to the provision of residential and nursing care to the residents of Charlotte Straker House along with accommodation in the form of bungalows which provide independent living to the occupants. Charlotte Straker House is a care home that provides care & accommodation for up to 32 elderly residents in our well-equipped nursing and residential rooms, plus sheltered housing in 8 bungalows on site. The rooms in the main home are dually registered. The average age of our residents is 88 years old. Care is given according to individual needs and we support those who lack funds by making a charitable contribution in certain situations enabling any shortfall in fees to be met.

We have created various key messages and have a marketing strategy to promote our services to our local population and increase community engagement via various channels including content marketing, website and online presence, social media, emailed and posted newsletters, adverts and articles in print and fundraising activities, there is further information on this in the report. Work commenced looking at our Branding, Values and Missions statement to enhance our marketing strategy, we will conclude this work in 2024/25.

Public benefit

The Board of Trustees has considered the Charity Commission's guidance on public benefit when considering the objectives and activities of the company. As a registered charity, the company seeks to benefit the public through the pursuit of its stated objectives and strategic priorities. The charity's principal source of income remains the fees and rents that it charges for its nursing & residential care and housing accommodation. These are set at a level to ensure the continued financial viability of the organisation, and which is consistent with the charity's aim of providing high quality services.

The charity welcomes residents from all backgrounds. In particular, the charity believes it is important that access to accommodation is not restricted to those who can afford to pay. All the charity's housing rents are set in accordance with guidance from the housing regulator on social and affordable rents.

During the year 23% of all of the charity's nursing/residential care was either occupied by, or available to, those who may be unable to meet the cost of such accommodation from their own means. The charity supports with funding the shortfall for those residents unable to meet the full amount

REPORT ON ACHIEVEMENTS, PERFORMANCE AND STRATEGY DEVELOPMENT

Achievements and performance
Review of activities

The last twelve months have seen continued development across all areas of the service at CSP. The Board agreed to a revision of the Senior Management team, through a move to create a General Manager (Registered Manager) and a Home Manager (Clinical & Operational) position alongside the Deputy Manager. This was trialled over an 8-month period and following feedback it was agreed that this was not fit for purpose and lack of visibility of the management team was highlighted. As a result, we reverted back to the previous model. The Organisation received the resignation from the Clinical Lead which was covered internally as an interim arrangement and just prior to year-end the resignation of the Registered Manager was received. The Registered Manager has been replaced with an interim appointment. This is providing the Board with an opportunity to re-evaluate and ensure the best structure to reflect the needs, aims and objectives of the service as it moves forward. This will be implemented during 2024/25.

The admission journey for all new residents has been reviewed, with the aim of ensuring both compliance with recognised best practice including guidance issued with the Competition and Markets Authority (CMA) on consumer law within care homes, and greater transparency. This has resulted in the implementation of a detailed pathway from the point of an initial enquiry being received, to the point of admission to the service. All supporting documentation is available for residents and families on the website or as a pack to assist them with the transition to care. The Board have been fully involved in this improvement and will monitor delivery over the year ahead.

Recruitment continues to be a key focus for the service, to ensure a full complement of staff to provide consistency and quality to residents using the service. The use of online platforms, such as Indeed, to advertise roles continues. It is positive to be able to report that use of agency staff has substantially reduced from a cost of £205,539 in 2022/23 to £82,617 in 2023/24 and we will continue to work to further reduce this over 2024/25

We have invested in a computerised EMAR medication system with the aim of providing a more cohesive approach to medicines management across the service. Amendments to the system and associated processes continue to be made as we embed it within the service.

A new offering from the service in terms of day care provision is available for the community. We have limited this to two visitors per day to ensure this compliments but does not impact adversely on the running of the main home. Guests can access homemade food, activities, access to bathing facilities and company. Where this service has been used, it has been successful in supporting clients to access care whilst continuing to live in their own homes or with loved ones.

As detailed earlier our activities and engagement has gone from strength to strength over the last year, it should be highlighted that a much-valued aspect of the activity offering to residents, is the support provided by our volunteer team. Residents not only welcome volunteer interaction but look forward to the engagement and companionship gained from our volunteers

Ensuring our staff and residents families were kept updated was of key importance throughout the year, and regular internal and external communications helped keep all stakeholders updated with our position and wellbeing of the residents and staff. The Chair and Registered Manager have continued with the personal contact with staff, residents and relatives and face to face meetings where questions can be asked are favoured by many. This has worked well and was received positively.

We have had changes in the Board and four Trustees stood down during 2023/24. Anna Blackett, Neil Braithwaite, Ann Wagstaff & Peter Willey have all given so much over the years to Charlotte Straker and we are extremely grateful to them and hoping they continue to support us as occasional volunteers. We did recruit four new Trustees but unfortunately one had to stand down and we therefore have ten Trustees on our Board.

Communication

We have implemented an internal communications strategy to ensure that information flows smoothly and fosters collaboration, alignment, and a sense of purpose among employees.

Our Communication Objectives include:

- Increasing brand awareness and recognition of The Charlotte Straker Project within our target audiences.
- Fostering deeper engagement with staff, residents, relatives, supporters, donors, and volunteers.
- Communicating our successes and achievements to demonstrate the impact of our work.

The key communication channels utilised include:

- Website: Our website serves as a central hub for information, showcasing our mission, services, job vacancies, and news. Our website is regularly updated, resulting in a 29% increase in new website users over the last 12 months. The most popular pages are Nursing & Residential and Job Vacancies. The average time a user spends on our website is up by 64% to 1 minute 45 seconds.
- Social media: We maintain a presence on key social media platforms Facebook, Twitter and to a lesser extent LinkedIn. Throughout 2023/24, we consistently published engaging content with photos, stories and reels leading to a 61% growth in followers and a 137% increase in social media engagement.
- Email Marketing: We utilize email marketing to communicate with our relatives, supporters and donors. In this period, we continued to regularly email targeted fundraising and general news items, resulting in a 50-70% email open rates (compared to an average UK industry open rate of 39.7%)
- Media Relations: We actively build relationships with media outlets and secure press coverage for our work. In 2023, we secured 58 media placements the Hexham Courant and three articles in the Newcastle Journal, raising awareness of our organization and its impact.
- Community Events: Our vibrant community events program fosters engagement and fundraising. In this period seven highly successful events generated positive buzz and strengthened our local connections to the community.

Some of our highlights were the development of the quarterly resident, relative, bungalow and staff newsletter with engaging stories and updates on our projects and residents, the adoption of the "reels" video format on Facebook and the creation of engaging and popular content on resident activities and outings.

Effective communication is an essential component of our success. We have several different stakeholder audiences, all requiring different ways of communicating. Through a multi-channel approach and strategic planning, we aim to continue fostering awareness, engagement, and support for The Charlotte Straker Project and the crucial work we do.

Nursing/Residential Client Referrals

Charlotte Straker has maintained a high profile within the local community throughout 2023/ 4. This continues to be useful in the context of marketing and signposting to the service.
The senior management team continue to maintain effective links with local hospitals, social work teams and the local GP service. This supports the development of and ensures that we maintain strong relationships with community and primary care providers.

We have worked to review the admissions process with the aim of providing a more transparent and structured pathway from initial enquiry to admission to the service. The revised process also ensures a robust approach to assessing and confirming funding arrangements prior to the point of giving authority to admit to the service.

We have commenced day service provision in the last twelve months. This allows the service to offer day care opportunities to a maximum of two people from the local community each day. The service offered includes access to activities alongside the companionship of peers. Care needs are met during the time spent at Charlotte Straker and, where issues are identified, signposting to community services provided. Engagement with the service, though slow to develop, has already shown success in supporting people who require additional support with care needs and those seeking opportunities for social engagement. We continue to promote and offer support in this area.

Volunteers

Volunteers continue to play a crucial role in enhancing the well-being and quality of life for our residents. Their contributions go beyond the essential services provided by staff, bringing companionship, joy, and a sense of community. Volunteers engage in various activities such as spending time with residents and befriending individuals, organising and leading the shop trolley, leading arts and crafts sessions, accompanying residents on outings, holding religious services or even offering specialised skills like massage therapies. By dedicating their time and enthusiasm, volunteers create an environment that promotes social interaction, mental stimulation, and emotional support, ultimately making a significant positive impact on the overall happiness and contentment of residents at Charlotte Straker House.

Our volunteers also support our fundraising committee, help organise, plan and run our fundraising events, such as our Summer Fete, Craft Fairs, Family Fun Day and many other events.

We currently have a number of volunteers who regularly commit time and support to CSP. The Charity really appreciates their commitment and is aiming to recruit further people who can then support more activities out in the community. We recognise our volunteers yearly; work is underway through the Board to increase the number of volunteers and befrienders as we recognise that this will further enhance our residents' experience with us.

Fundraising Approach

We commented in last year's report of the difficulties with fund raising during 2021/2022 as a result of being unable to hold events either at Charlotte Straker or within the community.

We decided to continue our approach of seeking larger donations from Trusts and over a three-year period where possible. We have also continued to seek donations as against specific needs at a smaller contribution level. We have seen an increase in events where our staff are keen to raise money for the charity to support specific projects and this is greatly appreciated as they do this in their own time. This demonstrates the family approach in CSP.

Fundraising

This year, our fundraising efforts focused on three objectives:

- Helping our Residents afford their care: Each year we seek to raise funds to help pay "top up fee shortfalls" for our local authority funded residents. This shortfall makes up the difference between the actual cost of care in our care home and the payment that a local authority is willing to make. We have been able to support nine local authority residents in this way, over the past twelve months.
- Activities and Outings: We try to offer our residents a varied and stimulating calendar of outings and activities, and donations and grants have helped us with the cost of arranging these visits, plus the cost of hiring transport to the different locations.
- Home Refurbishment: We are embarking on a refurbishment project to enhance the living experience for our residents. We have raised funds to modernize the individual rooms plus spaces in the heart of our home, where residents spend a significant amount of time. Upgrading these areas will create a more comfortable, stimulating, and functional environment.

We are pleased to report a better year for community and individual fundraising. Through the dedication and generosity of our local supporters, we held over ten engaging events. These vital funds directly support our projects and enable us to continue delivering exceptional services for our residents.

From charity walks, the summer fete, pub quizzes, ceilidhs and family fun days, each event brought our community together to celebrate our cause and raise awareness about our charity. We are incredibly grateful to everyone who participated, volunteered, or donated to our events. Their support makes a real difference in the lives of those we serve and this raised £15,046.

Corporate Partnerships - We established a corporate partnership with the Coop, by becoming part of their Local Community Fund. As part of this partnership, we receive a percentage of all sales from Coop members, who sign our organisation as their preferred charity. The funds will be used to help fund our activities for our respite residents.

Legacies & Donations

We are very grateful for the generosity and support of individual donors and companies' and during 2023/24 we benefitted from the following receipts: -

Donations	£35,897
Legacies	£703,811
Grants	£132,814

We are pleased to report receiving eleven impactful grants this year, in addition to the Roland Cookson Fund at the Community Foundation, Tyne & Wear and Northumberland, which is discussed below. These grants significantly contribute to enriching the lives of our residents and the overall sustainability of our care home and include both restricted and unrestricted grants

- Resident activities: A grant of £5,000 supports a diverse program of activities, fostering social interaction, enjoyment, and mental stimulation for our residents.
- Enhancing wellbeing: A £1,000 grant funds a regular exercise class for those with Parkinsons, promoting physical fitness and overall well-being for our residents and those in the local community.
- Bridging the gap: Five grants totalling £41,000 grant helps bridge the shortfall between resident fees and the actual cost of providing high-quality care.
- Modernisation Project: A grant of £2,200 contributes to the ongoing refurbishment of our care home, creating a more comfortable and functional environment for our residents.
- Pergola: A grant of £1,200 helped to fund the outdoor Pergola
- Training : A grant of £2,648 was received in respect of staff training
- Recruitment: A grant of £2,845 was received to support staff recruitment

We are deeply grateful to the generous grant-making bodies who support our mission. These grants play a vital role in ensuring we can continue to provide exceptional care and a nurturing environment for all our residents.

Roland Cookson Fund at the Community Foundation Tyne & Wear and Northumberland

Securing consistent grant funding is essential for our long-term sustainability. We were once again delighted to receive a grant of £77,121 from the Roland Cookson Fund. This now recurring annual grant provides invaluable support for our residents. This reliable funding allows us to confidently plan for the future and continue delivering exceptional care for our residents. We are incredibly grateful to the Roland Cookson Fund for their ongoing partnership and commitment to our mission. This year's grant has contributed to the monies we have used to support those residents who are unable to meet our full fees.

Shortfall in fees

As mentioned above each year we aim to provide a charitable contribution to a number of our residents who have a shortfall in their fees due to lack of personal means. As costs have risen and local authority funding has not kept pace then we are put in a position for some residents, who do not have the means and a third party top up is not available, of needing to support them financially. Funds to cover the shortfall have to be raised by our fundraising activity (as mentioned on p7). We have to carefully assess and manage our charitable contribution to the shortfall because if the sum becomes excessive then this will eat into our reserves which are finite. It is incumbent on trustees to manage the resources of the charity very carefully and in particular ensure that those who are able to pay should pay and to lobby to ensure NCC fee structure is reformed to reflect the true costs to the charity.

Marketing and PR

We actively engaged in raising awareness about our services and fundraising needs through various marketing and PR strategies. We are dedicated to utilizing these funds responsibly and transparently. Your continued support allows us to provide exceptional care and enrich the lives of our residents.

CQC inspection

As detailed in our aims no physical inspections have taken place throughout the last twelve months at CSP. The last recorded updated review of information, published by CQC, via their own web site came in July 2023. This states that CQC have not received any information which means they did not need to re- assess the existing rating at CSP at this time.

The last provider information request from CQC was completed and submitted in March 2024. Our current CQC rating is 'Good' with 'Outstanding' for Well Led.

Northumberland County Council Monitoring Visit

No formal inspection has been forthcoming from NCC. A 'spot check' visit took place during a visit to the service, in November 2023. Feedback provided on the day raised no formal issues and feedback regarding staff engagement and presentation was positive. No planned visits have been announced and all provider meetings continue to be held virtually.

The Building

Home Group have, following an extensive review, carried out a number of repairs to ensure health and safety of the building. We have upgraded the corridors and commenced a programme of internal decoration of communal areas and facilities, to enhance the overall quality of living space and provide a more homely environment for those residing at Charlotte Straker House. Improvement and further plans have been made to the exterior of the building and the gardens.

We continue to work closely with Home Group, as Freeholders, to report and monitor repairs as these are required. We meet bimonthly to ensure all improvements are made in required timescales.

Strategic Planning for the future

The Strategic Development Board has met on a number of occasions during the year and took part in the Board Meeting Review at which it posed a number of questions for consideration by the Trustees.

Charlotte Straker occupy the premises by way of a Management Agreement from the freeholders Home Group. Home Group do not want to make further substantial capital investment in the Home given its age and the fact that the site has been intensively developed to date.

The Trustees have previously held discussions with Home Group regarding any improvements they wish to make being compensated by Home Group at the end of the term. Home Group were not prepared to consider this approach previously and the Trustees have spent funds in the previous years making all rooms benefit from ensuite facilities and added two bedrooms and an office.

We have recognised the need to build long term relationships with Trusts and Individuals alike in order to maintain financial support that enables us to meet our Charitable objectives. Effective Fundraising lies at the heart of our ability to meet the demands upon us.

We have sought to upgrade the premises internally and externally by preparing a programme of work that would see each of the bedrooms being refurbished on a 5-year rolling cycle and the common parts such as the Dining Room, Kitchen and Residents' lounge being adapted to improve the facilities.

FINANCIAL REVIEW

Financial position

The Trustees recognise the importance of sound financial management and have in place robust financial policies and controls which are reviewed regularly by the Finance and Performance Committee and Board of Trustees. We also acknowledge the vital and greatly appreciated support of our local community, donors and loyal employees.

The year 2023/24 continued to be challenging, largely as a result of underfunding of the care sector. However the reliance on agency staff over the year was much less than in the previous year, which had a positive impact on our underlying operating position.

During the year, the Charity received three significant legacies, totaling £703,811. The Trustees have determined that these three legacies should be treated as designated funds. These include a fund to support the provision of our free community respite bed which we re-opened in 2024, plus funds to consider the home's longer term redevelopment options. A grant of £77,121 was received from the Community Foundation to support core activities. There were also two grants received totaling £20,000 which were designated by trustees to help fund the shortfall on fees arising from providing care to a number of residents who were funded solely by the local authority as a result of their financial position. Grants for restricted purposes totaled £35,693. As at the end of the year designated reserves were £711,110 (March 2023: £0).

There was a net inflow of funds of £777,169 (2023: net outflow £71,446) (excluding restricted funds, transfers between funds and movements on investments) - unrestricted incoming funds of £2,881,215 (2023: £1,887,360) and outgoings of £2,104,046 (2023: £1,958,806)

There was an unrealised gain of £23,345 shown on the value of our investments, together with a realised loss of £114 on the Endowment Fund.

As at the end of the year the the charity had unrestricted reserves, excluding designated reserves, of £1,134,633 (March 2023: £1,045,229).

Principal funding sources

Our principal income is derived from accommodation fees from the 32 residential rooms and 8 bungalows which make up The Charlotte Straker Project. Additional income is derived from our own fundraising activities together with grants from various charities and trusts.

Going concern

At the end of the financial year and after taking appropriate action, the trustees consider that the charity has adequate resources to enable it to continue in operational existence for the foreseeable future. For this reason, the charity continues to adopt the going concern basis in preparing the financial statements.

Reserves policy

The Trustees had previously resolved to hold money and readily realisable investments equivalent to 6 months operating costs in the event that they had to wind down and cease operations. They were also mindful here of funding issues in the wider health economy and the restraints on budgets evidenced in recent times. During the year ended 31 March 2023 reserves fell in order to maintain cashflow as the wider sector continued to recover from the impact of the COVID pandemic, allowing the Charity to operate safely. During this period Trustees agreed to amend the Reserves Policy to reflect a minimum free reserves cover requirement equivalent to three months operating costs. This approach has been maintained during the year to March 2024.

Trustees regularly review the actual level of free reserves held against those required in accordance with this Policy, with the latter figure £650,000. As at the end of March 2024 actual free reserves (defined as those unrestricted funds not designated for specific purposes or tied up in fixed assets) stood at £804,149, which is in accordance with this policy.

Our reserves are represented by both fixed and current assets held, and includes monies held on deposit and various investments held by the charity. The Trustees have taken a prudent approach to investment, as detailed in the Investment Policy and Objectives section of this report, which strikes a careful balance between monies held as part of longer-term investments and monies held on deposit, that are more readily available for use when the need arises. The reserves policy adopted ensures that The Charlotte Straker Project has funds at its disposal, that can be drawn on, so that the charity can continue to operate and fulfil its financial commitments, even in such circumstances as have been seen this year.

Investment policy and objectives

A review of the charity investment policy was carried out in February 2019 when it was agreed to appoint Brewin Dolphin, a professional fund management company as investment managers of £200,000 of its Reserves. This investment represents the amount that the Trustees feel is prudent to place longer term and the objectives are to achieve above inflation capital growth of inflation plus 2% with a moderate risk level which should allow the Charity at least to maintain the real value of the assets, ultimately for the benefit of its current and future residents. This has been achieved in the year ended 31 March 2024 when the increase in the value of investments was £26,347 from the value at 31 March 2023.

Risk management

The Trustees have a duty to identify and review the risks to which the charity is exposed and to ensure appropriate controls and mitigating actions are in place to provide reasonable assurance against consequences, fraud and error. The Trustees continue to review the business risks and have an active and systematic risk management strategy.

Individual Board Committees have their own discrete Risk Registers which are shared with the Nominations and Governance Committee prior to each Board Meeting. The highest scoring risks from all the Committees plus any specific to the Board are then combined to produce the Organisational Risk Register (ORR) which is shared, discussed and agreed at the Executive Board Meeting. Trustees have requested that there are always two risks present on the ORR – Cash and Health & Safety – as they wish to have knowledge of the current position. All Risk Registers are based on the identification of risk in the first place (on a scored basis) and mitigated in the second place (scored again), thereby hopefully reducing the resultant score.

Cash and Reserves are covered in detail elsewhere in this report but it should be noted that these areas are highlighted in the monthly management accounts which all Trustees receive and discussed in Board and other committee meetings throughout the year. The Board of Trustees were, and are, all aware of financial challenges and contributed to discussions and plans for the Budget 2024/25

What is set out above identifies how CSP has and continues to manage our major risks in addition to our "normal strategy" of identifying the "lesser" types of risks that Charlotte Straker faces.

STRUCTURE GOVERNANCE AND MANAGEMENT

Governing document

The Charlotte Straker Project is controlled by its governing document, a deed of trust, and constitutes a limited company, limited by guarantee, as defined by the Companies Act 2006.

In the event of The Charlotte Straker Project being wound up, the individual liability of every member of the charity shall not exceed £1.

Charity constitution

The Charlotte Straker Project is a charitable company limited by guarantee, registered at Companies House, incorporated on 16 October 1992 and registered as a charity on 17 May 1993. The objects and powers of the charity are as set out in the Articles of Association.

The trustees, who are also the directors for the purpose of company law, and who served during the year and up to the date of signature of the financial statements were:

Mr GM Black	
Lady AM Blackett	(Resigned 20 September 2023)
Mr NE Braithwaite	(Resigned 1 April 2024)
Dr W Cunningham	
Ms MA Gordon	
Ms B Groves	
Ms ME A Jones	
Ms JE Lightley	
Ms MA Wagstaff	(Resigned 1 April 2024)
Mr PG Willey	(Resigned 30 June 2023)
Ms L Woodcock	
Mr RJ Eldridge	(Appointed 15 June 2023 and resigned 29 October 2023)
Ms EJ Hastings	(Appointed 15 June 2023)
Mr D Ainslie	(Appointed 15 June 2023)
Ms J Iley	(Appointed 15 June 2023)

Recruitment and appointment of new trustees

The directors of The Charlotte Straker Project are also Trustees of the charity. They are known as the Executive Committee. Each year at the AGM a number of the longest serving members retire, by rotation, and being eligible and assuming willingness, may offer themselves for re-election. A term of office is recommended as nine years however if Trustees are willing to continue and have valuable skills they will be re-elected.

Taking into consideration the nature of the work that The Charlotte Straker Project undertakes, the Executive Committee seek to ensure that the needs of the sector of the community that it serves are appropriately reflected through the diversity of the Trustee body and that collectively the Trustees have the skills required enabling the charity to operate effectively. This is an ongoing process, as is an endeavor to anticipate succession planning for the Trustee cohort. The method of appointment/induction of trustees was updated and reviewed in 2021 and is now as set out below. This method of appointment is managed by the Executive Committee reviewing the current skillset and looking to augment where appropriate. Trustees come from very diverse backgrounds and therefore have a number of skills to offer The Charlotte Straker Project. These include medical, clinical, legal, financial, property and managerial. There are specific skills in safeguarding and care provision and therefore there is an excellent representation on the Executive Committee.

In the year 2023/24 we appointed Jane Hastings, Jane Iley, Bob Eldridge and Dean Ainslie as new Trustees. Four Trustees stood down by March 2024, one of the newly appointed Trustees declared that they no longer wished to continue as a Trustee but would support as a volunteer. All details of the Trustees can be found on our website.

The organisation is required by the Charity Commission to appoint one of their body as their Lead Trustee on Safeguarding issues with a focus on ensuring appropriate Trustee oversight on Safeguarding practice and procedures. The Trustee appointed is Lesley Thirlwell (Woodcock) and this responsibility is renewed on an annual basis in June at the relevant Board Meeting

The current Trustees are familiar with the practical work of the Charlotte Straker Project.

We regularly review and update our Induction and Training for new Trustees, the last such update being in October 2021. Any prospective appointment of a Trustee is discussed at a Nominations Committee and then presented to the Executive Committee before an approach is made. If the proposal is agreed the Chair meets with the potential new Trustee, to discuss the work of the charity and the role of a Trustee. An 'Introductory Pack' of information is provided and he/she is invited to attend the following Executive Committee meeting as an observer and introduce themselves to the Board of Trustees.

Included in the Introductory Pack the new Trustee is directed to the relative Charity Commission website and section on the responsibilities of a Trustee.

Following the Executive Meeting the Trustees will discuss the appointment once more and if agreed as suitable and, subject to all necessary checks being completed, the person will be invited to become a Trustee. New Trustees attend induction training sessions run by the Chair and others which cover the obligations of Trustees, Safeguarding training, the main documents which set out the operational framework for the charity, Regulatory reports, the current financial position including the latest audited accounts, management accounts and future plans and objectives.

As detailed during 2022/23 there have been a number of Strategic Discussions regarding the future of Charlotte Straker as an organisation with a number of models suggested, we therefore planned to hold an in person Away Day 21st May 2025 at which all Trustees together with agreed specialists to review and agree our 'Strategy' and also ensure all Trustees are updated.

Trainee courses are made available to our Board and information from Charity Commission and Solicitors provides us with up-to-date information regarding Charity awareness.

Organisational structure

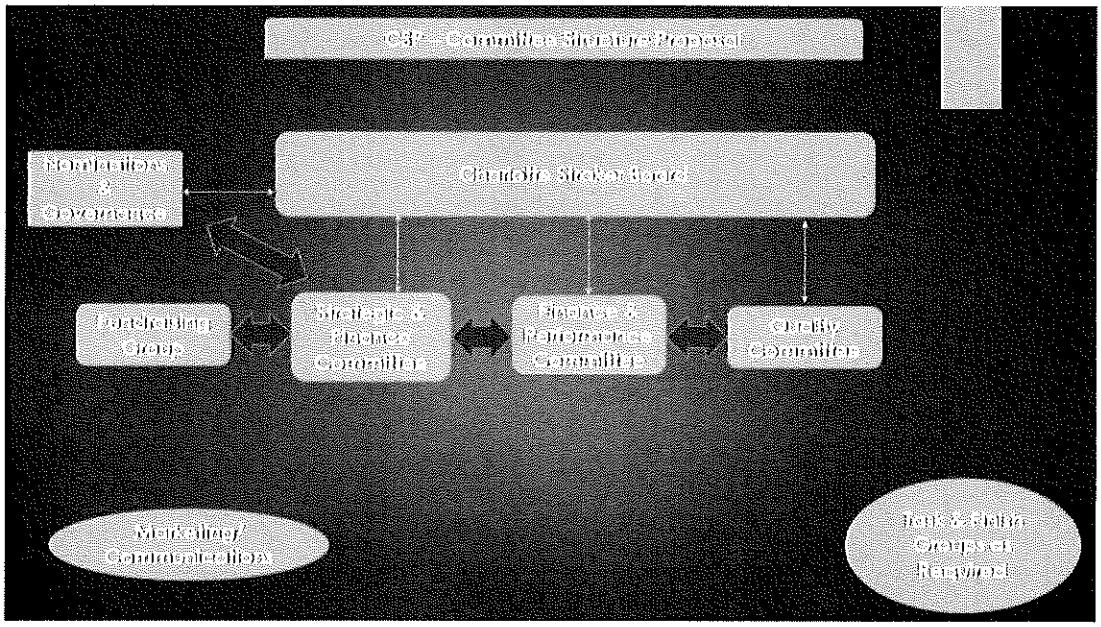
The Executive Committee (Board of Trustees) continues to meet every quarter. The Executive Committee meetings include the Registered Manager, to whom day to day responsibility for delivery of care and the running of the care home facility is delegated. This responsibility includes managing the appropriate budgetary areas set out by the Treasurer and Chair. The manager does not have voting rights.

On the Board we have a:

- Chair
- Vice Chair
- Treasurer
- Company Secretary

There are 5 committees: –
Strategic Development (SDC) – Chair Gavin Black
Quality (QC) – Chair Ann Wagstaff until September 23 then Maureen Gordon
Finance and Performance (F&G) – Chair Peter Willey until June 23 then Janice Lightley until December 2023 and then Jane Iley
Fundraising (FR) – Chair Angela Jones until September 23 then Sally Urwin (Marketing Manager)
Nominations & Governance (NC & G) – Chair Berenice Groves

Board & Committee Structure as below:



The trustees are responsible for defining the charity's senior management pay policy and deciding on the salary of the Registered and Deputy Manager. The board delegates this responsibility to the Nomination & Governance Committee signed off by the Board. The Registered Manager has the key operational leadership role in the charity. Nationally there is a dearth of good managers who are prepared to manage Care Homes. It is important to assure quality of care that we can both recruit and retain the right person.

Senior management team

The SMT structure was reviewed, and changes made in 2023, to reflect a structure which included a Registered General Manager, a Home Manager and a Deputy Manager.

Further changes through the resignation of the Registered Manager and the Home Manager are anticipated and, to this end, a strategic review of the existing structure has commenced, led by the Chair of the Board of trustees alongside the Interim Registered Manager.

The current SMT structure now consists of the Interim Registered Manager, a Deputy Manager, and an Acting Clinical Lead Nurse.

Care North East

The Charlotte Straker Project is a member of a trade organisation, Care North East (CNE), which looks at the terms and conditions of the contractual arrangements with Northumberland County Council (NCC). We continue our membership of this organisation to ensure residents are adequately supported by NCC. 2023/24 was the final year of our 3-year contract, negotiations have taken place during this financial year. Outputs of this are presented in the new contract for 2024/25. The Judicial Review commenced in 2022/23 continued during 2023/24 and will conclude in the coming year.

General Data Protection Regulation (GDPR)

As CSP takes on new staff workshops have been run covering the principles of GDPR and the specific data protection systems. We have appointed our Office Manager as the Information Governance Lead to ensure the policy is adhered to and any incidents are reported to the Information Commissioners Office.

Staff and training

The staff team at Charlotte Straker consists of:
- Housekeeping team
- Cooking and catering team
- Nursing and Care team
- Administration team

Recruitment of staff has remained as a key focus throughout the last twelve months, with success in recruitment meaning that several new starters have been welcomed at Charlotte Straker.

Time has been invested by the Chair of the Board and Trustees in listening to staff and their concerns and ideas, to ensure that the team feel valued and listened to. This has been successful in boosting staff morale and focus. The service has seen several new recruits across the last year, in all departments within the service. Currently, support is on-going to assist newer recruits to learn the differing facets of their role and this is supported through the Induction process.

Staff Training

Training for staff continues to be a key area of focus across the service. Focus moving forward will be on working to establish a team of staff trainers and facilitators to then cascade learning and knowledge across the team at CSP.

Key activity in training has been a focus on:
1. Care Certificate Training
2. NVQ Diploma in Care
3. Gold Standard End of Life Care
4. Values in Care Training
5. Safeguarding training
6. DOLS training

Statement of trustees' responsibilities

The trustees, who are also the directors of The Charlotte Straker Project for the purpose of company law, are responsible for preparing the Trustees' 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 charity and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that year.

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

- select suitable accounting policies and then 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; and

- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

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

Auditor

In accordance with the company's articles, a resolution proposing that Sumer Auditco Limited be reappointed as auditor of the company will be put at a General Meeting.

Disclosure of information to auditor

Each of the trustees has confirmed that there is no information of which they are aware which is relevant to the audit, but of which the auditor is unaware. They have further confirmed that they have taken appropriate steps to identify such relevant information and to establish that the auditor is aware of such information.

The trustees' report was approved by the Board of Trustees.

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Ms B Groves
Trustee

Date: 10/10/24

THE CHARLOTTE STRAKER PROJECT
(A COMPANY LIMITED BY GUARANTEE)
INDEPENDENT AUDITOR'S REPORT

TO THE MEMBERS OF THE CHARLOTTE STRAKER PROJECT

Opinion

We have audited the financial statements of The Charlotte Straker Project (the 'charity') for the year ended 31 March 2024 which comprise the statement of financial activities, the balance sheet, the statement of cash flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2024 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; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the *Auditor's responsibilities for the audit of the financial statements* section of our report. We are independent of the charity in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charity's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information

The other information comprises the information included in the annual report other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the trustees' report for the financial year for which the financial statements are prepared, which includes the directors' report prepared for the purposes of company law, is consistent with the financial statements; and
- the directors' report included within the trustees' report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charity and its environment obtained in the course of the audit, we have not identified material misstatements in the directors' report included within the trustees' report.

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

- adequate accounting records have not been kept, or 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' exemptions in preparing the trustees' report and from the requirement to prepare a strategic report.

Responsibilities of trustees

As explained more fully in the statement of trustees' responsibilities, the trustees, who are also the directors of the charity for the purpose of company law, are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error. In preparing the financial statements, the trustees are responsible for assessing the charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

The extent to which our procedures are capable of detecting irregularities, including fraud, is detailed below.

Capability of the audit in detecting irregularities, including fraud

Based on our understanding of the charitable company and the sector in which it operates, we identified that the following laws and regulations are significant to the entity:

- Those laws and regulations considered to have a direct effect on the financial statements including UK financial reporting standards, Company Law and Charity Law.
- Those laws and regulations for which non-compliance may be fundamental to the operating aspects of the charity and therefore may have a material effect on the financial statements include compliance with charitable objectives, public benefit, fundraising regulations, safeguarding and health and safety legislation.

These matters were discussed amongst the engagement team at the planning stage and the team remained alert throughout the audit.

Audit procedures undertaken in response to the potential risks relating to irregularities (which include fraud and non-compliance with laws and regulations) comprised of: inquiries of management and the Trustees as to whether the entity complies with such laws and regulations; enquiries with the same concerning any actual or potential litigation or claims; inspection of relevant legal correspondence and legal costs incurred; review of Trustee meeting minutes; testing the appropriateness of journal entries; and the performance of analytical review to identify unexpected movements in account balances which may be indicative of fraud.

No instances of material non-compliance were identified. However, the likelihood of detecting irregularities, including fraud, is limited by the inherent difficulty in detecting irregularities, the effectiveness of the entity's controls, and the nature, timing and extent of the audit procedures performed. Irregularities that result from fraud might be inherently more difficult to detect than irregularities that result from error. As explained above, there is an unavoidable risk that material misstatements may not be detected, even though the audit has been planned and performed in accordance with ISAs (UK).

A further description of our responsibilities is available on the Financial Reporting Council's website at: https://www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Use of our report

This report is made solely to the 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.

S.D.S

Mr Stephen Slater (Senior Statutory Auditor)
for and on behalf of Sumer Auditco Limited
Statutory Auditor
Unit 2
Newcastle upon Tyne
NE12 8EG

Date: 11/10/2024

THE CHARLOTTE STRAKER PROJECT
(A COMPANY LIMITED BY GUARANTEE)
STATEMENT OF FINANCIAL ACTIVITIES

FOR THE YEAR ENDED 31 MARCH 2024

Current financial year	Notes	Unrestricted funds General 2024 £	Unrestricted funds Designated 2024 £	Restricted funds 2024 £	Endowment funds 2024 £	Total 2024 £	Total 2023 £
Income and endowments from:							
Donations and legacies	3	109,202	726,464	36,856	-	872,522	199,889
Charitable activities	4	2,015,327	-	-	-	2,015,327	1,775,047
Other trading activities	5	9,651	5,374	21	-	15,046	21,896
Investments	6	11,492	-	-	129	11,621	7,905
Other income	7	3,705	-	-	-	3,705	14,787
Total income and endowments		2,149,377	731,838	36,877	129	2,918,221	2,019,524
Expenditure on:							
Raising funds	8	4,554	1,484	-	-	6,038	11,809
Charitable activities	9	2,065,229	32,779	36,977	-	2,134,985	2,081,764
Total expenditure		2,069,783	34,263	36,977	-	2,141,023	2,093,573
Net gains/(losses) on investments	14	23,345	-	-	(114)	23,231	(19,591)
Net income/(expenditure)		102,939	697,575	(100)	15	800,429	(93,640)
Transfers between funds		-	-	5,956	(5,956)	-	-
Net movement in funds	11	102,939	697,575	5,856	(5,941)	800,429	(93,640)
Reconciliation of funds:							
Fund balances at 1 April 2023		1,031,694	13,535	26,429	5,941	1,077,599	1,171,239
Fund balances at 31 March 2024		1,134,633	711,110	32,285	-	1,878,028	1,077,599

The statement of financial activities includes all gains and losses recognised in the year. All income and expenditure derive from continuing activities.

The statement of financial activities also complies with the requirements for an income and expenditure account under the Companies Act 2006.

THE CHARLOTTE STRAKER PROJECT
(A COMPANY LIMITED BY GUARANTEE)
STATEMENT OF FINANCIAL ACTIVITIES (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2024

Prior financial year	Notes	Unrestricted funds General 2023 £	Unrestricted funds Designated 2023 £	Restricted funds 2023 £	Endowment funds 2023 £	Total 2023 £
Income and endowments from:						
Donations and legacies	3	56,503	11,395	131,991	-	199,889
Charitable activities	4	1,775,047	-	-	-	1,775,047
Other trading activities	5	6,661	15,235	-	-	21,896
Investments	6	7,732	-	-	173	7,905
Other income	7	14,787	-	-	-	14,787
Total income and endowments		1,860,730	26,630	131,991	173	2,019,524
Expenditure on:						
Raising funds	8	11,809	-	-	-	11,809
Charitable activities	9	1,858,870	88,127	134,767	-	2,081,764
Total expenditure		1,870,679	88,127	134,767	-	2,093,573
Net gains/(losses) on investments	14	(19,357)	-	-	(234)	(19,591)
Net income		(29,306)	(61,497)	(2,776)	(61)	(93,640)
Transfers between funds		(3,834)	4,018	-	(184)	-
Net movement in funds	11	(33,140)	(57,479)	(2,776)	(245)	(93,640)
Reconciliation of funds:						
Fund balances at 1 April 2022		1,064,834	71,014	29,205	6,186	1,171,239
Fund balances at 31 March 2023		1,031,694	13,535	26,429	5,941	1,077,599

THE CHARLOTTE STRAKER PROJECT
(A COMPANY LIMITED BY GUARANTEE)
BALANCE SHEET
AS AT 31 MARCH 2024

	Notes	2024 £	2024 £	2023 £	2023 £
Fixed assets					
Tangible assets	16		360,587		395,377
Investments	17		239,299		218,893
			599,886		614,270
Current assets					
Debtors	19	58,591		81,430	
Investments	20	11,128		10,749	
Cash at bank and in hand		1,347,583		545,445	
		1,417,302		637,624	
Creditors: amounts falling due within one year	21	(139,160)		(174,295)	
Net current assets			1,278,142		463,329
Total assets less current liabilities			1,878,028		1,077,599
Capital funds					
Endowment funds					
Expendable endowment	23	-		5,941	
			-		5,941
Income funds					
Restricted funds	25		32,285		26,429
Designated unrestricted funds	24		711,110		13,535
General unrestricted funds	24		1,134,633		1,031,694
			1,878,028		1,077,599

The financial statements were approved by the Trustees on 10 October 2024

B A Groves

Ms B Groves
Trustee

Janice E Lightley

Ms JE Lightley
Trustee

Company registration number 02756650

THE CHARLOTTE STRAKER PROJECT
(A COMPANY LIMITED BY GUARANTEE)
STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 MARCH 2024

	Notes	2024 £	£	2023 £	£
Cash flows from operating activities					
Cash generated from/(absorbed by) operations	31		799,113		(29,051)
Investing activities					
Purchase of tangible fixed assets		(11,042)		(30,098)	
Purchase of investments		(27,964)		(18,277)	
Proceeds from disposal of investments		30,410		15,064	
Investment income received		11,621		7,905	
Net cash generated from/(used in) investing activities			3,025		(25,406)
Net cash used in financing activities			-		-
Net increase/(decrease) in cash and cash equivalents			802,138		(54,457)
Cash and cash equivalents at beginning of year			545,445		599,902
Cash and cash equivalents at end of year			1,347,583		545,445

1 Accounting policies

Charity information

The Charlotte Straker Project is a private company limited by guarantee incorporated in England and Wales. The registered office is Charlotte Straker House, Cookson Close, Corbridge, Northumberland, NE45 5HB.

1.1 Accounting convention

The financial statements have been prepared in accordance with the charity's governing document, the Companies Act 2006, FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" ("FRS 102") and the Charities SORP "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 2019). The charity is a Public Benefit Entity as defined by FRS 102.

The financial statements are prepared in sterling, which is the functional currency of the charity. Monetary amounts in these financial statements are rounded to the nearest £.

The financial statements have been prepared under the historical cost convention, modified to include the revaluation of certain financial instruments at fair value. The principal accounting policies adopted are set out below.

1.2 Going concern

At the time of approving the financial statements, the trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. Thus the trustees continue to adopt the going concern basis of accounting in preparing the financial statements. The Board has concluded that the going concern assumption is appropriate in preparing these financial statements.

1.3 Charitable funds

Unrestricted funds are available for use at the discretion of the trustees in furtherance of their charitable objectives.

Designated funds are unrestricted funds that have been set aside by the trustees for particular purposes.

Restricted funds are subject to specific conditions by donors or grantors as to how they may be used. The purposes and uses of the restricted funds are set out in the notes to the financial statements.

Endowment funds are assets which must be held by the charity, principally investments, the income arising from which can be used in accordance with the objectives of the charity and is included as unrestricted income. Any capital gains or losses arising on investments, form part of the fund. Investment management charges and legal advice relating to the funds are charged against the fund. Further information of the nature and purpose of this fund is included in the notes to the financial statements.

1.4 Income

Income is recognised when the charity is legally entitled to it after any performance conditions have been met, the amounts can be measured reliably, and it is probable that income will be received.

Legacies are recognised on receipt or otherwise if the charity has been notified of an impending distribution, the amount is known, and receipt is expected. If the amount is not known, the legacy is treated as a contingent asset.

1 Accounting policies **(Continued)**

1.5 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement, and the amount of the obligation can be measured reliably.

Expenditure accounted for on an accruals basis and ha classified by activity. Direct costs attributable to a single activity are allocated directly to that activity. Where costs which contribute to more than one activity have been allocated to activities on a basis consistent with the use of resources.

1.6 Tangible fixed assets

Tangible fixed assets are initially measured at cost and subsequently measured at cost or valuation, net of depreciation and any impairment losses.

Depreciation is recognised so as to write off the cost or valuation of assets less their residual values over their useful lives on the following bases:

Leasehold improvements	3.33% straight line
Fixtures and fittings	20% reducing balance
Computers	33.3% reducing balance

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is recognised in the statement of financial activities.

1.7 Fixed asset investments

Fixed asset investments are initially measured at transaction price excluding transaction costs, and are subsequently measured at fair value at each reporting date. Changes in fair value are recognised in net income/(expenditure) for the year. Transaction costs are expensed as incurred.

1.8 Impairment of fixed assets

At each reporting end date, the charity reviews the carrying amounts of its tangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any).

1.9 Cash and cash equivalents

Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities.

1.10 Financial instruments

The charity has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the charity's balance sheet when the charity becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

1 Accounting policies (Continued)

Basic financial assets

Basic financial assets, which include debtors and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Financial assets classified as receivable within one year are not amortised.

Basic financial liabilities

Basic financial liabilities, including creditors and bank loans are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest. Financial liabilities classified as payable within one year are not amortised.

Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of operations from suppliers. Amounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade creditors are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

Derecognition of financial liabilities

Financial liabilities are derecognised when the charity's contractual obligations expire or are discharged or cancelled.

1.11 Employee benefits

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Termination benefits are recognised immediately as an expense when the charity is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

1.12 Retirement benefits

Payments to defined contribution retirement benefit schemes are charged as an expense as they fall due.

2 Critical accounting estimates and judgements

In the application of the charity's accounting policies, the trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

Critical judgements

Assessing indicators of impairment

In assessing whether there have been any indicators of impairment of assets, the trustees have considered both external and internal sources of information such as market conditions and experience of recoverability.

2 **Critical accounting estimates and judgements** (Continued)

Key sources of estimation uncertainty

Determining residual values and useful economic lives of tangible fixed assets
The charity depreciates tangible fixed assets over their estimated useful lives. The estimation of the useful lives of assets is based on historic performance as well as expectations about future use and therefore requires estimates and assumptions to be applied by management. The actual lives of these assets can vary depending on a variety of factors, including technological innovation, product life cycles and maintenance programmes.

Judgement is applied by trustees when determining the residual values for tangible fixed assets. When determining the residual value trustees aim to assess the amount that the company would currently obtain for the disposal of the asset, if it were already of the condition expected at the end of its useful economic life. Where possible this is done with reference to external market prices.

3 **Income from donations and legacies**
Current financial year

	Unrestricted funds General 2024 £	Unrestricted funds Designated 2024 £	Restricted funds 2024 £	Endowment funds 2024 £	Total 2024 £
Donations and gifts	30,420	4,314	1,163	-	35,897
Legacies receivable	1,661	702,150	-	-	703,811
Grants	77,121	20,000	35,693	-	132,814
	109,202	726,464	36,856	-	872,522

3 Income from donations and legacies (Continued)

	Unrestricted funds General 2024 £	Unrestricted funds Designated 2024 £	Restricted funds 2024 £	Endowment funds 2024 £	Total 2024 £
Grants receivable for core activities					
Community Foundation	77,121	-	-	-	77,121
Workforce Grant	-	-	2,846	-	2,846
The Squires Foundation	-	-	10,000	-	10,000
The W A Handley Charity Trust	-	10,000	-	-	10,000
The Barbour Foundation	-	10,000	-	-	10,000
The Joicey Trust	-	-	1,000	-	1,000
Hedley Denton	-	-	2,000	-	2,000
The William Leech Charity	-	-	10,000	-	10,000
Northumbria University Newcastle	-	-	2,647	-	2,647
The Ray Windfarm Fund CIC	-	-	5,000	-	5,000
Parkinson's Society	-	-	1,000	-	1,000
The W G Edwards Charitable Foundation	-	-	1,200	-	1,200
	77,121	20,000	35,693	-	132,814

Prior financial year

	Unrestricted funds General 2023 £	Unrestricted funds Designated 2023 £	Restricted funds 2023 £	Endowment funds 2023 £	Total 2023 £
Donations and gifts	22,225	11,395	-	-	33,620
Legacies receivable	24,278	-	-	-	24,278
Grants	10,000	-	131,991	-	141,991
	56,503	11,395	131,991	-	199,889
Grants receivable for core activities					
Community Foundation	-	-	67,933	-	67,933
Northumberland County Council	-	-	47,887	-	47,887
The W A Handley Charity Trust	10,000	-	-	-	10,000
The William Leech Charity	-	-	10,000	-	10,000
The William Webster Charitable Trust	-	-	3,000	-	3,000
Northumbria University Newcastle	-	-	2,771	-	2,771
Other	-	-	400	-	400
	10,000	-	131,991	-	141,991

4 Income from charitable activities

	Unrestricted funds 2024 £	Unrestricted funds 2023 £
Nursing and care		
Nursing and care	2,015,327	1,775,047

5 Other trading activities

Current financial year

	Unrestricted funds General 2024 £	Unrestricted funds Designated 2024 £	Restricted funds 2024 £	Total 2024 £
Fundraising events	9,651	5,374	21	15,046
	9,651	5,374	21	15,046

Prior financial year

	Unrestricted funds General 2023 £	Unrestricted funds Designated 2023 £	Restricted funds 2023 £	Total 2023 £
Fundraising events	6,254	15,235	-	21,489
Other income	407	-	-	407
	6,661	15,235	-	21,896

6 Investments

	Unrestricted funds 2024 £	Endowment funds 2024 £	Total 2024 £	Unrestricted funds 2023 £	Endowment funds 2023 £	Total 2023 £
Income from listed investments	5,542	-	5,542	5,362	-	5,362
Interest receivable	5,950	129	6,079	2,370	173	2,543
	11,492	129	11,621	7,732	173	7,905

7 Other income

	Unrestricted funds 2024 £	Unrestricted funds 2023 £
Other income	3,705	4,501
Insurance claims	-	10,286
	3,705	14,787

8 Raising funds

	Unrestricted funds General 2024 £	Unrestricted funds Designated 2024 £	Total 2024 £	Unrestricted funds General 2023 £	Total 2023 £
Fundraising and publicity					
Other fundraising costs	4,554	1,484	6,038	11,809	11,809
	4,554	1,484	6,038	11,809	11,809

9 Charitable activities

	Residential and nursing 2024 £	Residential and nursing 2023 £
Staff costs	1,487,076	1,429,934
Depreciation and impairment	45,832	48,083
Nursing and care	596,077	597,747
	2,128,985	2,075,764
Share of governance costs (see note 10)	6,000	6,000
	2,134,985	2,081,764
Analysis by fund		
General unrestricted funds	2,065,229	1,858,870
Designated unrestricted funds	32,779	88,127
Restricted funds	36,977	134,767
	2,134,985	2,081,764

10 Support costs

	Governance costs	2024	Governance costs	2023
	£	£	£	£
Audit fees	6,000	6,000	6,000	6,000
	6,000	6,000	6,000	6,000
Analysed between				
Charitable activities	6,000	6,000	6,000	6,000

Governance costs includes payments to the auditors of £6,000 (2023: £6,000) for audit fees.

11 Net movement in funds

	2024	2023
	£	£
The net movement in funds is stated after charging/(crediting):		
Fees payable for the audit of the charity's financial statements	6,000	6,000
Depreciation of owned tangible fixed assets	45,832	48,083

12 Trustees

None of the trustees (or any persons connected with them) received any remuneration or benefits from the charity during the year (2023: none).

Trustees' expenses
There were no trustees' expenses paid for the year ended 31 March 2024 (2023: none).
Trustee indemnity insurance costs amounted to £10,146 (2023: £5,123) during the year.

13 Employees

The average monthly number of employees during the year was:

	2024 Number	2023 Number
Administrative	5	5
Key management	3	3
Nursing and care staff	57	54
Total	65	62

13 Employees (Continued)

Employment costs	2024	2023
	£	£
Wages and salaries	1,362,202	1,313,315
Social security costs	91,132	87,376
Other pension costs	33,742	29,243
	1,487,076	1,429,934

There were no employees whose annual remuneration was more than £60,000.

Remuneration of key management personnel
The key management personnel of the charity comprise the manager, deputy manager and office manager.

The remuneration of key management personnel was as follows:

	2024	2023
	£	£
Aggregate compensation	132,874	132,808

14 Net gains/(losses) on investments

	Unrestricted funds 2024	Endowment funds 2024	Total 2024	Unrestricted funds 2023	Endowment funds 2023	Total 2023
	£	£	£	£	£	£
Revaluation of investments	23,373	-	23,373	(18,579)	(234)	(18,813)
Gain/(loss) on sale of investments	(28)	(114)	(142)	(778)	-	(778)
	23,345	(114)	23,231	(19,357)	(234)	(19,591)

15 Taxation

The charity is exempt from tax on income and gains falling within section 505 of the Taxes Act 1988 or section 252 of the Taxation of Chargeable Gains Act 1992 to the extent that these are applied to its charitable objects.

16 Tangible fixed assets

	Leasehold improvements	Fixtures and fittings	Computers	Total
	£	£	£	£
Cost				
At 1 April 2023	534,692	423,137	37,549	995,378
Additions	-	8,562	2,480	11,042
At 31 March 2024	534,692	431,699	40,029	1,006,420
Depreciation and impairment				
At 1 April 2023	270,739	304,160	25,102	600,001
Depreciation charged in the year	16,339	24,813	4,680	45,832
At 31 March 2024	287,078	328,973	29,782	645,833
Carrying amount				
At 31 March 2024	247,614	102,726	10,247	360,587
At 31 March 2023	263,953	118,977	12,447	395,377

17 Fixed asset investments

	Listed investments	Unlisted investments	Total
	£	£	£
Cost or valuation			
At 1 April 2023	212,952	5,941	218,893
Additions	27,964	-	27,964
Valuation changes	23,373	-	23,373
Disposals	(24,990)	(5,941)	(30,931)
At 31 March 2024	239,299	-	239,299
Carrying amount			
At 31 March 2024	239,299	-	239,299
At 31 March 2023	212,952	5,941	218,893

18 Financial instruments

	2024	2023
	£	£
Carrying amount of financial assets		
Instruments measured at fair value through profit or loss	250,427	223,701

19 Debtors

	2024	2023
Amounts falling due within one year:	£	£
Trade debtors	6,706	9,422
Other debtors	3,318	4,379
Prepayments and accrued income	48,567	67,629
	58,591	81,430

20 Current asset investments

	2024	2023
	£	£
Unlisted investments	11,128	10,749

21 Creditors: amounts falling due within one year

	2024	2023
	£	£
Other taxation and social security	21,331	19,958
Trade creditors	44,625	40,481
Other creditors	51,657	82,809
Accruals and deferred income	21,547	31,047
	139,160	174,295

22 Retirement benefit schemes

	2024	2023
Defined contribution schemes	£	£
Charge to profit or loss in respect of defined contribution schemes	33,742	29,243

The charity operates a defined contribution pension scheme for all qualifying employees. The assets of the scheme are held separately from those of the charity in an independently administered fund.

23 Endowment funds

Endowment funds represent assets which must be held permanently by the charity. Income arising on the endowment funds can be used in accordance with the objects of the charity and is included as unrestricted income. Any capital gains or losses arising on the assets form part of the fund.

		Movement in funds				
	Balance at 1 April 2023	Incoming resources	Resources expended	Transfers	Gains and losses	Balance at 31 March 2024
	£	£	£	£	£	£
EM Edwards Fund	5,941	129	-	(5,957)	(113)	-
	5,941	129	-	(5,957)	(113)	-

		Movement in funds				
	Balance at 1 April 2022	Incoming resources	Resources expended	Transfers	Gains and losses	Balance at 1 April 2023
	£	£	£	£	£	£
EM Edwards Fund	6,186	173	-	(184)	(234)	5,941
	6,186	173	-	(184)	(234)	5,941

EM Edwards Fund
The permanent endowment fund represented funds transferred to the Charity for the benefit of the residents of Corbridge. The Charity was able to use the interest on the capital of the Fund. The Trustees considered that the Charity could achieve the purposes of the Fund more effectively by spending the Fund itself rather than just spending the income. In September 2023 it was resolved that in exercise of the powers contained in section 281 Charities Act 2011 as amended by Charities Act 2022 that the Fund should be spent on meeting part of the costs of improving the kitchen and dining room facilities at Charlotte Straker House and the funds was transferred to the Refurbishment fund within Restricted Funds.

24 Designated unrestricted funds

The income funds of the charity include the following designated funds which have been set aside out of unrestricted funds by the trustees for specific purposes:

Current financial year

		Movement in funds			
	Balance at 1 April 2023	Incoming resources	Resources expended	Transfers	Gains and losses	Balance at 31 March 2024
	£	£	£	£	£	£
Community Respite Bed	-	137,000	-	-	-	137,000
Capital Asset Fund	9,031	565,000	(4,149)	-	-	569,882
Residents fund	3,131	9,708	(9,545)	-	-	3,294
Equipment fund	1,373	-	(439)	-	-	934
Staff welfare fund	-	130	(130)	-	-	-
Shortfall	-	20,000	(20,000)	-	-	-
	13,535	731,838	(34,263)	-	-	711,110

Prior financial year

		Movement in funds			
	Balance at 1 April 2022	Incoming resources	Resources expended	Transfers	Gains and losses	Balance at 1 April 2023
	£	£	£	£	£	£
Community Respite Bed	50,577	8,162	(58,739)	-	-	-
Capital Asset Fund	20,437	12,628	(24,034)	-	-	9,031
Residents fund	-	2,087	(2,974)	4,018	-	3,131
Equipment fund	-	1,811	(438)	-	-	1,373
Staff welfare fund	-	1,942	(1,942)	-	-	-
	71,014	26,630	(88,127)	4,018	-	13,535

24 Designated unrestricted funds (Continued)

Community Respite Bed
The charity received two legacies during the year totalling £137,000. The trustees determined that these should be allocated to a Designated Fund to cover the costs of providing a community respite bed during 2024/25 and beyond.

Capital Asset Fund
The Charity received a very significant legacy of £565,000 during the year. The Trustees determined that this legacy should be allocated to the Designated Capital Asset Fund.

Community Respite Bed
In a prior year the trustees designated £50,000 of general unrestricted funds to the Community Respite Bed, monies which will be used to develop and support this service. The balance brought forward in this fund was £50,577 and further amounts have been added and expended in the year resulting in a designated balance carried forward of £nil.

Resident's Equipment Fund
A Designated Fund for the replacement of existing equipment or purchase of new equipment is financed by an amount designated in the budget or by specified fundraising events, grants, or unspecified donations.

Staff Welfare Fund
A Designated Fund for donation to staff by residents and their families. It is fully used each Christmas to buy gift cards for staff.

Shortfall
The charity received two unrestricted grants during the year totalling £20,000 during the year. The Trustees determined that these grants should be allocated to a Designated Fund to help fund the full cost of nursing and residential care for those residents who may be unable to meet the cost of such accommodation from their own means.

25 Restricted funds

Current financial year

		Movement in funds				
	Balance at 1 April 2023	Incoming resources	Resources expended	Transfers	Gains and losses	Balance at 31 March 2024
	£	£	£	£	£	£
Community Foundation Staff Counselling Fund	2,778	-	(557)	-	-	2,221
Workforce	-	2,845	(2,845)	-	-	-
Refurbishment fund	20,894	2,000	(2,809)	5,956	-	26,041
Nursing training	-	2,647	(2,647)	-	-	-
The William Webster Charitable Trust	2,757	-	(636)	-	-	2,121
Pergola	-	1,200	-	-	-	1,200
Parkinsons Society	-	1,021	(319)	-	-	702
Shortfall	-	21,000	(21,000)	-	-	-
Activites for day care	-	6,164	(6,164)	-	-	-
	26,429	36,877	(36,977)	5,956	-	32,285

25 **Restricted funds** (Continued)

Prior financial year

	Balance at 1 April 2022	Movement in funds: Incoming resources	Resources expended	Transfers	Gains and losses	Balance at 1 April 2023
	£	£	£	£	£	£
Community Respite Bed	250	-	(250)	-	-	-
Community Foundation Staff Counselling Fund	3,822	-	(1,044)	-	-	2,778
NCC Infection Control	-	42,054	(42,054)	-	-	-
Service hoists	2,500	-	(2,500)	-	-	-
Roland Cookson Fund @Community Foundation	-	77,933	(77,933)	-	-	-
Refurbishment fund	22,633	-	(1,739)	-	-	20,894
Queens Platinum Jubilee Fund	-	400	(400)	-	-	-
Nursing uplift	-	5,833	(5,833)	-	-	-
Nursing training	-	2,771	(2,771)	-	-	-
The William Webster Charitable Trust	-	3,000	(243)	-	-	2,757
	29,205	131,991	(134,767)	-	-	26,429

Community Foundation Staff Counselling Fund
An amount of £4,800 was granted to the charity by the Community Foundation for the sole purpose of staff counselling sessions for members of staff who have struggled working throughout the Covid-19 pandemic.

Refurbishment fund
This fund is restricted and was set up in the year with funds received from the Sir James Knott Trust and Northumberland County Council specifically for the refurbishment of rooms and facilities within the home.

The William Webster Charitable Trust
Grants from William Webster to go towards the replacement of our bed rails/rail bumpers/extenders, together with cost of replacing a steam generated iron. The full amount of the grant was not spent at the one time and the balance was carried forward to complete the replacement of the equipment.

Pergola
This fund was a restricted grant towards the costs of installing a pergola in the residents' garden area.

Parkinsons Society
This was a restricted grant to help with specific costs for residents with Parkinsons Disease.

Shortfall
The charity received three restricted grants during the year to help fund the full cost of nursing and residential care for those residents who may be unable to meet the cost of such accommodation from their own means.

26 General unrestricted funds

The unrestricted funds of the charity comprise the unexpended balances of donations and grants which are not subject to specific conditions by donors and grantors as to how they may be used. These include designated funds which have been set aside out of unrestricted funds by the trustees for specific purposes.

Current financial year

	At 1 April 2023	Incoming resources	Resources expended	Transfers	Gains and losses	At 31 March 2024
	£	£	£	£	£	£
General funds	1,031,694	2,149,377	(2,069,783)	-	23,345	1,134,633

Prior financial year

	At 1 April 2022	Incoming resources	Resources expended	Transfers	Gains and losses	At 31 March 2023
	£	£	£	£	£	£
General funds	1,064,834	1,860,730	(1,870,679)	(3,834)	(19,357)	1,031,694

27 Analysis of net assets between funds

Current financial year

	Unrestricted funds 2024	Designated funds 2024	Restricted funds 2024	Endowment funds 2024	Total 2024
	£	£	£	£	£
Fund balances at 31 March 2024 are represented by:					
Tangible assets	330,482	5,516	24,589	-	360,587
Investments	239,299	-	-	-	239,299
Current assets/(liabilities)	564,852	705,594	7,696	-	1,278,142
	1,134,633	711,110	32,285	-	1,878,028

Prior financial year

	Unrestricted funds 2023	Designated funds 2023	Restricted funds 2023	Endowment funds 2023	Total 2023
	£	£	£	£	£
Fund balances at 31 March 2023 are represented by:					
Tangible assets	368,527	5,833	21,017	-	395,377
Investments	212,952	-	-	5,941	218,893
Current assets/(liabilities)	450,215	7,702	5,412	-	463,329
	1,031,694	13,535	26,429	5,941	1,077,599

28 Operating lease commitments

Lessee
At the reporting end date the charity had outstanding commitments for future minimum lease payments under non-cancellable operating leases, which fall due as follows:

	2024	2023
	£	£
Within one year	6,692	6,404
Between two and five years	6,956	6,380
	13,648	12,784

29 Other Financial Commitments

Under a 60 year management agreement between the Charlotte Straker Project and Home Group Limited dated 1990, the charity, as successor to the Trust, is committed to make payments to Home Group Limited in respect of management charges, major repairs provision and maintenance.

During the year ended March 2011 the charity paid Home Group Limited £110,400 in relation to finance charges in advance of the next 11 years. Each year a proportion of the advance payment accounting to £10,036 is allocated to the financial activities on a straight line basis. At the end of 31 March 2023 the provision for advanced finance charges has been fully released to the statement of financial activities.

	2024	2023
	£	£
Service charges	22,676	20,440
Property charges	95,444	87,604

30 Related party transactions

There were no disclosable related party transactions during the year (2023: none).

31 Cash generated from operations	2024	2023
	£	£
Surplus/(deficit) for the year	800,429	(93,640)
Adjustments for:		
Investment income recognised in statement of financial activities	(11,621)	(7,905)
Loss on disposal of investments	142	778
Fair value gains and losses on investments	(23,373)	18,813
Depreciation and impairment of tangible fixed assets	45,832	48,083
Movements in working capital:		
Decrease/(increase) in debtors	22,839	(32,273)
(Decrease)/increase in creditors	(35,135)	37,093
Cash generated from/(absorbed by) operations	799,113	(29,051)

32 Analysis of changes in net funds

The charity had no material debt during the year.

THE CHARLOTTE STRAKER PROJECT

England & Wales - Charity number 1021086

Accounts

Charity registration number 1021086

Company registration number 02756650 (England and Wales)

THE CHARLOTTE STRAKER PROJECT

(A COMPANY LIMITED BY GUARANTEE)

ANNUAL REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2023

THE CHARLOTTE STRAKER PROJECT
(A COMPANY LIMITED BY GUARANTEE)
LEGAL AND ADMINISTRATIVE INFORMATION

Trustees	Mr GM Black	
	Lady AM Blackett	
	Mr NE Braithwaite	
	Dr W Cunningham	
	Ms MA Gordon	
	Ms B Groves	
	Ms ME A Jones	
	Ms JE Lightley	(Appointed 23 January 2023)
	Ms MA Wagstaff	
	Ms L Woodcock	
	Mr RJ Eldridge	(Appointed 15 June 2023)
	Ms EJ Hastings	(Appointed 15 June 2023)
	Mr D Ainslie	(Appointed 15 June 2023)
	Ms J Iley	(Appointed 15 June 2023)
Secretary	Mr Neil Braithwaite	
Charity number	1021086	
Company number	02756650	
Registered office	Charlotte Straker House Cookson Close Corbridge Northumberland NE45 5HB	
Auditor	Sumer Auditco Limited The Beehive Beehive Ring Road London Gatwick Airport Gatwick United Kingdom RH6 0PA	
Bankers	CAF Bank Limited 25 Kings Hill Avenue West Malling Kent ME19 4JQ Lloyds Bank Plc 1 Legg Street Chelmsford Essex CM1 1JS	
Solicitors	Sintons LLP The Cube Barrack Road Newcastle upon Tyne NE4 6DB	

THE CHARLOTTE STRAKER PROJECT
(A COMPANY LIMITED BY GUARANTEE)
LEGAL AND ADMINISTRATIVE INFORMATION

Investment advisors	Brewin Dolphin Time Central Gallowgate Newcastle Upon Tyne NE1 4SR

THE CHARLOTTE STRAKER PROJECT
(A COMPANY LIMITED BY GUARANTEE)
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THE CHARLOTTE STRAKER PROJECT
(A COMPANY LIMITED BY GUARANTEE)
TRUSTEES' REPORT (INCLUDING DIRECTOR'S REPORT)
FOR THE YEAR ENDED 31 MARCH 2023

The financial statements have been prepared in accordance with the accounting policies set out in note 1 to the financial statements and comply with the charity's governing document, the Companies Act 2006 and "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 2019).

We are delighted to present the Annual Report for The Charlotte Straker Project, a not-for-profit care home dedicated to providing exceptional care and support to the elderly members of our community. This report serves as a testament to our unwavering commitment to improving the lives of those in need, and it highlights the tremendous achievements and milestones we have reached over the past year.

At The Charlotte Straker Project, we firmly believe that every individual deserves to be treated with dignity, compassion, and respect, regardless of their age or circumstances. Since our establishment we have remained steadfast in our mission to enhance the quality of life for our residents, ensuring they receive the highest standard of care in a nurturing and homely environment.

Unfortunately, during 2022/23, due to financial constraints and the impact of the Covid pandemic we took the difficult decision to close our free of charge community respite care bed. The cost-of-living crisis means that, like many charities, we have experienced a severe reduction in the amount of funding and donations that have previously supported this facility. This has been exacerbated by the rise in the cost of actual care, Covid precautions and a sharp increase in recruitment costs. The respite care bed costs £57,000 per year alone and raising that income is, unfortunately, unattainable in the current economic climate. The move to funded rather than charity bed took place from 1st April 2023.

However, over the past twelve months, we have continued to support our residents by continuing to prioritise the mental, physical, and emotional well-being of our residents. Our dedicated staff have undergone continuous training and professional development to ensure they are equipped with the skills and knowledge necessary to provide the highest standard of care to our residents.

Over the course of the past year, our dedicated staff team and volunteers have worked tirelessly to create an atmosphere of warmth, safety, and companionship within our care home. Through their unwavering dedication and selfless efforts, we have been able to impact positively the lives of our residents and their families, fostering a sense of community and belonging.

We have continued to provide a busy activities programme including daily coffee mornings, therapeutic massage, exercise classes, crafting activities and visits from therapy animals, plus trips to the theatre, concert halls, fishing lakes, garden centres, cafes, museums and local farms. The residents loved the visits, with the highlight being a Christmas visit to the Sage Concert Hall in Newcastle.

None of these accomplishments would have been possible without the steadfast support of our community. We extend our deepest gratitude to our donors, volunteers, local businesses, and partnering organizations for their invaluable contributions and commitment to our cause. Your generosity has played a pivotal role in enabling us to make a profound and lasting difference in the lives of those we serve.

As we look ahead, we remain resolute in our vision of being a beacon of excellence in elderly care. Our commitment to continuous improvement, innovation, and personalized support will guide us in enhancing our services and meeting the evolving needs of our residents.

Thank you for your unwavering support, trust, and dedication to The Charlotte Straker Project. Your belief in our mission fuels our determination to serve with excellence and compassion.

OBJECTIVES AND STRATEGY

Objectives

The objectives of The Charlotte Straker Project are "the relief and rehabilitation of aged or infirm persons resident in the local authority district of Tynedale or such other areas of the County of Northumberland as the charity shall from time to time determine (the 'area of benefit') as well as the relief and rehabilitation of aged or infirm persons resident elsewhere in the United Kingdom who have close relations resident in Tynedale and in particular, but without limiting the foregoing, by providing or assisting in the provision of sheltered accommodation, and of nursing and other facilities to alleviate the needs of such persons"

And "the advancement of the education of the public with respect to health, housing and welfare problems amongst persons in the area of benefit who are aged or infirm."

Aims

Our aims in 2022/23 continued to include the provision of high-quality nursing and residential care according to the individual's needs, supporting those financially who cannot afford our fees. Through 2022/23 we continued to respond and recover from the pandemic - Covid-19 - therefore a number of additional actions were considered, ensuring safety as far as was possible for the residents in our home. We continued, until 31 March 2023, to run Community Respite Care Bed providing free of charge respite care, although access at times was limited due to infection control and isolation requirements. Our vision and values continued to be person-centred to make sure people always remain at the heart of the service. We recognised during our Strategic review that continuing to fund this bed post March 23 was unlikely and therefore preparations were put in place to inform clients that our model would be revised the following year.

Our specific objectives during 2022/23 were to ensure high levels of infection control measures were implemented. We continued throughout the year to receive reports from CQC with the following wording ‘We have suspended our routine inspection programme in March 2020 in response to Covid-19 and do not intend to resume it for the immediate future. We have continued to use a mix of onsite and off-site monitoring to ensure the public have assurance as to the safety and quality of the care they receive. As we emerge from the pandemic, we are further developing our monitoring approach. In accordance with this approach, we carried out a review of the data available to us about Charlotte Straker House on 04-06-2023. We have not found evidence that we need to carry out an inspection or reassess our rating at this stage. This could change at any time if we receive new information. We will continue to monitor data about this service.’ As there have been no formal inspections we continue to adhere to the CQC standards we were previous assessed by. We set ourselves an objective of achieving a consistent 97% occupancy and this was achieved throughout the year.

To achieve these aims we provide excellent staffing levels with quality leadership and a skilled workforce, paying careful attention to the assessment criteria and requirements of CQC and NCC. We have however had to continue to use increased Agency staff to cover vacancies across the year and therefore there has been even more emphasis on strong leadership via the Board of Trustees and the Senior Management Team to keep standards high.

Our fundraising group has moved away from raising funds for the CRB bed and instead has been focussing on fundraising for specific capital items, to meet the shortfall in fees, our activities programme and complementary therapies. Our traditional events have continued including a Christmas Extravaganza, Summer Fete, Family Cricket Weekend and partnering with local organisations such as the Tynedale Rotary and the Corbridge Youth Initiative. The fundraising group continued to support individuals who raised money for our charity with their own personal challenges.

Strategy for meeting Charitable Purposes

The principal areas of charitable activity continue to relate to the provision of residential and nursing care to the residents of Charlotte Straker House along with the maintenance of accommodation in the form of bungalows which provide independent living to the occupants. Charlotte Straker House is a care home that provides care & accommodation for up to 32 elderly residents in our well-equipped nursing and residential rooms, plus sheltered housing in 8 bungalows on site, and during 2022/23 a free of charge, charity funded respite care room. The rooms in the main home are dually registered. The average age of our residents is 89 years old. Care is given according to individual needs and we support those who lack funds by making a charitable contribution in certain situations enabling any shortfall in fees to be met.

We have created various key messages and have a marketing strategy to promote our services to our local population and increase community engagement via various channels including content marketing, website and online presence, social media, emailed and posted newsletters, adverts and articles in print and fundraising activities.

Public benefit

We have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing our aims and objectives and in planning our future activities. Trustees consider how planned activities will contribute to the aims and objectives they have set.

REPORT ON ACHIEVEMENTS, PERFORMANCE AND STRATEGY DEVELOPMENT

Achievements and performance
Review of activities

The last twelve months have seen activities increase across all levels of service at CSP. We have encouraged staff and Residents to get back to business as usual as this is important for their independence, motivation and for staff their morale. Through the slow emergence from the pandemic of Covid-19, there have been occasions where service has continued to be curtailed, because of managing outbreaks of Covid-19. With the easing of restrictions, particular emphasis has been placed on engaging with residents in outings and activities, heading out into the community with trips to the theatre and the seaside. We were once again able to run our fete which was held in the grounds of Charlotte Straker and was well attended and very successful. We also held a Garden of Remembrance Service bringing back relatives of those who had previously passed either prior to or during Covid so we could share thoughtful moments with them.

Key focus has continued to be on recruitment and development of the team through targeted recruitment campaigns. This has shown the resolve and commitment of longer standing team members, through support of newer staff members joining CSP. The Board recognising the continual challenge to hold our position on reserves with the increased cost of living, recruitment challenges and reduced occupancy alongside challenging fees being paid by Northumberland County Council impacting on funds required for shortfall have concentrated their efforts on cost efficiencies across contracts, review of staffing models and new models of care. We will see the benefits of this work throughout 2023/24. There have been continued developments to strengthen the service through a review and re-structure of the existing Senior Management Team as mentioned in the governance section. The purpose of the review was primarily to facilitate continued development of the service, through creation of capacity within the team to enable this.

The new computerised care planning system is well embedded now at CSP and we are now working on establishing further modules to assist with efficiencies across the business including rota management & HR. This will release staff time to focus on residents' care and needs. We have also implemented a new system to develop and record policies, ensuring they are up to date and contain relevant and best practice. The policies are aligned to CQC requirements.

There has been a key focus on staff training over the last year. This is through both refresher training of important topic areas and through further development of key personnel such as training for an additional chef and a manager's excellence course attended by the Deputy Manager.

There has been a turnover in the role of the Trustee Treasurer position, Jamie Whelan stepped down September 2022 and was replaced by Duncan Barrie. He remained with us until January 2023 when the role was formally taken on by Janice Lightley, who is very experienced and brings with her all relevant skills required for the role. Peter Wood, a long standing Trustee, stepped down in January 2023 after 20 years of service.

Ensuring our staff and residents families were kept updated was of key importance throughout the year, and regular internal and external communications helped keep all stakeholders updated with our position and wellbeing of the residents and staff. The Chair and Registered Manager have continued with the personal contact with Staff, Residents and Relatives and face to face meetings where questions can be asked are favoured by many. This has worked well and was received positively.

Communication

We have developed our internal communications strategy to ensure that information flows smoothly and fosters collaboration, alignment, and a sense of purpose among employees. We have encouraged and facilitated two-way communication to empower employees to voice their opinions, concerns, and ideas, such as our annual survey, Employee of the Month and monthly staff meetings.

External communication to the community, target markets (donors and clients) and stakeholders has continued through various channels including our website and online presence, content marketing, social media engagement, local partnerships, PR, community events, email marketing, quarterly newsletters, mailshots, attendance at recruitment events and advertising.

Community Respite Bed (CRB) Service

Over the course of the last twelve months, the CRB bed has continued to provide a safe and pleasant space for short breaks for people accessing the service. At the same time, those in a caring role are supported to access a break for themselves, whilst Charlotte Straker cares for their loved ones.

The pandemic COVID-19 has meant that there have been times, during outbreak, where those planning to access the service have changed their minds and have declined to use the service.

As detailed earlier due to lack of fundraising to support the costs of this bed we agreed to suspend it from April 1st, 2023. This will be reviewed during 2023/24 as we are keen to see this back in operation.

Nursing/Residential Client Referrals

Through the last year, Charlotte Straker has continued to provide both nursing and residential services to those within the local community.

In early 2022, we had both an active waiting list and a reserve list and maintained beds at full occupancy. In more recent months, there have been vacant beds within the service. This has led to a concerted effort to market available rooms using mediums such as adverts on social media, banners and communications with locality social work teams, community teams and acute services.

Charlotte Straker is also widening its service to include an option for day service, for a maximum of two people each day, across a five-day week. The aim of this service is to provide a quality day care option to those seeking both support and companionship. This service is now being actively marketed and initial interest is now growing. We will seek to consolidate this service across 2023/24.

Volunteers

Volunteers play a crucial role in enhancing the well-being and quality of life for our residents. Their contributions go beyond the essential services provided by staff, bringing companionship, joy, and a sense of community. Volunteers engage in various activities such as spending time with residents and befriending individuals, organising and leading the shop trolley, leading arts and crafts sessions, accompanying residents on outings, or even offering specialized skills like massage therapies. By dedicating their time and enthusiasm, volunteers create an environment that promotes social interaction, mental stimulation, and emotional support, ultimately making a significant positive impact on the overall happiness and contentment of residents at Charlotte Straker House.

Our volunteers also populate our fundraising committee, help organise, plan and run our fundraising events, such as our Summer Fete, stalls at Gift & Christmas Fairs and Family Fun Day and many other events.

We currently have six volunteers who regularly commit time and support to CSP. The Charity really appreciates their commitment and is aiming to recruit further people who can then support more activities out in the community.

Fundraising Approach

We commented in last year's report of the difficulties with fund raising during 2021/2022 as a result of being unable to hold events either at Charlotte Straker or within the community.

We decided to continue our approach of seeking larger donations from Trusts and over a three-year period where possible. We have also continued to seek donations as against specific needs at a smaller contribution level.

Fundraising

Our main objectives this year have been to achieve a greater level of core funding to assist in meeting the costs arising from the use of Agency staff and the need to cover a greater level of the costs involved in the income shortfall from Local Authority patients which averages approximately £11,000 per bed space. We also raised funds for the following projects:

- The Community Respite Bed service (CRB)
- The Garden Project

The 'Crafty Women', who are a key and important support for CSP, not only enable us to raise funds but give us the opportunity of marketing the charity more widely. They had a presence at the Tynedale Gift Fair, Corbridge Youth Initiative Christmas Fair and Corbridge Car Boot sales.

We have been fortunate in achieving additional sources of support from Trusts and individuals alike as we seek to continue to achieve our charitable objectives.

Legacies & Donations

We are very grateful for the generosity and support of individual donors and companies and during 2022/23 we benefitted from the following receipts:-

Donations	£33,620
Legacies	£24,278
Grants	£141,991

In addition, there was CRB fundraising of £8,443 and general fundraising of £13,046

Roland Cookson Fund at the Community Foundation Tyne & Wear and Northumberland

Our collaboration with the Community Foundation Tyne & Wear and Northumberland continued in 2022/23. This enabled us to continue to receive their support via the Roland Cookson Fund. Roland Cookson was an important local industrialist who lived in Corbridge and who supported many good causes in the North East. The Community Foundation(CF) undertook their three yearly review in early 2023 and having consulted with fund advisors the CF Board have decided to make this funding arrangement permanent. The funding agreement with CF ensures that we receive a half-yearly grant which assists us in achieving our charitable aims. As part of the agreement, we report regularly to the Community Foundation on the use of the grants. This year grants have contributed to offset the large shortfall in residents' fees.

Shortfall in fees

As mentioned above each year we aim to provide a charitable contribution to a number of our residents who have a shortfall in their fees due to lack of personal means. This year (2022/23) this amounted to £104,703 and some of this was provided by the grant funding from the Community Foundation (see above).

Marketing and PR

CSP employs a Marketing Coordinator with marketing/public relations expertise. The role of this person is to promote the good name of the charity, understanding of its services as well as individual fundraising events and appeals. This has made a significant difference to the profile of CSP. The Marketing Coordinator is involved in approaching the general public to raise funds, apply and secure funding grants, advertise the service to users and their families and will inform those approached that they are a paid employee. Any marketing to specific individuals will comply with GDPR.

CQC inspection

Charlotte Straker has not been re-inspected by the CQC within the last year. Monthly monitoring via the CQC website continues, with information gathered from a range of sources to then determine whether or not a visit is warranted. Currently, the CQC have published a note to their web site that they have not received any information which means they need to re-assess the existing rating at CSP at this time.

Northumberland County Council Monitoring Visit

No inspection has been forthcoming from NCC. No planned visits have been announced and all provider meetings continue to be held virtually.

The Building

The last year has seen considerable additional investment by Charlotte Straker in updating resident rooms. This has included new floor coverings, décor, and furnishings in several areas.

We are now commencing a programme of internal decoration of communal areas and facilities, to enhance the overall quality of living space and provide a more homely environment for those residing at Charlotte Straker House.

We continue to work closely with Home Group, as Freeholders, to report and monitor repairs as these are required.

Strategic Planning for the future

The Strategic Development Committee (SDC) was set up as part of an overhaul of the management structure that sought to pass the operational aspects of running the Charlotte Straker House to the relevant sub committees leaving the SDC to concentrate on the areas where improvements could be made in a strategic sense.

The need to safeguard funds has restricted the extent of the work that we have been able to carry out both internally and externally.

Internally hard flooring has been laid to the corridors, ground floor sitting room and dining room and externally we have now acquired new window boxes, urns and hanging baskets and the garden room has been repainted.

We have moved the Visitor Pod to the car park at the rear of the property so as to improve the visual appearance and garden at the front of the property. We have also erected a fence to the rear car park so as to ensure that the unsightly bins are hidden behind it and further improve the exterior of the property.

We are very conscious that for the residents Charlotte Straker is their home and our aim is to make it as comfortable and attractive as we can.

Whilst we have undertaken groundwork in identifying potential sites for the development of a new home and also costed the potential development of a 40-bed unit it is not an appropriate time to seek funding in support. We are continuing to review the position and possible sources of funding.

The SDC has led a review of the applications to Trusts, Funds and individuals and there is now a comprehensive approach being made that reflects the various parties' objectives alongside the needs for Charlotte Straker. A case in point is the development of the Community Care Initiative in which day patients can benefit from the facilities at Charlotte Straker. Additional equipment is required for this and applications are being made to the appropriate parties.

The SDC are now more closely involved with Marketing and the Marketing Co-ordinator has taken on greater responsibility in this area as well as Fundraising.

FINANCIAL REVIEW
Financial position

The Trustees recognise the importance of sound financial management and have in place robust financial policies and controls which are reviewed regularly by the Finance and Governance Committee and Board of Trustees. We also acknowledge the vital and greatly appreciated support of our local community, donors and loyal employees.

The year 2022/23 was another challenging period, largely as a result of underfunding of the care sector and the shortage of staff working within the care sector, leading to a greater reliance on agency staff. There was a net outflow of funds of £71,446 (2022: £91,995) (excluding restricted funds, transfers between funds and movements on investments) - unrestricted incoming funds of £1,887,360 (2022: £1,532,765) and outgoings of £1,958,806 (2022: £1,624,760) all of which meant we were drawing on our reserves again. This "Reserve Drawing" process is expected to continue in the 2023/24 financial year.

The combination of Covid-19 and the underfunding of the Care Sector combined to make the last three years particularly challenging.

There is a loss of £19,591 shown on the value of our investments reflecting the uncertainty in the market at the year end.

At the year end, the charity held unrestricted funds of £1,045,229 and overall funds of £1,077,599.

Principal funding sources

Our principal income is derived from accommodation fees from the 32 residential rooms and 8 bungalows which make up The Charlotte Straker Project. Additional income is derived from our own fundraising activities together with grants from various charities and trusts.

Going concern

At the end of the financial year and after taking appropriate action, the trustees consider that the charity has adequate resources to enable it to continue in operational existence for the foreseeable future. For this reason, the charity continues to adopt the going concern basis in preparing the financial statements.

Reserves policy

The Trustees had previously resolved to hold money and readily realisable investments equivalent to six months operating costs in the event that they had to wind down and cease operations. They were also mindful here of funding issues in the Health Economy and the restraints on budgets evidenced in recent times. During the year ended 31 March 2023, reserves fell in order to maintain cashflow, allowing the Trustees to continue to operate the Charity and set in motion plans for a recovery. The Trustees decided that the Reserves policy for the year ended 31 March 2023 would be that free reserves will be sufficient to cover three months' operating costs, net of potential income.

The Trustees regularly review the reserves required and reaffirmed the figure of £560,000 for 2022/23, gross of any potential income which was achieved throughout the year. This was only possible because of the strength of the Balance Sheet, continuing prudent financial control and the action taken by Trustees, management, and staff during the pandemic, but The Charlotte Straker Project ended the year in a sound financial position.

The 'free reserves' of the charity (defined as those unrestricted funds not designated for specific purposes or tied up in fixed assets) stood at £664,436 at the year end. We have therefore succeeded in meeting our target for reserves, despite the difficult year.

Our reserves are represented by both fixed and current assets held, and includes monies held on deposit and various investments held by the charity. The Trustees have taken a prudent approach to investment, as detailed in the Investment Policy and Objectives section of this report, which strikes a careful balance between monies held as part of longer-term investments and monies held on deposit, which are more readily available for use when the need arises. The reserves policy adopted ensures that The Charlotte Straker Project has funds at its disposal, that can be drawn on, so that the charity can continue to operate and fulfil its financial commitments, even in such circumstances as have been seen this year.

Investments
Investment policy and objectives

A review of the charity investment policy was carried out in February 2019 when it was agreed to appoint Brewin Dolphin, a professional fund management company as investment managers of £200,000 of its Reserves. This investment represents the amount that the Trustees feel is prudent to place longer term and the objectives are to achieve above inflation capital growth of inflation plus 2% with a moderate risk level which should allow the Charity at least to maintain the real value of the assets, ultimately for the benefit of its current and future residents. This objective had been achieved since the start of the investment policy but was not achieved in the year ended 31 March 2023 as a result of global market uncertainty.

Risk management

The Trustees have a duty to identify and review the risks to which the charity is exposed and to ensure appropriate controls and mitigating actions are in place to provide reasonable assurance against consequences, fraud and error. The Trustees continue to review the business risks and have an active and systematic risk management strategy.

Individual Board Committees have their own discrete Risk Registers which are posted on the Intranet prior to each Board Meeting. All Risk Registers are based on the identification of risk in the first place (on a scored basis) and mitigated (hopefully) in the second place (scored again), thereby hopefully reducing the resultant score.

The highest scoring risks from all the Committees plus any specific to the Board are then combined to produce the Organisational Risk Register (ORR) which is compiled on the same basis. Trustees have requested that there are always two risks present on the ORR – Cash and Health & Safety – as they wish to have knowledge of the current position.

The Organisational Risk Register has had three predominant risks in the last 12 months – Pandemic, Staffing and Cash and Reserve positions – which as was said last year “spills out into the whole being of Charlotte Straker – risk to the Residents, Staff, the Community and eventually to the very existence of the Charity.”

The impact of the Pandemic at various times in the year was much reduced compared with earlier periods due to lessons learned previously and highly committed management and staff, which resulted in fewer empty rooms so income held up well. The Covid Group was mentioned in this section last year – whilst it had less to do and our Covid experience improved over the year the Group is on permanent standby if required.

For much of the year it was nigh on impossible to recruit and retain our desired number of permanent staff. This was replicated nationally – in terms of significant vacancies resulting in us having to utilise extremely expensive Agency staff. This situation eased somewhat towards the end of the 2022/23 financial year and we made the most of the recruitment opportunities.

Cash and Reserves are covered in detail elsewhere in this report, but it should be noted that these areas are highlighted in the monthly management accounts which all Trustees receive and discussed in Board and other committee meetings throughout the year. The Board of Trustees were, and are, all aware of financial challenges and contributed to discussions and plans for the Budget 2023/24 where there are concerns as a deficit budget was required to be set.

What is set out above identifies how CSP has and continues to manage our major risks in addition to our “normal strategy” of identifying the “lesser” types of risks that Charlotte Straker faces.

STRUCTURE GOVERNANCE AND MANAGEMENT

Governing document

The Charlotte Straker Project is controlled by its governing document, a deed of trust, and constitutes a limited company, limited by guarantee, as defined by the Companies Act 2006.

In the event of The Charlotte Straker Project being wound up, the individual liability of every member of the charity shall not exceed £1.

Charity constitution

The Charlotte Straker Project is a charitable company limited by guarantee, registered at Companies House, incorporated on 16 October 1992 and registered as a charity on 17 May 1993. The objects and powers of the charity are as set out in the Articles of Association.

The trustees, who are also the directors for the purpose of company law, and who served during the year and up to the date of signature of the financial statements were:

Mr D Barrie	(Appointed 15 June 2022 and resigned 23 January 2023)
Mr GM Black	
Lady AM Blackett	
Mr NE Braithwaite	
Dr W Cunningham	
Ms MA Gordon	
Ms B Groves	
Mr SM I'Anson	(Resigned 15 June 2022)
Ms ME A Jones	
Ms JE Lightley	(Appointed 23 January 2023)
Ms MA Wagstaff	
Mr JR Whelan	(Resigned 22 September 2022)
Mr PG Willey	(Resigned 30 June 2023)
Mr P Wood	(Resigned 31 January 2023)
Ms L Woodcock	
Mr RJ Eldridge	(Appointed 15 June 2023)
Ms EJ Hastings	(Appointed 15 June 2023)
Mr D Ainslie	(Appointed 15 June 2023)
Ms J Iley	(Appointed 15 June 2023)

Recruitment and appointment of new trustees

The directors of The Charlotte Straker Project are also Trustees of the charity. They are known as the Executive Committee. Each year at the AGM a number of the longest serving members retire, by rotation, and being eligible and assuming willingness, may offer themselves for re-election. A term of office is recommended as 9 years, however if Trustees are willing to continue and have valuable skills they will be re-elected.

Taking into consideration the nature of the work that The Charlotte Straker Project undertakes, the Executive Committee seek to ensure that the needs of the sector of the community that it serves are appropriately reflected through the diversity of the Trustee body and that collectively the Trustees have the skills required enabling the charity to operate effectively. This is an ongoing process, as is an endeavour to anticipate succession planning for the Trustee cohort. The method of appointment/induction of trustees was updated and reviewed in 2021 and is now as set out below. This method of appointment is managed by the Executive Committee reviewing the current skillset and looking to augment where appropriate. Trustees come from very diverse backgrounds and therefore have a number of skills to offer The Charlotte Straker Project. These include medical, clinical, legal, financial, property and managerial. There are specific skills in safeguarding and care provision and therefore there is an excellent representation on the Executive Committee.

In the year 2022/23 we appointed Duncan Barrie and Janice Lightley as new Trustees, Jamie Whelan stood down from the role of Treasurer at the September AGM, Duncan Barrie who had taken over as the new Treasurer then stepped down in January 2023 due to work commitments and the role was taken on by Janice Lightley. Peter Wood who had been a long serving Trustee and had undertaken during his terms of office roles of Chair and Vice Chair retired from his position in January 2023. We thank him for all his contributions to Charlotte Straker and we are pleased that he is continuing as a volunteer.

Safeguarding skills are mentioned earlier in this section, the organisation is required by the Charity Commission to appoint one of their body as their Lead Trustee on Safeguarding issues with a focus on ensuring appropriate Trustee oversight on Safeguarding practice and procedures. The Trustee appointed is Lesley Woodcock and this responsibility is renewed on an annual basis at the relevant Board Meeting

The current Trustees are familiar with the practical work of the Charlotte Straker Project.

We regularly review and update our Induction and Training for new Trustees, the last such update being in October 2021. Any prospective appointment of a Trustee is discussed at a Nominations Committee and then presented to the Executive Committee before an approach is made. If the proposal is agreed the Chair meets with the potential new Trustee, to discuss the work of the charity and the role of a Trustee. An 'Introductory Pack' of information is provided and he/she is invited to attend the following Executive Committee meeting as an observer and introduce themselves to the Board of Trustees.

Included in the Introductory Pack the new Trustee is directed to the relative Charity Commission website and section on the responsibilities of a Trustee.

Following the Executive Meeting the Trustees will discuss the appointment once more and if agreed as suitable and, subject to all necessary checks being completed, the person will be invited to become a Trustee. New Trustees attend induction training sessions run by the Chair and others which cover the obligations of Trustees, Safeguarding training, the main documents which set out the operational framework for the charity, Regulatory reports, the current financial position including the latest audited accounts, management accounts and future plans and objectives.

As detailed during 2022/23 there have been a number of Strategic Discussions regarding the future of Charlotte Straker as an organisation with a number of models suggested. We therefore plan to hold an in person Away Day to which all Trustees together with agreed specialists to agree our ‘Strategy’ and also ensure all Trustees are updated.

Trainee courses are made available to our Board and information from Charity Commission and Solicitors provides us with up-to-date information regarding Charity awareness.

Organisational structure

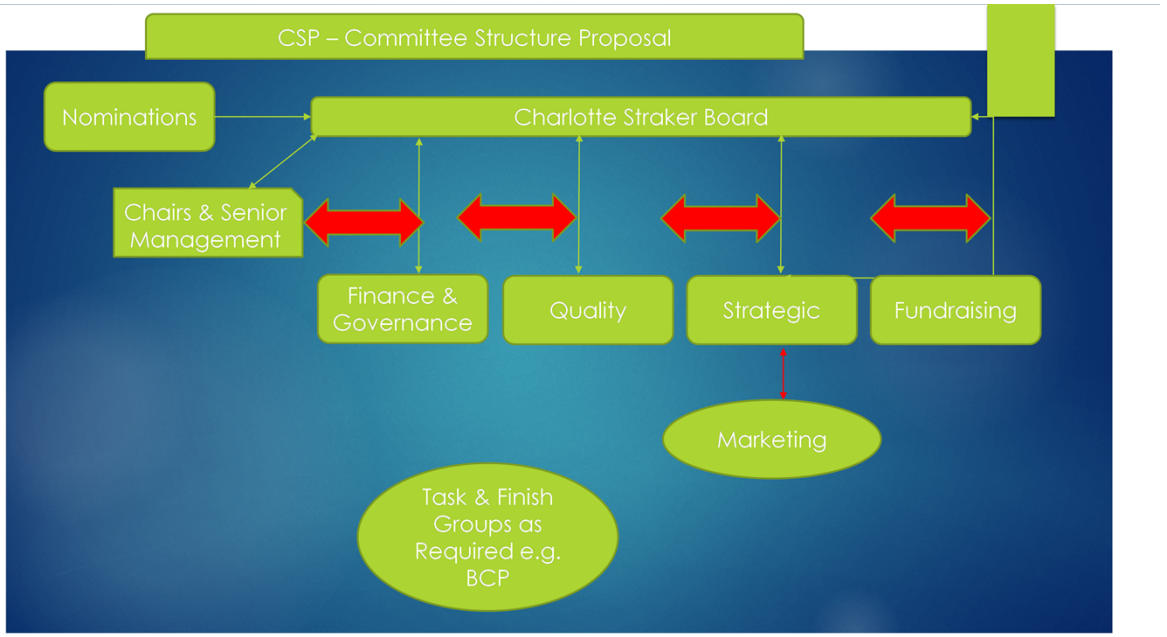
The Executive Committee (Board of Trustees) continues to meet every quarter. The Executive Committee meetings include the Registered Manager, to whom day to day responsibility for delivery of care and the running of the care home facility is delegated. This responsibility includes managing the appropriate budgetary areas set out by the Treasurer and Chair. The delegation does not include overall financial and strategic responsibilities of the organisation, this is managed by the Treasurer (with oversight from the Chair) through the Finance and Governance Committee and Strategic Development Committee which both report to the Executive Board. The manager is a member of both these Committees. The manager does not have voting rights.

There is a:

- Chair
- Vice Chair
- Treasurer
- Company Secretary

There are six main committees: – all chaired by Trustees:
Chairs and Senior Management (C&SM) – Chair Gavin Black
Strategic Development (SDC) – Chair Gavin Black
Quality (QC) – Chair Ann Wagstaff
Finance and Governance (F&G) – Chair Peter Wood (to 31 January 2023) and then Peter Willey
Fundraising (FR) – Chair Angela Jones
Nominations (NC) – Chair Berenice Groves

Board Structure and Reporting Lines – as detailed below on the diagram



This is a new Structure which was agreed by Trustees and inaugurated during 2021 and continues, a review of this will be carried out in 2023/24. This Structure have proved to be efficient however there is still some noticeable duplication which we wish to remove.

This improvement of our “information flow” between the different areas of CSP does help to streamline our Board Meetings in that Committee Chairs (having submitted their papers to our Intranet prior to Board Meetings) need only then summarise the principal actions and issues.

Task and Finish Groups have continued to meet as necessary – the main focus in the period 2022/23 being the focus on cost efficiencies and strategic direction for Charlotte Straker given the challenges faced.

The trustees are responsible for defining the charity's senior management pay policy and deciding on the salary of the Registered and Deputy Manager. The board delegates this responsibility to the Nomination Committee signed off by Finance and Governance Committee. The Registered Manager has the key operational leadership role in the charity. Nationally there is a dearth of good managers who are prepared to manage Care Homes. It is important to assure quality of care that we can both recruit and retain the right person.

Senior management team

The current SMT consists of the Registered and General Manager, the Home Manager, and the Deputy Manager. This structure comes as a result of a recent review and re-structure, completed in April 2023. This structure shows clear definition in roles and accountabilities, with the Registered General Manager registered with the CQC and having a strategic role in the on-going development of the service.

Care North East

The Charlotte Straker Project is a member of a trade organisation, Care North East (CNE), which looks at the terms and conditions of the contractual arrangements with Northumberland County Council (NCC). We continue our membership of this organisation to ensure residents are adequately supported by NCC. A new three year contract, which was felt by CSP to be disadvantageous in part to Care Homes e.g. it did not truly reflect ongoing costs of the Pandemic, was signed in late April 2021. This contract contained a number of concessions by NCC. The annual uplift formula in the contract has not reflected the rapid rise in costs we encountered in 2021/22 and 2022/23, nor the need to employ expensive agency staff to fill gaps in our rota. Evidence was submitted on our behalf by CNE to NCC of continuing increased costs in December 2022 arguing that the uplift formula failed to reflect these costs. Despite this review process being one of the concessions made by NCC, the submission by CNE on our behalf was rejected yet again by NCC. This has generated much frustration and unhappiness amongst CNE’s Care Home members and since the year end CNE on behalf of its members including Charlotte Straker Project, began proceedings for a Judicial Review, challenging NCC on its fee setting.

General Data Protection Regulation (GDPR)

CSP has taken on a number of new staff in all departments in the last year. Following the identification of a need for training noted in last year’s Annual Report, two well attended workshops have been run in CSP covering the principles of GDPR and the specific data protection systems operating within CSP. A need to streamline and rationalise our policies in this area was identified at the workshops and this work is in hand.

Staff and training

The staff team at Charlotte Straker consists of:
- Housekeeping team
- Cooking and catering team
- Nursing and Care team
- Administration team

The service has seen several new recruits across the last year, in all departments within the service. Currently, support is on-going to assist newer recruits to learn the differing facets of their role and this is supported through the Induction process.

Staff Training

The last year has seen a planned programme of refresher training for all members of the Charlotte Straker team. This comes as a result of the ability to provide face to face training to staff, as a part of the end of the COVID-19 pandemic.

Key activity in training has been a focus on:
1. Fire warden training – All staff have undergone refresher training in this area.
2. Moving and Handling training – Mandatory refreshers have been delivered to all staff who require updates.
3. Gold Standard End of Life training - This is underway with four delegates attending training to then cascade across the service.

Statement of trustees' responsibilities

The trustees, who are also the directors of The Charlotte Straker Project for the purpose of company law, are responsible for preparing the Trustees' 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 charity and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that year.

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

- select suitable accounting policies and then 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; and

- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

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

Auditor

In accordance with the company's articles, a resolution proposing that Sumer Auditco Limited be reappointed as auditor of the company will be put at a General Meeting.

Disclosure of information to auditor

Each of the trustees has confirmed that there is no information of which they are aware which is relevant to the audit, but of which the auditor is unaware. They have further confirmed that they have taken appropriate steps to identify such relevant information and to establish that the auditor is aware of such information.

The trustees' report was approved by the Board of Trustees.

Ms B Groves
Trustee

20 September 2023

THE CHARLOTTE STRAKER PROJECT
(A COMPANY LIMITED BY GUARANTEE)
INDEPENDENT AUDITOR'S REPORT

TO THE MEMBERS OF THE CHARLOTTE STRAKER PROJECT

Opinion

We have audited the financial statements of The Charlotte Straker Project (the 'charity') for the year ended 31 March 2023 which comprise the statement of financial activities, the balance sheet, the statement of cash flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2023 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; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the *Auditor's responsibilities for the audit of the financial statements* section of our report. We are independent of the charity in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charity's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information

The other information comprises the information included in the annual report other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the trustees' report for the financial year for which the financial statements are prepared, which includes the directors' report prepared for the purposes of company law, is consistent with the financial statements; and
- the directors' report included within the trustees' report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charity and its environment obtained in the course of the audit, we have not identified material misstatements in the directors' report included within the trustees' report.

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

- adequate accounting records have not been kept, or 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' exemptions in preparing the trustees' report and from the requirement to prepare a strategic report.

Responsibilities of trustees

As explained more fully in the statement of trustees' responsibilities, the trustees, who are also the directors of the charity for the purpose of company law, are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error. In preparing the financial statements, the trustees are responsible for assessing the charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

The extent to which our procedures are capable of detecting irregularities, including fraud, is detailed below.

Capability of the audit in detecting irregularities, including fraud

Based on our understanding of the charitable company and the sector in which it operates, we identified that the following laws and regulations are significant to the entity:

- Those laws and regulations considered to have a direct effect on the financial statements including UK financial reporting standards, Company Law and Charity Law.
- Those laws and regulations for which non-compliance may be fundamental to the operating aspects of the charity and therefore may have a material effect on the financial statements include compliance with charitable objectives, public benefit, fundraising regulations, safeguarding and health and safety legislation.

These matters were discussed amongst the engagement team at the planning stage and the team remained alert throughout the audit.

Audit procedures undertaken in response to the potential risks relating to irregularities (which include fraud and non-compliance with laws and regulations) comprised of: inquiries of management and the Trustees as to whether the entity complies with such laws and regulations; enquiries with the same concerning any actual or potential litigation or claims; inspection of relevant legal correspondence and legal costs incurred; review of Trustee meeting minutes; testing the appropriateness of journal entries; and the performance of analytical review to identify unexpected movements in account balances which may be indicative of fraud.

No instances of material non-compliance were identified. However, the likelihood of detecting irregularities, including fraud, is limited by the inherent difficulty in detecting irregularities, the effectiveness of the entity's controls, and the nature, timing and extent of the audit procedures performed. Irregularities that result from fraud might be inherently more difficult to detect than irregularities that result from error. As explained above, there is an unavoidable risk that material misstatements may not be detected, even though the audit has been planned and performed in accordance with ISAs (UK).

A further description of our responsibilities is available on the Financial Reporting Council’s website at: https://www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Use of our report

This report is made solely to the 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.

Mr Stephen Slater (Senior Statutory Auditor)
for and on behalf of Sumer Auditco Limited
Statutory Auditor
The Beehive Beehive Ring Road
Gatwick
RH6 0PA

Date: 20 September 2023

THE CHARLOTTE STRAKER PROJECT
(A COMPANY LIMITED BY GUARANTEE)
STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31 MARCH 2023

Current financial year

	Notes	Unrestricted funds 2023 £	Restricted funds 2023 £	Endowment funds 2023 £	Total 2023 £	Total 2022 £
Income and endowments from:						
Donations and legacies	**3**	67,898	131,991	-	199,889	321,361
Charitable activities	**4**	1,775,047	-	-	1,775,047	1,451,390
Other trading activities	**5**	21,896	-	-	21,896	6,509
Investments	**6**	7,732	-	173	7,905	4,087
Other income	**7**	14,787	-	-	14,787	-
Total income and endowments		1,887,360	131,991	173	2,019,524	1,783,347
Expenditure on:						
Raising funds	**8**	11,809	-	-	11,809	3,393
Charitable activities	**9**	1,946,997	134,767	-	2,081,764	1,847,544
Total expenditure		1,958,806	134,767	-	2,093,573	1,850,937
Net gains/(losses) on investments	**13**	(19,357)	-	(234)	(19,591)	3,037
Net outgoing resources before transfers		(90,803)	(2,776)	(61)	(93,640)	(64,553)
Gross transfers between funds		184	-	(184)	-	-
Net movement in funds		(90,619)	(2,776)	(245)	(93,640)	(64,553)
Fund balances at 1 April 2022		1,135,848	29,205	6,186	1,171,239	1,235,792
Fund balances at 31 March 2023		1,045,229	26,429	5,941	1,077,599	1,171,239

The statement of financial activities includes all gains and losses recognised in the year.

All income and expenditure derive from continuing activities.

THE CHARLOTTE STRAKER PROJECT
(A COMPANY LIMITED BY GUARANTEE)
STATEMENT OF FINANCIAL ACTIVITIES (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2023

Prior financial year

	Notes	Unrestricted funds 2022 £	Restricted funds 2022 £	Endowment funds 2022 £	Total 2022 £
Income and endowments from:					
Donations and legacies	**3**	70,779	250,582	-	321,361
Charitable activities	**4**	1,451,390	-	-	1,451,390
Other trading activities	**5**	6,509	-	-	6,509
Investments	**6**	4,087	-	-	4,087
Total income and endowments		1,532,765	250,582	-	1,783,347
Expenditure on:					
Raising funds	**8**	3,393	-	-	3,393
Charitable activities	**9**	1,621,367	226,177	-	1,847,544
Total expenditure		1,624,760	226,177	-	1,850,937
Net gains/(losses) on investments	**13**	2,535	-	502	3,037
Net movement in funds		(89,460)	24,405	502	(64,553)
Fund balances at 1 April 2021		1,225,308	4,800	5,684	1,235,792
Fund balances at 31 March 2022		1,135,848	29,205	6,186	1,171,239

THE CHARLOTTE STRAKER PROJECT
(A COMPANY LIMITED BY GUARANTEE)
BALANCE SHEET
AS AT 31 MARCH 2023

	Notes	2023 £	2023 £	2022 £	2022 £
Fixed assets					
Tangible assets	**15**		395,377		413,362
Investments	**16**		218,893		237,196
			614,270		650,558
Current assets					
Debtors	**18**	81,430		49,157	
Investments	**19**	10,749		8,824	
Cash at bank and in hand		545,445		599,902	
		637,624		657,883	
Creditors: amounts falling due within one year	**20**	(174,295)		(137,202)	
Net current assets			463,329		520,681
Total assets less current liabilities			1,077,599		1,171,239
Capital funds					
Endowment funds					
Expendable endowment	**24**	5,941		6,186	
			5,941		6,186
Income funds					
Restricted funds	**23**		26,429		29,205
Unrestricted funds	**22**		1,045,229		1,135,848
			1,077,599		1,171,239

The financial statements were approved by the Trustees on 20 September 2023

Ms B Groves
Trustee

Ms JE Lightley
Trustee

Company registration number 02756650

THE CHARLOTTE STRAKER PROJECT
(A COMPANY LIMITED BY GUARANTEE)
STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 MARCH 2023

	Notes	2023		2022	
		£	£	£	£
Cash flows from operating activities					
Cash (absorbed by)/generated from operations	**29**		(29,051)		37,983
Investing activities					
Purchase of tangible fixed assets		(30,098)		(43,105)	
Purchase of investments		(18,277)		(12,446)	
Proceeds from disposal of investments		15,064		10,706	
Investment income received		7,905		4,087	
Net cash used in investing activities			(25,406)		(40,758)
Net decrease in cash and cash equivalents			(54,457)		(2,775)
Cash and cash equivalents at beginning of year			599,902		602,677
Cash and cash equivalents at end of year			545,445		599,902

1 Accounting policies

Charity information

The Charlotte Straker Project is a private company limited by guarantee incorporated in England and Wales. The registered office is Charlotte Straker House, Cookson Close, Corbridge, Northumberland, NE45 5HB.

1.1 Accounting convention

The financial statements have been prepared in accordance with the charity's governing document, the Companies Act 2006, FRS 102 “The Financial Reporting Standard applicable in the UK and Republic of Ireland” (“FRS 102”) and the Charities SORP "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 2019). The charity is a Public Benefit Entity as defined by FRS 102.

The financial statements are prepared in sterling, which is the functional currency of the charity. Monetary amounts in these financial statements are rounded to the nearest £.

The financial statements have been prepared under the historical cost convention, modified to include the revaluation of certain financial instruments at fair value. The principal accounting policies adopted are set out below.

1.2 Going concern

At the time of approving the financial statements, the trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. Thus the trustees continue to adopt the going concern basis of accounting in preparing the financial statements. The Board has concluded that the going concern assumption is appropriate in preparing these financial statements.

1.3 Charitable funds

Unrestricted funds are available for use at the discretion of the trustees in furtherance of their charitable objectives.

Restricted funds are subject to specific conditions by donors as to how they may be used. The purposes and uses of the restricted funds are set out in the notes to the financial statements.

Endowment funds are assets which must be held by the charity, principally investments, the income arising from which can be used in accordance with the objectives of the charity and is included as unrestricted income. Any capital gains or losses arising on investments, form part of the fund. Investment management charges and legal advice relating to the funds are charged against the fund. Further information of the nature and purpose of this fund is included in the notes to the financial statements.

1.4 Income

Income is recognised when the charity is legally entitled to it after any performance conditions have been met, the amounts can be measured reliably, and it is probable that income will be received.

Legacies are recognised on receipt or otherwise if the charity has been notified of an impending distribution, the amount is known, and receipt is expected. If the amount is not known, the legacy is treated as a contingent asset.

1 Accounting policies **(Continued)**

1.5 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement, and the amount of the obligation can be measured reliably.

Expenditure accounted for on an accruals basis and ha classified by activity. Direct costs attributable to a single activity are allocated directly to that activity. Where costs which contribute to more than one activity have been allocated to activities on a basis consistent with the use of resources.

1.6 Tangible fixed assets

Tangible fixed assets are initially measured at cost and subsequently measured at cost or valuation, net of depreciation and any impairment losses.

Depreciation is recognised so as to write off the cost or valuation of assets less their residual values over their useful lives on the following bases:

Leasehold improvements	3.33% straight line
Fixtures and fittings	20% reducing balance
Computers	33.3% reducing balance

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is recognised in the statement of financial activities.

1.7 Fixed asset investments

Fixed asset investments are initially measured at transaction price excluding transaction costs, and are subsequently measured at fair value at each reporting date. Changes in fair value are recognised in net income/(expenditure) for the year. Transaction costs are expensed as incurred.

1.8 Impairment of fixed assets

At each reporting end date, the charity reviews the carrying amounts of its tangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any).

1.9 Cash and cash equivalents

Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities.

1.10 Financial instruments

The charity has elected to apply the provisions of Section 11 ‘Basic Financial Instruments’ and Section 12 ‘Other Financial Instruments Issues’ of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the charity's balance sheet when the charity becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

1 Accounting policies **(Continued)**

Basic financial assets

Basic financial assets, which include debtors and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Financial assets classified as receivable within one year are not amortised.

Basic financial liabilities

Basic financial liabilities, including creditors and bank loans are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest. Financial liabilities classified as payable within one year are not amortised.

Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of operations from suppliers. Amounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade creditors are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

Derecognition of financial liabilities

Financial liabilities are derecognised when the charity's contractual obligations expire or are discharged or cancelled.

1.11 Employee benefits

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Termination benefits are recognised immediately as an expense when the charity is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

1.12 Retirement benefits

Payments to defined contribution retirement benefit schemes are charged as an expense as they fall due.

2 Critical accounting estimates and judgements

In the application of the charity's accounting policies, the trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

Critical judgements

Assessing indicators of impairment

In assessing whether there have been any indicators of impairment of assets, the trustees have considered both external and internal sources of information such as market conditions and experience of recoverability.

2 Critical accounting estimates and judgements **(Continued)**

Key sources of estimation uncertainty

Determining residual values and useful economic lives of tangible fixed assets

The charity depreciates tangible fixed assets over their estimated useful lives. The estimation of the useful lives of assets is based on historic performance as well as expectations about future use and therefore requires estimates and assumptions to be applied by management. The actual lives of these assets can vary depending on a variety of factors, including technological innovation, product life cycles and maintenance programmes.

Judgement is applied by trustees when determining the residual values for tangible fixed assets. When determining the residual value trustees aim to assess the amount that the company would currently obtain for the disposal of the asset, if it were already of the condition expected at the end of its useful economic life. Where possible this is done with reference to external market prices.

3 Donations and legacies

	Unrestricted funds 2023	Restricted funds 2023	Total 2023	Unrestricted funds 2022	Restricted funds 2022	Total 2022
	£	£	£	£	£	£
Donations and gifts	33,620	-	33,620	26,918	-	26,918
Legacies receivable	24,278	-	24,278	32,090	-	32,090
Grants	10,000	131,991	141,991	11,771	250,582	262,353
	67,898	131,991	199,889	70,779	250,582	321,361
Grants receivable for core activities						
Community Foundation	-	67,933	67,933	5,000	82,823	87,823
Northumberland County Council	-	47,887	47,887	-	95,784	95,784
Workforce Grant	-	-	-	-	39,325	39,325
Garfield Weston Foundation	-	-	-	-	5,000	5,000
The W A Handley Charity Trust	10,000	-	10,000	-	-	-
The Barbour Foundation	-	-	-	-	5,000	5,000
The Joicey Trust	-	-	-	-	5,000	5,000
The Sir James Knott Trust	-	-	-	-	9,000	9,000
The William Leech Charity	-	10,000	10,000	-	3,000	3,000
The William Webster Charitable Trust	-	3,000	3,000	-	2,500	2,500
Northumbria University Newcastle	-	2,771	2,771	-	-	-
Other under £1,000	-	400	400	6,771	3,150	9,921
	10,000	131,991	141,991	11,771	250,582	262,353

3 Donations and legacies **(Continued)**

In March 2020 the Government introduced the Coronavirus Job Retention Scheme which allowed employers to put staff on temporary leave and reclaim between 60% to 80% of the employees' payroll costs. During the year to 31 March 2023 the charity claimed £nil (2022: £6,271).

4 Charitable activities

	Residential and nursing 2023 £	Residential and nursing 2022 £
Nursing and care	1,775,047	1,451,390

5 Other trading activities

	Unrestricted funds 2023 £	Unrestricted funds 2022 £
Fundraising events	21,489	6,391
Other income	407	118
	21,896	6,509

6 Investments

	Unrestricted funds 2023 £	Endowment funds 2023 £	Total 2023 £	Unrestricted funds 2022 £
Income from listed investments	5,362	-	5,362	3,752
Interest receivable	2,370	173	2,543	335
	7,732	173	7,905	4,087

7 Other income

	Unrestricted funds 2023 £	Total 2022 £
Other income	4,501	-
Insurance claims	10,286	-
	14,787	-

8 Raising funds

	Unrestricted funds 2023 £	Unrestricted funds 2022 £
Fundraising and publicity		
Other fundraising costs	11,809	3,393
	11,809	3,393

9 Charitable activities

	Residential and nursing 2023 £	Residential and nursing 2022 £
Staff costs	1,429,934	1,199,202
Depreciation and impairment	48,083	45,749
Nursing and care	597,747	596,187
	2,075,764	1,841,138
Share of governance costs (see note 10)	6,000	6,406
	2,081,764	1,847,544
Analysis by fund		
Unrestricted funds	1,946,997	1,621,367
Restricted funds	134,767	226,177
	2,081,764	1,847,544

10 Support costs

	Governance costs	2023	Governance costs	2022
	£	£	£	£
Audit fees	6,000	6,000	6,406	6,406
	6,000	6,000	6,406	6,406
Analysed between				
Charitable activities	6,000	6,000	6,406	6,406

Governance costs includes payments to the auditors of £6,000 (2022: £6,406) for audit fees.

11 Trustees

None of the trustees (or any persons connected with them) received any remuneration or benefits from the charity during the year (2022: none).

Trustees' expenses
There were no trustees' expenses paid for the year ended 31 March 2023 (2022: none).
Trustee indemnity insurance costs amounted to £5,123 (2022: £4,272) during the year.

12 Employees

The average monthly number of employees during the year was:

	2023 Number	2022 Number
Administrative	5	5
Key management	3	3
Nursing and care staff	54	49
Total	62	57

Employment costs	2023 £	2022 £
Wages and salaries	1,313,315	1,119,736
Social security costs	87,376	55,272
Other pension costs	29,243	24,194
	1,429,934	1,199,202

The key management personnel of the charity comprise the manager, deputy manager and office manager.
The total employee benefits of the key management personnel were £132,808 (2022: £112,655).

There were no employees whose annual remuneration was more than £60,000.

13 Net gains/(losses) on investments

	Unrestricted funds 2023	Endowment funds 2023	Total 2023	Unrestricted funds 2022	Endowment funds 2022	Total 2022
	£	£	£	£	£	£
Revaluation of investments	(18,579)	(234)	(18,813)	2,203	502	2,705
Gain/(loss) on sale of investments	(778)	-	(778)	332	-	332
	(19,357)	(234)	(19,591)	2,535	502	3,037

14 Taxation

The charity is exempt from tax on income and gains falling within section 505 of the Taxes Act 1988 or section 252 of the Taxation of Chargeable Gains Act 1992 to the extent that these are applied to its charitable objects.

15 Tangible fixed assets

	Leasehold improvements	Fixtures and fittings	Computers	Total
	£	£	£	£
Cost				
At 1 April 2022	534,692	396,308	34,280	965,280
Additions	-	26,829	3,269	30,098
At 31 March 2023	534,692	423,137	37,549	995,378
Depreciation and impairment				
At 1 April 2022	254,445	277,680	19,793	551,918
Depreciation charged in the year	16,294	26,480	5,309	48,083
At 31 March 2023	270,739	304,160	25,102	600,001
Carrying amount				
At 31 March 2023	263,953	118,977	12,447	395,377
At 31 March 2022	280,247	118,628	14,487	413,362

16 Fixed asset investments

	Listed investments	Unlisted investments	Total
	£	£	£
Cost or valuation			
At 1 April 2022	231,021	6,175	237,196
Additions	18,277	-	18,277
Valuation changes	(18,579)	(234)	(18,813)
Disposals	(17,767)	-	(17,767)
At 31 March 2023	212,952	5,941	218,893
Carrying amount			
At 31 March 2023	212,952	5,941	218,893
At 31 March 2022	231,021	6,175	237,196

17 Financial instruments

	2023	2022
	£	£
Carrying amount of financial assets		
Instruments measured at fair value through profit or loss	223,701	239,845

18 Debtors

	2023	2022
Amounts falling due within one year:	£	£
Trade debtors	9,422	25,820
Other debtors	4,379	3,492
Prepayments and accrued income	67,629	19,845
	81,430	49,157

19 Current asset investments

	2023	2022
	£	£
Unlisted investments	10,749	8,824

20 Creditors: amounts falling due within one year

	2023	2022
	£	£
Other taxation and social security	19,958	24,908
Trade creditors	40,481	66,797
Other creditors	82,809	30,379
Accruals and deferred income	31,047	15,118
	174,295	137,202

21 Retirement benefit schemes

Defined contribution schemes

The charity operates a defined contribution pension scheme for all qualifying employees. The assets of the scheme are held separately from those of the charity in an independently administered fund.

The charge to Statement of Financial Activities in respect of defined contribution schemes was £29,243 (2022 - £24,194).

22 Unrestricted funds

These are unrestricted funds which are material to the charity's activities made up as follows:

Current financial year

	Balance at 1 April 2022	Movement in funds: Incoming resources	Resources expended	Transfers	Revaluations, gains and losses	Balance at 31 March 2023
	£	£	£	£	£	£
General fund	1,064,834	1,860,730	(1,870,679)	(3,834)	(19,357)	1,031,694
Community Respite Bed	50,577	8,162	(58,739)	-	-	-
Capital Asset Fund	20,437	12,628	(24,034)	-	-	9,031
Residents fund	-	2,087	(2,974)	4,018	-	3,131
Equipment fund	-	1,811	(438)	-	-	1,373
Staff welfare fund	-	1,942	(1,942)	-	-	-
	1,135,848	1,887,360	(1,958,806)	184	(19,357)	1,045,229

Prior financial year

	Balance at 1 April 2021	Movement in funds: Incoming resources	Resources expended	Transfers	Revaluations, gains and losses	Balance at 1 April 2022
	£	£	£	£	£	£
General fund	1,203,662	1,523,156	(1,595,390)	(69,129)	2,535	1,064,834
Community Respite Bed	20,399	5,500	(26,963)	51,641	-	50,577
Capital Asset Fund	1,247	4,109	(2,407)	17,488	-	20,437
	1,225,308	1,532,765	(1,624,760)	-	2,535	1,135,848

The Community Foundation
Two half yearly instalments are receivable over the course of the period from the Roland Cookson Fund at The Community Foundation Tyne & Wear and Northumberland. The funds are receivable for general charitable purposes however an agreement was made to allocate this fund against nursing and care shortfalls with any balance to be offset against other charitable costs at the discretion of the Community Foundation.

Capital Asset Fund
This fund was set up to represent the net book value of garden furniture purchased through restricted funding for Tesco Bags of Help. It is being reduced each year in line with the charity's depreciation policy.

Community Respite Bed
In a prior year the trustees designated £50,000 of general unrestricted funds to the Community Respite Bed, monies which will be used to develop and support this service. The balance brought forward in this fund was £50,577 and further amounts have been added and expended in the year resulting in a designated balance carried forward of £nil.

Resident's Equipment Fund
A Designated Fund for the replacement of existing equipment or purchase of new equipment is financed by an amount designated in the budget or by specified fundraising events, grants, or unspecified donations.

Staff Welfare Fund
A Designated Fund for donation to staff by residents and their families. It is fully used each Christmas to buy gift cards for staff.

22 Unrestricted funds **(Continued)**

Transfers between funds
Transfers between funds comprise the release of unrestricted funds to the staff welfare fund and the endowment fund.

23 Restricted funds

Current financial year

	Balance at 1 April 2022	Movement in funds: Incoming resources	Movement in funds: Resources expended	Movement in funds: Transfers	Movement in funds: Revaluations, gains and losses	Balance at 31 March 2023
	£	£	£	£	£	£
Community Respite Bed	250	-	(250)	-	-	-
Community Foundation Staff Counselling Fund	3,822	-	(1,044)	-	-	2,778
NCC Infection Control	-	42,054	(42,054)	-	-	-
Service hoists	2,500	-	(2,500)	-	-	-
Roland Cookson Fund @Community Foundation	-	77,933	(77,933)	-	-	-
Refurbishment fund	22,633	-	(1,739)	-	-	20,894
Queens Platinum Jubilee Fund	-	400	(400)	-	-	-
Nursing uplift	-	5,833	(5,833)	-	-	-
Nursing training	-	2,771	(2,771)	-	-	-
The William Webster Charitable Trust	-	3,000	(243)	-	-	2,757
	29,205	131,991	(134,767)	-	-	26,429

Prior financial year

	Balance at 1 April 2021	Movement in funds: Incoming resources	Movement in funds: Resources expended	Movement in funds: Transfers	Movement in funds: Revaluations, gains and losses	Balance at 1 April 2022
	£	£	£	£	£	£
Community Respite Bed	-	21,765	(21,515)	-	-	250
Community Foundation Staff Counselling Fund	4,800	-	(978)	-	-	3,822
NCC Infection Control	-	80,856	(80,856)	-	-	-
Workforce	-	39,325	(39,325)	-	-	-
Service hoists	-	2,500	-	-	-	2,500
Roland Cookson Fund @Community Foundation	-	81,808	(81,808)	-	-	-
Refurbishment fund	-	23,928	(1,295)	-	-	22,633
Queens Platinum Jubilee Fund	-	400	(400)	-	-	-
	4,800	250,582	(226,177)	-	-	29,205

23 Restricted funds **(Continued)**

Community Foundation Staff Counselling Fund
An amount of £4,800 was granted to the charity by the Community Foundation for the sole purpose of staff counselling sessions for members of staff who have struggled working throughout the Covid-19 pandemic.

Refurbishment fund
This fund is restricted and was set up in the year with funds received from the Sir James Knott Trust and Northumberland County Council specifically for the refurbishment of rooms and facilities within the home.

The William Webster Charitable Trust
Grants from William Webster to go towards the replacement of our bed rails/rail bumpers/extenders, together with cost of replacing a steam generated iron. The full amount of the grant was not spent at the one time and the balance was carried forward to complete the replacement of the equipment.

24 Endowment funds

Endowment funds represent assets which must be held permanently by the charity. Income arising on the endowment funds can be used in accordance with the objects of the charity and is included as unrestricted income. Any capital gains or losses arising on the assets form part of the fund.

		Movement in funds				
	Balance at 1 April 2022	Incoming resources	Resources expended	Transfers	Revaluations gains and losses	Balance at 31 March 2023
	£	£	£	£	£	£
EM Edwards Fund	6,186	173	-	(184)	(234)	5,941
	6,186	173	-	(184)	(234)	5,941

		Movement in funds				
	Balance at 1 April 2021	Incoming resources	Resources expended	Transfers	Revaluations gains and losses	Balance at 1 April 2022
	£	£	£	£	£	£
EM Edwards Fund	5,684	-	-	-	502	6,186
	5,684	-	-	-	502	6,186

EM Edwards Fund
The permanent endowment fund represents funds transferred to the charity for the benefit of the residents of Corbridge. The charity may use the interest on capital.

25 Analysis of net assets between funds

Current financial year

	Unrestricted funds 2023 £	Restricted funds 2023 £	Endowment funds 2023 £	Total 2023 £
Fund balances at 31 March 2023 are represented by:				
Tangible assets	374,360	21,017	-	395,377
Investments	212,952	-	5,941	218,893
Current assets/(liabilities)	457,917	5,412	-	463,329
	1,045,229	26,429	5,941	1,077,599

Prior financial year

	Unrestricted funds 2022 £	Restricted funds 2022 £	Endowment funds 2022 £	Total 2022 £
Fund balances at 31 March 2022 are represented by:				
Tangible assets	395,436	17,926	-	413,362
Investments	231,021	-	6,175	237,196
Current assets/(liabilities)	509,391	11,279	11	520,681
	1,135,848	29,205	6,186	1,171,239

26 Operating lease commitments

At the reporting end date the charity had outstanding commitments for future minimum lease payments under non-cancellable operating leases, which fall due as follows:

	2023 £	2022 £
Within one year	6,404	4,647
Between two and five years	6,380	9,819
	12,784	14,466

27 Other Financial Commitments

Under a 60 year management agreement between the Charlotte Straker Project and Home Group Limited dated 1990, the charity, as successor to the Trust, is committed to make payments to Home Group Limited in respect of management charges, major repairs provision and maintenance.

During the year ended March 2011 the charity paid Home Group Limited £110,400 in relation to finance charges in advance of the next 11 years. Each year a proportion of the advance payment accounting to £10,036 is allocated to the financial activities on a straight line basis. At the end of 31 March 2023 the provision for advanced finance charges has been fully released to the statement of financial activities.

	2023 £	2022 £
Service charges	20,440	19,622
Property charges	87,604	82,494
Finance charges	-	10,036

28 Related party transactions

There were no disclosable related party transactions during the year (2022 - none).

29 Cash generated from operations

	2023 £	2022 £
Deficit for the year	(93,640)	(64,553)
Adjustments for:		
Investment income recognised in statement of financial activities	(7,905)	(4,087)
Loss/(gain) on disposal of investments	778	(332)
Fair value gains and losses on investments	18,813	(2,705)
Depreciation and impairment of tangible fixed assets	48,083	45,749
Movements in working capital:		
(Increase) in debtors	(32,273)	(4,742)
Increase in creditors	37,093	68,653
Cash (absorbed by)/generated from operations	(29,051)	37,983

30 Analysis of changes in net funds

The charity had no debt during the year.

31 Contingent liability

At the time of approving the accounts the trustees had been made aware that an agency staff provider had notified the charity of a potential undercharge for their services for the period May 2021 to April 2023. The quantum of the undercharge has not been established and once available will be vigorously scrutinised by the charity's staff. As the amount cannot be quantified no provision as been made in these accounts.

THE CHARLOTTE STRAKER PROJECT

England & Wales - Charity number 1021086

Accounts

Charity registration number 1021086

Company registration number 02756650 (England and Wales)

THE CHARLOTTE STRAKER PROJECT

(A COMPANY LIMITED BY GUARANTEE)

ANNUAL REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2022

THE CHARLOTTE STRAKER PROJECT
(A COMPANY LIMITED BY GUARANTEE)
LEGAL AND ADMINISTRATIVE INFORMATION

Trustees	Mr D Barrie	(Appointed 15 June 2022)
	Mr GM Black	
	Lady AB Blackett	
	Mr NE Braithwaite	
	Dr W Cunningham	
	Ms MA Gordon	
	Ms B Groves	
	Ms ME A Jones	
	Ms MA Wagstaff	
	Mr JR Whelan	
	Mr PG Willey	
	Mr P Wood	
	Ms L Woodcock	
Secretary	Mr Neil Braithwaite	
Charity number	1021086	
Company number	02756650	
Registered office	Charlotte Straker House Cookson Close Corbridge Northumberland NE45 5HB	
Auditor	RMT Accountants & Business Advisors Ltd Gosforth Park Avenue Newcastle upon Tyne NE12 8EG	
Bankers	Lloyds Bank Charlton Place Charlton Road Andover Hampshire SP10 1RE	
	Virgin Money Jubilee House Gosforth Newcastle upon Tyne NE3 4PL	
	CAF Bank Limited 25 Kings Hill Avenue West Malling Kent ME19 4JQ	

THE CHARLOTTE STRAKER PROJECT
(A COMPANY LIMITED BY GUARANTEE)
LEGAL AND ADMINISTRATIVE INFORMATION

Solicitors	Sintons LLP The Cube Barrack Road Newcastle upon Tyne NE4 6DB
Investment advisors	Brewin Dolphin Time Central Gallowgate Newcastle Upon Tyne NE1 4SR

THE CHARLOTTE STRAKER PROJECT
(A COMPANY LIMITED BY GUARANTEE)
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THE CHARLOTTE STRAKER PROJECT
(A COMPANY LIMITED BY GUARANTEE)
TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT)
FOR THE YEAR ENDED 31 MARCH 2022

The trustees of The Charlotte Straker Project who are also directors of The Charlotte Straker Project (CSP) for the purposes of the Companies Act 2006 and are referred to in this report as "the Trustees", present their report with the financial statements of the CSP for the year ended 31 March 2022. The Trustees have adopted the provisions of 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).

During 2021/22 CSP, in addition to its routine work, has continued to take additional steps to respond to a global pandemic, Covid-19. These strategies included the continuation of stringent infection control policies, strict visiting procedures plus regular Covid Management Group meetings to decide on the best possible approach to ensure that Charlotte Straker House remained free of any outbreak. We have carefully followed the Covid-19 government guidelines and we are pleased that the relaxation of a few mandated regulations have allowed families of residents to have more access to their loved ones in Charlotte Straker House.

The residents, families, staff and community have responded to this crisis in an extremely positive way, with understanding and compliance regarding the continuing infection control measures. Some families did find difficulty under these circumstances, but an increase in communications with the families and community helped assist understanding and gave an overview of the ongoing situation. We have also been able to resume social activities including daily coffee mornings, exercise classes, crafting activities and visits from therapy animals, which have all helped ease our residents back into their normal, busy lives.

The administration team carefully organised family appointments to ensure that the number of visitors did not impact infection control procedures. The Visiting Pod has continued to be of benefit to families and the use of zoom and skype has also been valuable.

All the individual Trustees and the Senior Management of the Project should be commended for their actions which ensured our sustainability throughout this time. Staff, volunteers, families and residents must be commended for their patience with the slow lifting of regulations, and it is also positive to see that community support has remained at a high level during the last 12 months.

Our Community Respite Care Bed has reopened and is almost constant use. Due to the increased costs of this service, our marketing coordinator has secured several grants to ensure that the respite bed continues to be a key service. Our Trustees have also assisted in applying and securing significant funds to help cover our fee shortfall over the next three years.

The result is that we continue to provide a safe and happy environment for our residents, with the best in high quality care, even though the pandemic has continued to impact every aspect of CSP life.

It has been yet another challenging year. However CSP has continued to address every adverse situation and has remained a leader within the elderly care industry. We would again like to commend all staff members, the management team, trustees plus our volunteers for their continued support and dedication over the last twelve months.

OBJECTIVES AND STRATEGY
Objectives

The objectives of The Charlotte Straker Project are "the relief and rehabilitation of aged or infirm persons resident in the local authority district of Tynedale or such other areas of the County of Northumberland as the charity shall from time to time determine (the 'area of benefit') as well as the relief and rehabilitation of aged or infirm persons resident elsewhere in the United Kingdom who have close relations resident in Tynedale and in particular, but without limiting the foregoing, by providing or assisting in the provision of sheltered accommodation, and of nursing and other facilities to alleviate the needs of such persons"

And "the advancement of the education of the public with respect to health, housing and welfare problems amongst persons in the area of benefit who are aged or infirm."

Strategy for meeting Charitable Purposes

The principal areas of charitable activity continue to relate to the provision of residential and nursing care to the residents of Charlotte Straker House along with the maintenance of accommodation in the form of bungalows which provide independent living to the occupants. Charlotte Straker House is a care home that provides care & accommodation for up to 32 elderly residents in our well-equipped nursing and residential rooms, plus sheltered housing in 8 bungalows on site, and a free of charge, charity funded respite care room The rooms in the main home are dually registered. The average age of our residents 86 years old. Care is given according to individual needs and we support those who lack funds by making a charitable contribution in certain situations enabling any shortfall in fees to be met.

We describe and promote our services to our local population via various different channels including social media, emailed and posted newsletters, adverts and articles in print and online media and fundraising activities.

Aims

Our aims in 2021/22 continued to include the provision of high quality nursing and residential care according to the individual's needs, supporting those financially who cannot afford our fees. Through 2021/22 we were continuing to respond to a pandemic - Covid-19 - and there were therefore a number of additional areas for consideration, ensuring safety as far as was practically possible for the residents in our home. We reopened our Community Respite Care Bed and continued to provide free of charge respite care, although access was limited due to infection control and isolation requirements. Our vision and values continued to be person-centred to make sure people always remain at the heart of the service.

Our specific objectives during 2021/22 were to ensure high levels of infection control measures were implemented. We received a positive review from the Care Quality Commission (CQC), in order to provide a place of safety for any residents who required 24/7 care. We aimed to adhere to the CQC standards which would continue to see us achieve at least a good rating by CQC, however there have been no further formal inspections. We set ourselves an objective of achieving a consistent 97% occupancy however recognised that due to the pandemic this was a stretched objective and therefore we increased marketing and supported the new Covid discharge framework to increase occupancy during this financial year. We continued to raise funds for CSP to cover any shortfall and applied for specific grants to support any under occupancy and additional measures we had to put in place as a result of the Pandemic.

To achieve these aims we provide excellent staffing levels with quality leadership and a skilled workforce, paying careful attention to the assessment criteria and requirements of CQC and NCC.

As stated the organisation has not been re reviewed since our previous annual report therefore we continue to report our home as ‘Good’ under the CQC ratings with ‘Outstanding’ for “well led”. No concerns were raised during 21/22 with regards to quality, safety, and care, however we did experience two outbreaks of Covid-19 when the home was closed to new admissions for a period as advised by UKHSA & NCC. Our occupancy improved throughout the year and as detailed the CRB bed has been almost in constant use and a great support for our local community.

The fundraising group which was implemented previously to raise money for the CRB bed providing respite care to local people continued to meet remotely and they continued to raise funds to fund this respite service and help meet any shortfall in fees and to support requirements for increased infection control measures that we needed to implement. Our traditional events began to be reintroduced, supported by various online fundraising opportunities, and the fundraising group continued to support individuals who raised money for our charity with their own personal challenges.

Public benefit

We have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing our aims and objectives and in planning our future activities. In particular, trustees consider how planned activities will contribute to the aims and objectives they have set.

REPORT ON ACHIEVEMENTS, PERFORMANCE AND STRATEGY DEVELOPMENT

Achievements and performance
Review of activities

The last twelve months have seen activities across all levels of service at CSP. Through the slow emergence from the pandemic of Covid-19, there have been occasions where service has been somewhat curtailed, because of managing outbreaks of Covid-19. More latterly, in 2022, with the easing of restrictions, particular emphasis has been placed on engaging with residents in outings and activities, whilst we move back to a position where key annual events, such as the Summer Fete are once again held in the grounds of CSP.

Key focus has been on recruitment and development of the team through targeted recruitment campaigns, including a focused recruitment open day. This has shown the resolve and commitment of longer standing team members, through support of newer staff members joining CSP.

We have seen introduction of a new computerised care planning system and its on-going evolvement at CSP. This process has enabled staff at all grades to have access to much needed resident information at the point of care. This enables outcomes to be much more resident focused.

Peter Willey and Jamie Whelan joined the board as new trustees at the end of the previous financial year to support our financial activities, and our existing trustees remained a mainstay to our management and staff teams.

Due to the continued problem of staff recruitment in the care industry we started advertising posts on Indeed, the online job database and held a Recruitment Morning in Corbridge Parish Hall. This was supported by staff and the trustees and led to a number of job applications. We have updated the resident’s handbook and kept this updated throughout the year.

Ensuring our staff and residents families were kept updated was of key importance throughout the year, and regular internal and external communications helped keep all stakeholders updated with our position and well of the residents and staff. This worked well and was received positively.

Communication

Communication continued through various channels including social media (Facebook, Twitter, and LinkedIn), updates to our website, email marketing, newsletters, regular briefings and more. Trustees assisted in monitoring staff well-being, and were in regular contact with members of our staff team, to ensure they were mentally and physically well.

Community Respite Bed (CRB) Service

Over the last year the CRB service has once again become an important feature at CSP providing an essential lifeline to many families. Access to the service has resumed over the course of the last twelve months with great success, we have filled the bed 26 weeks across the year, the weeks that we did not fill were due to closures as a result of Public Health England guidance.

The CRB bed continues to support short breaks both for the person coming to stay at CSP and those being given a break from caring duties.

As a unique aspect of the CSP experience, the CRB assists its users to feel more comfortable about taking a break and being supported, often facilitating input into activities within the service that the person would otherwise struggle to access.

Recent updates regarding visiting policies, as updated by Central Government on 21 June 2021 now indicate that persons being admitted from home into a care home setting can follow a strict protocol which negates their need to then self- isolate thereby supporting access to our CRB bed.

Nursing/Residential Client Referrals

Charlotte Straker has throughout 2021/22 marketed its availability via adverts/ community nursing teams and social workers. We started the year with capacity, a number of empty rooms however during 21/22 all rooms were filled and we once again were holding a waiting list by March 22. This took a great deal of effort from the Senior Management Team who were continually in touch with the local hospitals, sharing availability and also following up efficiently on enquiries with families. Due to restricted access they provided viewings in different formats – virtual viewings including Q&A with the manager, photographs, improved information packs.

We continue to work closely with community services, primary and secondary care to develop relationships in order to make any referral a comprehensive process. We have recently reviewed our admission process to ensure it is streamlined for the families and we can assist with difficult financial queries.

We were unable to explore any further additional services such as domiciliary care, day services to the local older population, although we have confirmed with NCC that these would certainly be sought after services and great benefit to our community, we will therefore look to explore this 22/23.

Volunteers

We rely on the dedication and hard work of all our volunteers, they provide such a fantastic contribution to our residents, due to Covid-19 restrictions it was disappointing that they were unable to access the home as previously experienced therefore it was with great joy that from April 2021 onwards we were able to welcome them back into Charlotte Straker House to assist with a limited programme of social activities.

All volunteers are an integral part of CSP and some support the Activity Co-ordinator in many ways such as, befriending those with relatives far away, visiting regularly to chat and help residents in any way they can. Participating in reading, games, craft and music sessions and accompanying residents to social events & outings outside Charlotte Straker House when these events resume. They also manage the weekly shop trolley that sells toiletries, snacks and sweets.

Our volunteers will continue help to organise, plan and run our fundraising events, such as our Summer Fete, stalls at Gift & Christmas Fairs and Family Fun Day and many other events.

Fundraising Approach

The ability to fundraise across 2021/22 was extremely restricted given that we were unable to hold events, join in national fundraising proceedings and also get out and about raising the profile CSP. We therefore agreed to take the continued approach of meeting or writing to Trusts/ Funds/ Companies or Individuals we felt would support CSP and its purpose for this community. We also continued with our friends of CSP programme but decided not to expand this as it requires face to face discussions to explain and demonstrate the benefits. Our local communities continued to support us with donations. We agreed that large unrestricted donations from funds or companies would support our increased shortfall.

Fundraising

Our main objectives this year included raising funds for the following projects:

- The Community Respite Bed service (CRB)
- The Garden Project

The 'Crafty Women', who are a key and important support for CSP, not only enable us to raise funds but give us the opportunity of marketing the charity more widely. They had a presence at the Tynedale Gift Fair, Corbridge Youth Initiative Christmas Fair and Corbridge Car Boot sales.

Under our longstanding collaboration with the Corbridge Youth Initiative on fundraising events – the ‘Better Together’ initiative - we held a successful ‘Big Night Out’ in December. The numbers attending were restricted to 60 and social distancing was practiced to comply with the regulations. Feedback from this, our first indoor event for 2 years, was very positive.

In the autumn, to support the 'Better Together' initiative, members of the Corbridge Partnership linked with the Corbridge Cricket Club and representatives of the two charities to organise the harvesting and pressing of apples. The juice was canned by Hadrian Border Brewery and sold to raise funds for both charities.

Funds for the CRB were raised in various ways by our supporters including a Schooling Day for horses at Bywell, a Sponsored Slim, taking part in the Great North Run and a share of a collection by Hexham Rotary.

Legacies & Donations

We are very grateful for the generosity and support of individual donors and companies' and during 2021/22 we benefitted from the following receipts:-

Donations	£26,918
Legacies	£32,090
Grants	£262,353

Roland Cookson Fund at the Community Foundation Tyne & Wear and Northumberland

Our collaboration with the Community Foundation Tyne & Wear and Northumberland continued in 2021/22. This enabled us to continue to receive their support via the Roland Cookson Fund. Roland Cookson was an important local industrialist who lived in Corbridge and who supported many good causes in the North East. The continued funding agreement ensures that we receive a half-yearly grant which assists us in achieving our charitable aims. As part of the funding agreement we report regularly to the Community Foundation on the use of the grants. Thus far grants have contributed to offset the shortfall in residents' fees and support the new CRB service as well as a number of other smaller projects.

Shortfall in fees

As mentioned above each year we aim to provide a charitable contribution to a number of our residents who have a shortfall in their fees due to lack of personal means. This year (2021/22) it amounted to £115,956, some of this was provided by the grant funding from the Community Foundation (see above).

Marketing and PR

CSP employs a Marketing Coordinator with marketing/public relations expertise. The role of this person is to promote the good name of the charity, understanding of its services as well as individual fundraising events and appeals. This has made a significant difference to the profile of CSP. The Marketing Coordinator is involved in approaching the general public to raise funds, apply and secure funding grants, advertise the service to users and their families and will inform those approached that they are a paid employee. Any marketing to specific individuals will comply with GDPR.

CQC inspection

No physical inspections have taken place throughout the last twelve months at CSP. Instead, on a month-to-month basis, the CQC gather information from a range of sources to then determine whether or not a visit is warranted. At this time, the CQC have published a note to their web site that they have not received any information which means they need to re- assess the existing rating at CSP at this time.

Northumberland County Council Monitoring Visit

No inspection has been forthcoming from NCC. No planned visits have been announced and all provider meetings continue to be held virtually.

The Building

We have taken the building as far we can in terms of alterations and additions. Home Group, the Freeholders, do not wish to invest any further capital in the building and given the fact that the Charlotte Straker Project lease the premises it makes no financial sense to carry out any other major reconstruction or refurbishment, apart from upgrading individual rooms and facilities. We do however continue to explore opportunities and ensure the building space we have available is used to its best effect for the residents and staff

Strategic Planning for the future

The Strategic Development Committee (SDC) was set up as part of an overhaul of the management structure that sought to pass the operational aspects of running the Charlotte Straker House to the relevant sub committees leaving the SDC to concentrate on the areas where improvements could be made in a strategic sense.

The Committee are well aware of the need to have a continuous programme of improvement to facilities on behalf of the residents and staff alike. The Committee have continued to focus on a number of areas during the Covid Pandemic, during the height of the Pandemic when residents were managed in their own rooms the dining room and front sitting rooms became areas which supported infection control measures, as requirements reduced and were permitted to return to normal activities the committee supported refurbishment of these rooms to make them more inviting for the residents & families on their return.

From a strategic point of view the home is committed to introducing and adopting measures which will support the Green Agenda and reduce harmful emissions. To this end we have adopted the following measures:

- Recycling of waste – All waste is segregated to ensure efficient recycling streams from the service.
- Recycling of ink and toner cartridges - Using a collection point within the service to recycle and prevent waste.
- Re -cycling of batteries – Using a collection point and one key person to dispose of batteries safely.
- Contracting with local suppliers for goods and services – Reducing footprint through partnering with local providers of both goods and services to minimise emissions.
- Implementation of a BMS for heating of the home and hot water supply – Minimising the impact of emissions through work undertaken with our Landlord, to facilitate installation of a BMS system, allowing smarter management and use of energy and reducing emissions.

A new sign at the entrance to CSP was donated, the style which is in keeping with the community was agreed by the strategic committee, this was erected in February 22. We have received positive feedback about this change and we were grateful for the donation.

To add to the exterior improvements plans have been agreed to enhance the exterior facilities with the acquisition of new window boxes, urns and hanging baskets for the front of the property together with some new external seating. The Garden Room will be repainted and the decking cleaned down with new parasols placed.

In the longer term the SDC recognise the need to consider the financing and development of a new Home and work has taken place in identifying a suitable site and preparing a development budget.

The SDC has also influenced the fund raising approach that recognises the excellent work done by the Fundraising Committee in both raising money and the profile of CSP whilst directing the larger fund raising initiatives in a way that helps to recover the financial standing of CSP following the impact of lockdown.

The SDC has also sought to influence the Marketing of the CSP.

The SDC have been conscious of the need to bring pressure to bear on both Government and Northumberland County Council regarding the funding of beds for some residents which is woefully inadequate currently and can result in financial support of up to £10,500 per room. The Charity is not there to provide subsidy to the Government for the care of those in need. Positive discussions have been held with NCC and a review with regards to the ‘cost of care’ is planned for 22/23.

FINANCIAL REVIEW

Financial position

The Trustees recognise the importance of sound financial management and have in place robust financial policies and controls which are reviewed regularly by the Finance and Governance Committee and Board of Trustees. We also acknowledge the vital and greatly appreciated support of our local community, donors and loyal employees.

The year 2021/22 was another challenging period - largely as a result of Covid-19. There was a net outflow of funds of £91,995 (2021: £182k) (excluding restricted funds, transfers between funds and movements on investments) - unrestricted incoming funds £1,533k (2021:1,394k) and outgoings of £1,625k (2021: £1,576k) - all of which meant we were drawing on our reserves again. This "Reserve Drawing" process has continued into the 2022/23 financial year. The combination of Covid-19 and the underfunding of the Care Sector combined to make the last two years particularly challenging. It is also important to note that a good deal of our fundraising activities have been curtailed as a result of Covid-19.

There is a small gain of £3k (2021: £60k) shown on the value of our investments reflecting the uncertainty in the market at the year end. At one stage our investments were standing at a premium of £20k to the current figure of £237k representing the valuation on 31st March 2022.

At the year end, the charity held unrestricted funds of £1,136k (2021: £1,225k) and overall funds of £1,171k (2021: 1,236k).

Principal funding sources

Our principal income is derived from accommodation fees from the 32 residential rooms and 8 bungalows which make up The Charlotte Straker Project. Additional income is derived from our own fundraising activities together with grants from various charities and trusts.

Going concern

At the end of the financial year and after taking appropriate action, the trustees consider that the charity has adequate resources to enable it to continue in operational existence for the foreseeable future. For this reason, the charity continues to adopt the going concern basis in preparing the financial statements.

Reserves policy
The Trustees have resolved to hold money and readily realisable investments equivalent to 6 months operating costs in the event that we have to wind down and cease operations. We are also mindful here of funding issues in the Health Economy and the restraints on budgets evidenced in recent times.

The Trustees regularly review the reserves required and reaffirmed the figure of £700k for 2021/22 which was achieved for most of the year. This was only possible because of the strength of the Balance Sheet, continuing prudent financial control and the action taken by Trustees, management and staff during the pandemic, but The Charlotte Straker Project ended the year in a sound financial position.

The 'free reserves' of the charity (defined as those unrestricted funds not designated for specific purposes or tied up in fixed assets) stood at £670k at the year end. The trustees are currently reviewing the policy and believe that it was previously more prudent than that required in a well-managed and governed entity.

Our reserves are represented by both fixed and current assets held, and includes monies held on deposit and various investments held by the charity. The Trustees have taken a prudent approach to investment, as detailed in the Investment Policy and Objectives section of this report, which strikes a careful balance between monies held as part of longer term investments and monies held on deposit, that are more readily available for use when the need arises. The reserves policy adopted ensures that The Charlotte Straker Project has funds at its disposal, that can be drawn on, so that the charity can continue to operate and fulfil its financial commitments, even in such circumstances as have been seen this year.

As at 31st March 2022 the free reserves of the charity were maintained in line with the reserves policy, however, since the year end the Trustees have needed to draw on this 'rainy day' fund, in order to maintain cashflow. Although this means that reserves have dropped, the Trustees are convinced of the need to make use of these funds, as this is the very purpose for which they are held. Doing so has allowed the charity to weather the storm during the pandemic and has allowed the Trustees to continue to operate the charity and set in motion plans for a recovery. The Trustees are now working to rebuild those free reserves and hope that the current Fair Cost of Care review being undertaken by government will result in an improvement in our overall position.

Investments

Investment policy and objectives

A review of the charity investment policy was carried out in February 2019 when it was agreed to appoint Brewin Dolphin, a professional fund management company as investment managers of £200,000 of its Reserves. This investment represents the amount that the Trustees feel is prudent to place longer term and the objectives are to achieve above inflation capital growth of inflation plus 2% with a moderate risk level which should allow the Charity at least to maintain the real value of the assets, ultimately for the benefit of its current and future residents. This objective has been achieved since the start of the investment policy.

Risk management

The Trustees have a duty to identify and review the risks to which the charity is exposed and to ensure appropriate controls and mitigating actions are in place to provide reasonable assurance against consequences, fraud and error. The Trustees continue to review the business risks and have an active and systematic risk management strategy.

Individual Board Committees have their own discrete Risk Registers which are posted on the Intranet prior to each Board Meeting. All Risk Registers are based on the identification of risk in the first place (on a scored basis) and mitigated (hopefully) in the second place (scored again), thereby hopefully reducing the resultant score.

The highest scoring risks from all the Committees plus any specific to the Board are then combined to produce the Organisational Risk Register (ORR) which is compiled on the same basis. Trustees have requested that there are always two risks present on the ORR – Cash and Health & Safety – as they wish to have knowledge of the current position.

The Organisational Risk Register has had two predominant risks in the last 12 months – Pandemic and Cash positions – which as was said last year “spills out into the whole being of Charlotte Straker – risk to the Residents, Staff, the Community and eventually to the very existence of the Charity” In the early stages of the year because of Pandemic we had a significant number of empty rooms meaning loss of income. Later in the year demand for rooms picked up but the risk area was staffing – which is replicated nationally – in terms of significant vacancies resulting in us having to utilise extremely expensive Agency staff. This situation was still ongoing at the end of 2021/22 financial year.

The Covid Group was mentioned in this section last year – it continued to meet well into 21/22 either weekly or fortnightly to hear/understand/plan the immediate way forward. Whilst our Covid experience improved over the year (there were more minor Outbreaks over time) the Group is on permanent standby if required.

What is set out above identifies how CSP has and continues to manage our major risks in addition to our “normal strategy” of identifying the “lesser” types of risks that Charlotte Straker faces.

The Board of Trustees were all aware of financial challenges and contributed to discussions and plans for the Budget 2022/23 (concerns as a deficit budget was required to be set).

STRUCTURE GOVERNANCE AND MANAGEMENT
Governing document

The Charlotte Straker Project is controlled by its governing document, a deed of trust, and constitutes a limited company, limited by guarantee, as defined by the Companies Act 2006.

In the event of The Charlotte Straker Project being wound up, the individual liability of every member of the charity shall not exceed £1.

Charity constitution

The Charlotte Straker Project is a charitable company limited by guarantee, registered at Companies House, incorporated on 16 October 1992 and registered as a charity on 17 May 1993. The objects and powers of the charity are as set out in the Articles of Association.

The trustees, who are also the directors for the purpose of company law, and who served during the year and up to the date of signature of the financial statements were:

Mr D Barrie	(Appointed 15 June 2022)
Mr GM Black	
Lady AB Blackett	
Mr NE Braithwaite	
Dr W Cunningham	
Ms MA Gordon	
Ms B Groves	
Mr SM I'anson	(Resigned 15 June 2022)
Ms ME A Jones	
Ms MA Wagstaff	
Mr JR Whelan	
Mr PG Willey	
Mr P Wood	
Ms L Woodcock	
Mr Richard Dixon	(Resigned 15 September 2021)
Mr Gordon Parfitt	(Resigned 31 May 2021)
Mr MF Pottage	(Resigned 9 January 2022)

Recruitment and appointment of new trustees

The directors of The Charlotte Straker Project are also Trustees of the charity. They are known as the Executive Committee. Each year at the AGM a number of the longest serving members retire, by rotation, and being eligible and assuming willingness, may offer themselves for re-election. A term of office is recommended as 9 years however if Trustees are willing to continue and have valuable skills they will be re-elected.

Taking into consideration the nature of the work that The Charlotte Straker Project undertakes, the Executive Committee seek to ensure that the needs of the sector of the community that it serves are appropriately reflected through the diversity of the Trustee body and that collectively the Trustees have the skills required enabling the charity to operate effectively. This is an ongoing process, as is an endeavour to anticipate succession planning for the Trustee cohort. The method of appointment/induction of trustees was updated and reviewed in 2021 and is now as set out below. This method of appointment is managed by the Executive Committee reviewing the current skillset and looking to augment where appropriate. Trustees come from very diverse backgrounds and therefore have a number of skills to offer The Charlotte Straker Project. These include medical, clinical, legal, financial, property and managerial. There are specific skills in safeguarding and care provision and therefore there is an excellent representation on the Executive Committee.

In the year 2021/22 no new Trustees were appointed, Jamie Whelan who was appointed early 2021, took over the role of Treasurer upon retirement of the previous Treasurer (Gordon Parfitt) on 31st May 2021.Richard Dixon stood down from post of Trustee at September 21 AGM, Michael Pottage also stood down as Trustee March 22 – we thank them both for the huge contributions they have given to CSP and we are pleased to hear they will continue to support as volunteers.

Safeguarding skills are mentioned earlier in this section, the organisation is required by the Charity Commission to appoint one of their body as their Lead Trustee on Safeguarding issues with a focus on ensuring appropriate Trustee oversight on Safeguarding practice and procedures. The Trustee appointed is Lesley Thirlwell (Woodcock) and this responsibility is renewed on an annual basis in June at the relevant Board Meeting

The current Trustees are familiar with the practical work of the Charlotte Straker Project.

We regularly review and update our Induction and Training for new Trustees, the last such update being in October 2021. Any prospective appointment of a Trustee is discussed at a Nominations Committee and then presented to the Executive Committee before an approach is made. If the proposal is agreed the Chair meets with the potential new Trustee, to discuss the work of the charity and the role of a Trustee. An 'Introductory Pack' of information is provided and he/she is invited to attend the following Executive Committee meeting as an observer and introduce themselves to the Board of Trustees.

Included in the Introductory Pack the new Trustee is directed to the relative Charity Commission website and section on the responsibilities of a Trustee.

Following the Executive Meeting the Trustees will discuss the appointment once more and if agreed as suitable and, subject to all necessary checks being completed, the person will be invited to become a Trustee. New Trustees attend induction training sessions run by the Chair and others which cover the obligations of Trustees, Safeguarding training, the main documents which set out the operational framework for the charity, Regulatory reports, the current financial position including the latest audited accounts, management accounts and future plans and objectives.

Prior to the Pandemic a number of Trustees have attended Charity update seminars run by our Solicitors – Sintons LLP of Newcastle upon Tyne and other professional organisations. These events are designed to keep Trustees abreast of current thinking, developments and governance issues in the Charitable sector. Other organisations have offered remote training to support role of Trustees, a number of Trustees have attended ‘What makes a good Board’, ‘Financial Awareness’. As course become available these will be offered to all Trustees.

Sintons also provide a quarterly update for each Executive Meeting detailing matters of interest/importance to Care Industry and this has been appropriate given all the extra considerations as a result of Covid. It is intended that they will be invited to an Executive meeting in 22/23 to update Trustees on general Care and Charity matters.

We plan to resume our “in person Away Day strategic meeting” to which all Trustees together with our solicitors, which as well as discussing strategy, provides a useful platform for Trustee updates.

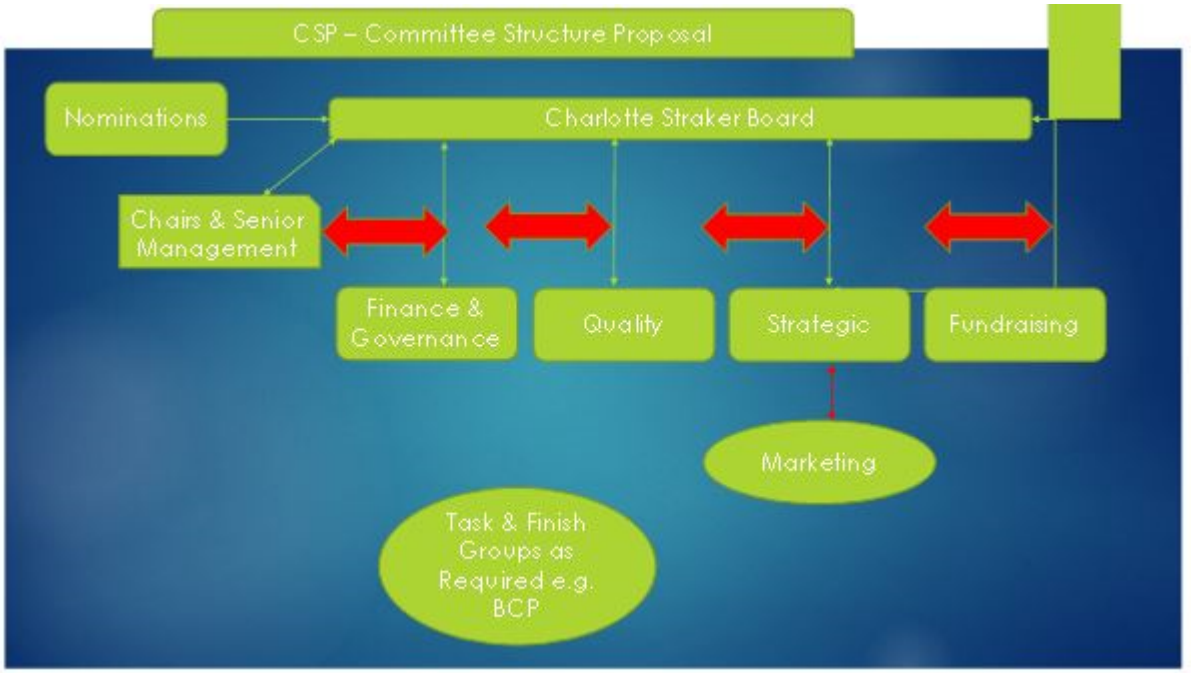
Organisational structure

The Executive Committee (the Board of Trustees) meet every quarter. The meetings have had to take place via Zoom/ Teams due to space, to allow social distancing and some Trustees shielding. We held one meeting face to face however we used Corbridge First School hall which allowed us to be adequately socially distanced this hosted our AGM for September and also our Board Meeting. There were no outside attendees.

The Executive Committee meetings include the Registered Manager, to whom day to day responsibility for delivery of care and the running of the care home facility is delegated. This responsibility includes managing the appropriate budgetary areas set out by the Treasurer and Chair. The delegation does not include overall financial and strategic responsibilities of the organisation, this is managed by the Treasurer (with oversight from the Chair) through the Finance and Governance Committee and Strategic Development Committee which both report to the Executive Board. The manager is a member of both these Committees. The manager does not have voting rights.
There is a:
- Chair
- Vice Chair
- Treasurer
- Company Secretary

There are six main committees: – all chaired by Trustees:
Chairs and Senior Management (C&SM) – Chair Gavin Black
Strategic Development (SDC) – Chair Gavin Black
Quality (QC) – Chair Ann Wagstaff
Finance and Governance (F&G) – Chair Peter Wood
Fundraising (FR) – Chair Angela Jones
Nominations (NC) – Chair Berenice Groves

Board Structure and Reporting Lines – as detailed below on the diagram



This is a new Structure which was agreed by Trustees and inaugurated during 2021. The aim was to streamline the Organisation a little more, improve Communication and the business of conducting our Board Meetings. In connection with the streamlining of Board Meetings the new structure also introduced the Chairs and Senior Management Group which currently meets twice in between each Board Meeting. As implied the members are the Chairs of the five Board Committees/Chair/Vice Chair and operational Senior Management. The addition of the Registered Manager is important here in that she cannot only hear of the issues from Committee Chairs but also update them on operational issues within Charlotte Straker House but act as a conduit for Staff communication (both upwards and downwards).

This improvement of our “information flow” between the different areas of CSP does help to streamline our Board Meetings in that Committee Chairs (having submitted their papers to our Intranet prior to Board Meetings) need only then summarise the principal actions and issues.

Task and Finish Groups have continued to meet as necessary – the main focus in the period 2021/22 being the introduction of the new Care Plan system (Care Control) successfully achieved and will, in time produce further benefits relating to our Administration function. Additionally there has been work on our Business Continuity Plan. As is mentioned elsewhere in this Report our Covid group met weekly in the early part of the year, with the frequency decreasing as the Pandemic situation improved and subsequently meeting as and when required.

The trustees are responsible for defining the charity's senior management pay policy and deciding on the salary of the Registered and Deputy Manager. The board delegates this responsibility to the Nomination Committee signed off by Finance and Governance Committee. The Registered Manager has the key operational leadership role in the charity. Nationally there is a dearth of good managers who are prepared to manage Care Homes. It is important to assure quality of care that we are able to both recruit and retain the right person.

Senior management team

The current SMT structure consists of the Registered Manager, a Deputy Manager, and a Clinical Support Nurse. The structure of the SMT sees a split between the responsibilities of each post holder to then facilitate time for the Registered Manager to have oversight of the home alongside a managerial role. Focus for the next six months is on consolidation of roles and of a continued focus on recruitment and training.

Care North East

The Charlotte Straker Project is a member of a trade organisation, Care North East (CNE), which looks at the terms and conditions of the contractual arrangements with Northumberland County Council (NCC). We continue our membership of this organisation to ensure residents are adequately supported by NCC. A new 3 year contract, which was felt by CSP to be disadvantageous in part to Care Homes e.g. it did not truly reflect ongoing costs of the Pandemic, was signed in late April 2021. This contract contained a number of concessions by NCC. The annual uplift formula in the contract did not take into account the rapid rise in costs we encountered in 21/22 nor the need to employ expensive agency staff to fill gaps in our rota. We submitted evidence along with CNE to NCC of increased costs in December 2021 arguing that the uplift formula was too limited. Despite this process being one of the concessions made by NCC the submission by CNE and ourselves was rejected. However, CNE continue to press the issues of low residential care fees and the low level of funding of those awarded Continuing Healthcare Funding with NCC.

General Data Protection Regulation (GDPR)

The annual review of GDPR arrangements in all settings (offices, nurses' station, treatment rooms) within the organisation was undertaken by a trustee in December 2021. Restrictions in visiting as a result of the Pandemic meant that this was undertaken virtually by interviews with relevant staff and a video tour of office space and nurses' station. This process identified our progress in implementing GDPR, listing the current strengths and weaknesses of our arrangements. A report was then submitted, and action points approved by the Board of Trustees. The improvements in the storage and security of data were maintained from 2020. A need for training for new staff was identified and appropriate workshops will be delivered in-house.

Staff and training

The staff team at Charlotte Straker consists of:
- Housekeeping team
- Cooking and catering team
- Nursing and Care team
- Administration team

The last year has seen minimal changes in the staff team, in terms of leavers, as follows:

ROLE	NUMBERS OF LEAVERS	REASON FOR LEAVING
Senior Clinical Lead Nurse	1	Return to NHS.
Clinical Support Nurse	1	Unspecified
Care assistants (days)	1	Leaving social care sector.
Care assistants	2 (1 days, 1 nights) TOTAL 3	Moving to associated role in social care sector.
Care assistant (nights)	2 (1days, 1 nights) TOTAL 2	Change in role within organisation
Care assistant (nights)	1	Retirement

Clearly, recruitment of replacement staff has been a key aspect of business activity, and, to that end, we have seen several new members join the team at CSP. With recruitment now comes the requirement to both support and train newer team members to ensure a high standard of care delivery is maintained.

Staff Training

With the easement of restrictions through Covid-19, there is now a planned training programme with face-to-face training opportunities to ensure compliance in all areas, whilst we develop the core skills of the team. This enables us to re- visit core skills, ensuring standards of care across the service.
Key activity in training has been a focus on:

1. Senior Care Assistant training - Advanced Care Practitioner training with a current cohort of seven staff working to complete this course and two further staff members to commence with the next intake.
2. NVQ Care – Two staff working towards their NVQ in Care.
3. NVQ Catering – One staff member working towards NVQ in Catering.

Statement of trustees' responsibilities

The trustees, who are also the directors of The Charlotte Straker Project for the purpose of company law, are responsible for preparing the Trustees' 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 charity and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that year.

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

- select suitable accounting policies and then 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; and

- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

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

Auditor

In accordance with the company's articles, a resolution proposing that RMT Accountants & Business Advisors Ltd be reappointed as auditor of the company will be put at a General Meeting.

Disclosure of information to auditor

Each of the trustees has confirmed that there is no information of which they are aware which is relevant to the audit, but of which the auditor is unaware. They have further confirmed that they have taken appropriate steps to identify such relevant information and to establish that the auditor is aware of such information.

The trustees' report was approved by the Board of Trustees.

Ms B Groves
Trustee

22 September 2022

THE CHARLOTTE STRAKER PROJECT
(A COMPANY LIMITED BY GUARANTEE)
INDEPENDENT AUDITOR'S REPORT

TO THE MEMBERS OF THE CHARLOTTE STRAKER PROJECT

Opinion

We have audited the financial statements of The Charlotte Straker Project (the 'charity') for the year ended 31 March 2022 which comprise the statement of financial activities, the balance sheet, the statement of cash flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2022 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; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the *Auditor's responsibilities for the audit of the financial statements* section of our report. We are independent of the charity in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charity's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information

The other information comprises the information included in the annual report other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the trustees' report for the financial year for which the financial statements are prepared, which includes the directors' report prepared for the purposes of company law, is consistent with the financial statements; and
- the directors' report included within the trustees' report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charity and its environment obtained in the course of the audit, we have not identified material misstatements in the directors' report included within the trustees' report.

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

- adequate accounting records have not been kept, or 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' exemptions in preparing the trustees' report and from the requirement to prepare a strategic report.

Responsibilities of trustees

As explained more fully in the statement of trustees' responsibilities, the trustees, who are also the directors of the charity for the purpose of company law, are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error. In preparing the financial statements, the trustees are responsible for assessing the charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

The extent to which our procedures are capable of detecting irregularities, including fraud, is detailed below.

Capability of the audit in detecting irregularities, including fraud

Based on our understanding of the charitable company and the sector in which it operates, we identified that the following laws and regulations are significant to the entity:

- Those laws and regulations considered to have a direct effect on the financial statements including UK financial reporting standards, Company Law and Charity Law.
- Those laws and regulations for which non-compliance may be fundamental to the operating aspects of the charity and therefore may have a material effect on the financial statements include compliance with charitable objectives, public benefit, fundraising regulations, safeguarding and health and safety legislation.

These matters were discussed amongst the engagement team at the planning stage and the team remained alert throughout the audit.

Audit procedures undertaken in response to the potential risks relating to irregularities (which include fraud and non-compliance with laws and regulations) comprised of: inquiries of management and the Trustees as to whether the entity complies with such laws and regulations; enquiries with the same concerning any actual or potential litigation or claims; inspection of relevant legal correspondence and legal costs incurred; review of Trustee meeting minutes; testing the appropriateness of journal entries; and the performance of analytical review to identify unexpected movements in account balances which may be indicative of fraud.

No instances of material non-compliance were identified. However, the likelihood of detecting irregularities, including fraud, is limited by the inherent difficulty in detecting irregularities, the effectiveness of the entity's controls, and the nature, timing and extent of the audit procedures performed. Irregularities that result from fraud might be inherently more difficult to detect than irregularities that result from error. As explained above, there is an unavoidable risk that material misstatements may not be detected, even though the audit has been planned and performed in accordance with ISAs (UK).

A further description of our responsibilities is available on the Financial Reporting Council’s website at: https://www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Use of our report

This report is made solely to the 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.

Mr Stephen Slater (Senior Statutory Auditor)
for and on behalf of RMT Accountants & Business Advisors Ltd
Statutory Auditor
Gosforth Park Avenue
Newcastle upon Tyne
NE12 8EG

Date: 22 September 2022

THE CHARLOTTE STRAKER PROJECT
(A COMPANY LIMITED BY GUARANTEE)
STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31 MARCH 2022

Current financial year

	Notes	Unrestricted funds 2022 £	Restricted funds 2022 £	Endowment funds 2022 £	Total 2022 £	Total 2021 £
Income from:						
Donations and legacies	**3**	70,779	250,582	-	321,361	282,375
Charitable activities	**4**	1,451,390	-	-	1,451,390	1,158,812
Other trading activities	**5**	6,509	-	-	6,509	3,860
Investments	**6**	4,087	-	-	4,087	6,069
Total income		1,532,765	250,582	-	1,783,347	1,451,116
Expenditure on:						
Raising funds	**7**	3,393	-	-	3,393	2,160
Charitable activities	**8**	1,621,367	226,177	-	1,847,544	1,616,830
Total expenditure		1,624,760	226,177	-	1,850,937	1,618,990
Net gains/(losses) on investments	**12**	2,535	-	502	3,037	59,530
Net movement in funds		(89,460)	24,405	502	(64,553)	(108,344)
Fund balances at 1 April 2021		1,225,308	4,800	5,684	1,235,792	1,344,136
Fund balances at 31 March 2022		1,135,848	29,205	6,186	1,171,239	1,235,792

The statement of financial activities includes all gains and losses recognised in the year.

All income and expenditure derive from continuing activities.

THE CHARLOTTE STRAKER PROJECT
(A COMPANY LIMITED BY GUARANTEE)
STATEMENT OF FINANCIAL ACTIVITIES (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2022

Prior financial year

	Notes	Unrestricted funds 2021 £	Restricted funds 2021 £	Endowment funds 2021 £	Total 2021 £
Income from:					
Donations and legacies	**3**	225,328	57,047	-	282,375
Charitable activities	**4**	1,158,812	-	-	1,158,812
Other trading activities	**5**	3,860	-	-	3,860
Investments	**6**	6,069	-	-	6,069
Total income		1,394,069	57,047	-	1,451,116
Expenditure on:					
Raising funds	**7**	2,160	-	-	2,160
Charitable activities	**8**	1,573,827	43,003	-	1,616,830
Total expenditure		1,575,987	43,003	-	1,618,990
Net gains/(losses) on investments	**12**	59,530	-	-	59,530
Net (outgoing)/incoming resources before transfers		(122,388)	14,044	-	(108,344)
Gross transfers between funds		9,333	(9,244)	(89)	-
Net movement in funds		(113,055)	4,800	(89)	(108,344)
Fund balances at 1 April 2020		1,338,363	-	5,773	1,344,136
Fund balances at 31 March 2021		1,225,308	4,800	5,684	1,235,792

THE CHARLOTTE STRAKER PROJECT
(A COMPANY LIMITED BY GUARANTEE)
BALANCE SHEET
AS AT 31 MARCH 2022

	Notes	2022 £	2022 £	2021 £	2021 £
Fixed assets					
Tangible assets	**13**		413,362		416,006
Investments	**14**		237,196		234,793
			650,558		650,799
Current assets					
Debtors	**16**	49,157		44,415	
Investments	**17**	8,824		6,450	
Cash at bank and in hand		599,902		602,677	
		657,883		653,542	
Creditors: amounts falling due within one year	**18**	(137,202)		(68,549)	
Net current assets			520,681		584,993
Total assets less current liabilities			1,171,239		1,235,792
Capital funds					
Endowment funds					
Expendable endowment	**19**	6,186		5,684	
			6,186		5,684
Income funds					
Restricted funds	**20**		29,205		4,800
Unrestricted funds	**21**		1,135,848		1,225,308
			1,171,239		1,235,792

The financial statements were approved by the Trustees on 22 October 2022

Ms B Groves
Trustee

Mr JR Whelan
Trustee

Company registration number 02756650

THE CHARLOTTE STRAKER PROJECT
(A COMPANY LIMITED BY GUARANTEE)
STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 MARCH 2022

	Notes	2022 £	2022 £	2021 £	2021 £
Cash flows from operating activities					
Cash generated from/(absorbed by) operations	**25**		37,983		(63,333)
Investing activities					
Purchase of tangible fixed assets		(43,105)		(51,889)	
Proceeds from disposal of tangible fixed assets		-		263	
Purchase of investments		(12,446)		(8,795)	
Proceeds from disposal of investments		10,706		7,873	
Investment income received		4,087		6,069	
Net cash used in investing activities			(40,758)		(46,479)
Net cash used in financing activities			-		-
Net decrease in cash and cash equivalents			(2,775)		(109,812)
Cash and cash equivalents at beginning of year			602,677		712,489
Cash and cash equivalents at end of year			599,902		602,677

1 Accounting policies

Charity information

The Charlotte Straker Project is a private company limited by guarantee incorporated in England and Wales. The registered office is Charlotte Straker House, Cookson Close, Corbridge, Northumberland, NE45 5HB.

1.1 Accounting convention

The financial statements have been prepared in accordance with the charity's governing document, the Companies Act 2006, FRS 102 “The Financial Reporting Standard applicable in the UK and Republic of Ireland” (“FRS 102”) and the Charities SORP "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 2019). The charity is a Public Benefit Entity as defined by FRS 102.

The financial statements are prepared in sterling, which is the functional currency of the charity. Monetary amounts in these financial statements are rounded to the nearest £.

The financial statements have been prepared under the historical cost convention, modified to include the revaluation of certain financial instruments at fair value. The principal accounting policies adopted are set out below.

1.2 Going concern

At the time of approving the financial statements, the trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. Thus the trustees continue to adopt the going concern basis of accounting in preparing the financial statements. This includes taking into account the potential impact of COVID-19 to ensure that cashflow is positively managed and the impact to the charity’s operations are mitigated. The Board has concluded that the going concern assumption is appropriate in preparing these financial statements.

1.3 Charitable funds

Unrestricted funds are available for use at the discretion of the trustees in furtherance of their charitable objectives.

Restricted funds are subject to specific conditions by donors as to how they may be used. The purposes and uses of the restricted funds are set out in the notes to the financial statements.

Endowment funds are assets which must be held by the charity, principally investments, the income arising from which can be used in accordance with the objectives of the charity and is included as unrestricted income. Any capital gains or losses arising on investments, form part of the fund. Investment management charges and legal advice relating to the funds are charged against the fund. Further information of the nature and purpose of this fund is included in the notes to the financial statements.

1.4 Income

Income is recognised when the charity is legally entitled to it after any performance conditions have been met, the amounts can be measured reliably, and it is probable that income will be received.

Legacies are recognised on receipt or otherwise if the charity has been notified of an impending distribution, the amount is known, and receipt is expected. If the amount is not known, the legacy is treated as a contingent asset.

1 Accounting policies **(Continued)**

1.5 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement, and the amount of the obligation can be measured reliably.

Expenditure accounted for on an accruals basis and ha classified by activity. Direct costs attributable to a single activity are allocated directly to that activity. Where costs which contribute to more than one activity have been allocated to activities on a basis consistent with the use of resources.

1.6 Tangible fixed assets

Tangible fixed assets are initially measured at cost and subsequently measured at cost or valuation, net of depreciation and any impairment losses.

Depreciation is recognised so as to write off the cost or valuation of assets less their residual values over their useful lives on the following bases:

Leasehold improvements	3.33% straight line
Fixtures and fittings	20% reducing balance
Computers	33.3% reducing balance

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is recognised in the statement of financial activities.

1.7 Fixed asset investments

Fixed asset investments are initially measured at transaction price excluding transaction costs, and are subsequently measured at fair value at each reporting date. Changes in fair value are recognised in net income/(expenditure) for the year. Transaction costs are expensed as incurred.

1.8 Impairment of fixed assets

At each reporting end date, the charity reviews the carrying amounts of its tangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any).

1.9 Cash and cash equivalents

Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities.

1.10 Financial instruments

The charity has elected to apply the provisions of Section 11 ‘Basic Financial Instruments’ and Section 12 ‘Other Financial Instruments Issues’ of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the charity's balance sheet when the charity becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

1 Accounting policies **(Continued)**

Basic financial assets

Basic financial assets, which include debtors and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Financial assets classified as receivable within one year are not amortised.

Basic financial liabilities

Basic financial liabilities, including creditors and bank loans are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest. Financial liabilities classified as payable within one year are not amortised.

Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of operations from suppliers. Amounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade creditors are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

Derecognition of financial liabilities

Financial liabilities are derecognised when the charity's contractual obligations expire or are discharged or cancelled.

1.11 Employee benefits

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Termination benefits are recognised immediately as an expense when the charity is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

1.12 Retirement benefits

Payments to defined contribution retirement benefit schemes are charged as an expense as they fall due.

2 Critical accounting estimates and judgements

In the application of the charity's accounting policies, the trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

3 Donations and legacies

	Unrestricted funds 2022 £	Restricted funds 2022 £	Total 2022 £	Unrestricted funds 2021 £	Restricted funds 2021 £	Total 2021 £
Donations and gifts	26,918	-	26,918	69,872	9,244	79,116
Legacies receivable	32,090	-	32,090	-	-	-
Grants	11,771	250,582	262,353	155,456	47,803	203,259
	70,779	250,582	321,361	225,328	57,047	282,375
Grants receivable for core activities						
Community Foundation	5,000	82,823	87,823	78,234	4,800	83,034
Northumberland County Council	-	95,784	95,784	44,516	43,003	87,519
Workforce Grant	-	39,325	39,325	-	-	-
Garfield Weston Foundation	-	5,000	5,000	-	-	-
	-	5,000	5,000	-	-	-
The Joicey Trust	-	5,000	5,000	-	-	-
The Sir James Knott Trust	-	9,000	9,000	-	-	-
	-	3,000	3,000	-	-	-
The William Webster Charitable Trust	-	2,500	2,500	-	-	-
Other under £1,000	6,771	3,150	9,921	-	-	-
Other	-	-	-	32,706	-	32,706
	11,771	250,582	262,353	155,456	47,803	203,259

In March 2020 the Government introduced the Coronavirus Job Retention Scheme which allowed employers to put staff on temporary leave and reclaim between 60% to 80% of the employees' payroll costs. During the year to 31 March 2022 the charity claimed £6,271 (2021: £32,706)

4 Charitable activities

	Residential and nursing 2022 £	Residential and nursing 2021 £
Nursing and care	1,451,390	1,158,812

5 Other trading activities

	Unrestricted funds 2022 £	Unrestricted funds 2021 £
Fundraising events	6,391	3,860
Other income	118	-
	6,509	3,860

6 Investments

	Unrestricted funds 2022 £	Unrestricted funds 2021 £
Income from listed investments	3,752	3,820
Interest receivable	335	2,249
	4,087	6,069

7 Raising funds

	Unrestricted funds 2022 £	Unrestricted funds 2021 £
Fundraising and publicity		
Other fundraising costs	3,393	2,104
Trading costs		
Other trading activities	-	56
	3,393	2,160

8 Charitable activities

	Residential and nursing 2022 £	Residential and nursing 2021 £
Staff costs	1,199,202	1,184,435
Depreciation and impairment	45,749	45,685
Nursing and care	596,187	380,459
	1,841,138	1,610,579
Share of governance costs (see note 9)	6,406	6,251
	1,847,544	1,616,830
Analysis by fund		
Unrestricted funds	1,621,367	1,573,827
Restricted funds	226,177	43,003
	1,847,544	1,616,830

9 Support costs

	Governance costs £	2022 £	Governance costs £	2021 £
Audit fees	6,406	6,406	6,251	6,251
	6,406	6,406	6,251	6,251
Analysed between				
Charitable activities	6,406	6,406	6,251	6,251

Governance costs includes payments to the auditors of £6,406 (2021: £6,251) for audit fees.

10 Trustees

None of the trustees (or any persons connected with them) received any remuneration or benefits from the charity during the year (2021: none).

Trustees' expenses
There were no trustees' expenses paid for the year ended 31 March 2022 (2021: none)
Trustee indemnity insurance costs amounted to £4,272 (2021: £1,971) during the year.

11 Employees

The average monthly number of employees during the year was:

	2022 Number	2021 Number
Administrative	5	5
Key management	3	3
Nursing and care staff	49	55
Total	57	63

Employment costs	2022 £	2021 £
Wages and salaries	1,119,736	1,088,657
Social security costs	55,272	69,501
Other pension costs	24,194	26,277
	1,199,202	1,184,435

The key management personnel of the charity comprise the manager, deputy manager and office manager. The total employee benefits of the key management personnel were £112,655 (2021: £84,553).

There were no employees whose annual remuneration was more than £60,000.

12 Net gains/(losses) on investments

	Unrestricted funds 2022 £	Endowment funds 2022 £	Total 2022 £	Unrestricted funds 2021 £
Revaluation of investments	2,203	502	2,705	59,530
Gain/(loss) on sale of investments	332	-	332	-
	2,535	502	3,037	59,530

13 Tangible fixed assets

	Leasehold improvements	Fixtures and fittings	Computers	Total
	£	£	£	£
Cost				
At 1 April 2021	527,937	364,758	29,480	922,175
Additions	6,755	31,550	4,800	43,105
At 31 March 2022	534,692	396,308	34,280	965,280
Depreciation and impairment				
At 1 April 2021	238,391	253,493	14,285	506,169
Depreciation charged in the year	16,054	24,187	5,508	45,749
At 31 March 2022	254,445	277,680	19,793	551,918
Carrying amount				
At 31 March 2022	280,247	118,628	14,487	413,362
At 31 March 2021	289,546	111,265	15,195	416,006

14 Fixed asset investments

	Listed investments	Unlisted investments	Total
	£	£	£
Cost or valuation			
At 1 April 2021	229,120	5,673	234,793
Additions	12,446	-	12,446
Valuation changes	2,203	502	2,705
Disposals	(12,748)	-	(12,748)
At 31 March 2022	231,021	6,175	237,196
Carrying amount			
At 31 March 2022	231,021	6,175	237,196
At 31 March 2021	229,120	5,673	234,793

15 Financial instruments

	2022	2021
	£	£
Carrying amount of financial assets		
Instruments measured at fair value through profit or loss	239,845	235,570

16 Debtors

	2022	2021
Amounts falling due within one year:	**£**	**£**
Trade debtors	25,820	18,228
Other debtors	3,492	2,650
Prepayments and accrued income	19,845	23,537
	49,157	44,415

17 Current asset investments

	2022	2021
	£	**£**
Unlisted investments	8,824	6,450

18 Creditors: amounts falling due within one year

	2022	2021
	£	**£**
Other taxation and social security	24,908	15,487
Trade creditors	66,797	29,256
Other creditors	30,379	7,594
Accruals and deferred income	15,118	16,212
	137,202	68,549

19 Endowment funds

Endowment funds represent assets which must be held permanently by the charity. Income arising on the endowment funds can be used in accordance with the objects of the charity and is included as unrestricted income. Any capital gains or losses arising on the assets form part of the fund.

		Movement in funds				
	Balance at 1 April 2021	Incoming resources	Resources expended	Transfers	Revaluations gains and losses	Balance at 31 March 2022
	£	£	£	£	£	£
EM Edwards Fund	5,684	-	-	-	502	6,186
	5,684	-	-	-	502	6,186

		Movement in funds				
	Balance at 1 April 2020	Incoming resources	Resources expended	Transfers	Revaluations gains and losses	Balance at 1 April 2021
	£	£	£	£	£	£
EM Edwards Fund	5,773	-	(89)	-	-	5,684
	5,773	-	(89)	-	-	5,684

EM Edwards Fund
The permanent endowment fund represents funds transferred to the charity for the benefit of the residents of Corbridge. The charity may use the interest on capital.

20 Restricted funds

Current financial year

	Balance at 1 April 2021	Incoming resources	Movement in funds: Resources expended	Transfers	Revaluations, gains and losses	Balance at 31 March 2022
	£	£	£	£	£	£
Community Respite Bed	-	21,765	(21,515)	-	-	250
Community Foundation Staff Counselling Fund	4,800	-	(978)	-	-	3,822
NCC Infection Control	-	80,856	(80,856)	-	-	-
Workforce	-	39,325	(39,325)	-	-	-
Service hoists	-	2,500	-	-	-	2,500
Roland Cookson Fund @Community Foundation	-	81,808	(81,808)	-	-	-
Refurbishment fund	-	23,928	(1,295)	-	-	22,633
Queens Platinum Jubilee Fund	-	400	(400)	-	-	-
	4,800	250,582	(226,177)	-	-	29,205

Prior financial year

	Balance at 1 April 2020	Incoming resources	Movement in funds: Resources expended	Transfers	Revaluations, gains and losses	Balance at 1 April 2021
	£	£	£	£	£	£
Community Respite Bed	-	9,244	-	(9,244)	-	-
Community Foundation Staff Counselling Fund	-	4,800	-	-	-	4,800
NCC Infection Control	-	43,003	(43,003)	-	-	-
	-	57,047	(43,003)	(9,244)	-	4,800

Community Foundation Staff Counselling Fund
An amount of £4,800 was granted to the charity by the Community Foundation for the sole purpose of staff counselling sessions for members of staff who have struggled working throughout the Covid-19 pandemic.

Refurbishment fund
This fund is restricted and was set up in the year with funds received from the Sir James Knott Trust and Northumberland County Council specifically for the refurbishment of rooms and facilities within the home.

21 Unrestricted funds

These are unrestricted funds which are material to the charity's activities made up as follows:

Current financial year

	Balance at 1 April 2021	Movement in funds: Incoming resources	Resources expended	Transfers	Revaluations, gains and losses	Balance at 31 March 2022
	£	£	£	£	£	£
General fund	1,203,662	1,523,153	(1,595,390)	(69,129)	2,535	1,064,831
Community Respite Bed	20,399	5,500	(26,963)	51,641	-	50,577
Capital Asset Fund	1,247	-	(249)	-	-	998
Refurbishment fund	-	272	(2,158)	17,488	-	15,602
Garden Project	-	3,837	-	-	-	3,837
	1,225,308	1,532,762	(1,624,760)	-	2,535	1,135,845

Prior financial year

	Balance at 1 April 2020	Movement in funds: Incoming resources	Resources expended	Transfers	Revaluations, gains and losses	Balance at 1 April 2021
	£	£	£	£	£	£
General fund	1,309,213	1,394,069	(1,575,675)	16,525	59,530	1,203,662
Community Respite Bed	27,591	-	-	(7,192)	-	20,399
Capital Asset Fund	1,559	-	(312)	-	-	1,247
	1,338,363	1,394,069	(1,575,987)	9,333	59,530	1,225,308

The Community Foundation
Two half yearly instalments are receivable over the course of the period from the Roland Cookson Fund at The Community Foundation Tyne & Wear and Northumberland. The funds are receivable for general charitable purposes however an agreement was made to allocate this fund against nursing and care shortfalls with any balance to be offset against other charitable costs at the discretion of the Community Foundation. One month of the final quarters contribution has been deferred onto the next period.

Capital Asset Fund
This fund was set up in 2018 to represent the net book value of garden furniture purchased through restricted funding for Tesco Bags of Help. It is being reduced each year inline with the charity's depreciation policy.

Community Respite Bed
In a prior year the trustees designated £50,000 of general unrestricted funds to the Community Respite Bed, monies which will be used to develop and support this service. The balance brought forward in this fund was £20,399 and further amounts have been added in the year resulting in a designated balance carried forward of £50,577.

21 Unrestricted funds **(Continued)**

Transfers between funds
Transfers between funds comprise the release unrestricted funds to the Community Respite Bed fund and the Refurbishment fund.

22 Analysis of net assets between funds

Current financial year

	Unrestricted funds 2022 £	Restricted funds 2022 £	Endowment funds 2022 £	Total 2022 £
Fund balances at 31 March 2022 are represented by:				
Tangible assets	395,436	17,926	-	413,362
Investments	231,021	-	6,175	237,196
Current assets/(liabilities)	509,391	11,279	11	520,681
	1,135,848	29,205	6,186	1,171,239

Prior financial year

	Unrestricted funds 2021 £	Restricted funds 2021 £	Endowment funds 2021 £	Total 2021 £
Fund balances at 31 March 2021 are represented by:				
Tangible assets	416,006	-	-	416,006
Investments	234,793	-	-	234,793
Current assets/(liabilities)	574,509	4,800	5,684	584,993
	1,225,308	4,800	5,684	1,235,792

23 Other Financial Commitments

Under a 60 year management agreement between the Charlotte Straker Project and Home Group Limited dated 1990, the charity, as successor to the Trust, is committed to make payments to Home Group Limited in respect of management charges, major repairs provision and maintenance.

During the year ended March 2011 the charity paid Home Group Limited £110,400 in relation to finance charges in advance of the next 11 years. Each year a proportion of the advance payment accounting to £10,036 is allocated to the financial activities on a straight line basis. At the end of 31 March 2022 the provision for advanced finance charges has been fully released to the statement of financial activities.

	2022 £	2021 £
Service charges	19,622	19,115
Property charges	82,494	81,955
Finance charges	10,036	10,036

24 Related party transactions

There were no disclosable related party transactions during the year (2021 - none).

25 Cash generated from operations

	2022 £	2021 £
Deficit for the year	(64,553)	(108,344)
Adjustments for:		
Investment income recognised in statement of financial activities	(4,087)	(6,069)
Gain on disposal of investments	(332)	-
Fair value gains and losses on investments	(2,705)	(59,530)
Depreciation and impairment of tangible fixed assets	45,749	45,685
Movements in working capital:		
Movement on current asset investment	-	61,067
(Increase) in debtors	(4,742)	(6,606)
Increase in creditors	68,653	10,464
Cash generated from/(absorbed by) operations	37,983	(63,333)

26 Analysis of changes in net funds

The charity had no debt during the year.

Detailed statement of financial activities

	2022 £	2021 £
Donations and legacies		
Donations	26,918	79,116
Legacies	32,090	-
Grants	262,353	203,259
	321,361	282,375
Other trading activities		
Fundraising events	6,391	3,860
Other income	118	-
	6,509	3,860
Investment income		
Other investment income	3,752	3,820
Deposit account interest	335	2,249
	4,087	6,069
Charitable activities		
Nursing and care	1,374,771	1,135,282
Bungalow rental income	76,619	71,536
	1,451,390	1,206,818
Total incoming resources	1,783,347	1,499,122
Raising donations and legacies		
Fundraising costs	3,393	2,104
Other trading activities		
Bad debts	-	56
Charitable activities		
Consumables	33,719	36,666
Catering costs	63,265	59,289
Shortfall	115,956	48,006
Wages	1,119,736	1,088,658
Social security	55,272	69,501
Pensions	24,194	26,277
Hire of plant and machinery	9,487	3,962
Rates and water	8,127	10,022
Insurance	25,016	18,929
Light and heat	35,836	35,192
Telephone	2,972	5,040
Other office costs	6,015	7,625
Advertising	10,234	5,369
Repairs and maintenance	71,677	38,868
Carried forward	1,584,899	1,455,564

Detailed statement of financial activities		(Continued)
Brought forward	1,584,899	1,455,564
Motor vehicle expense	1,440	1,255
H.G.L maintenance charges	82,494	81,955
H.G.L major repairs provision	19,622	19,115
H.G.L finance charges	10,036	10,036
Registration fees	5,668	5,666
Legal and professional fees	12,223	11,105
COVID-19 costs	82,242	30,294
Auditors remuneration	6,406	6,251
Depreciation charge - improvements to property	16,054	15,994
Depreciation charge - fixtures and fittings	24,187	24,340
Depreciation charge - computer equipment	5,508	5,351
Bank interest	158	70
Total resources expended	1,850,937	1,666,996
Net (expenditure)/income before gains and losses	(67,590)	(167,874)
Realised recognised gains and losses		
Realised gains/(losses) on fixed asset investments	3,037	59,530
Net (expenditure)/income	(64,553)	(108,344)

THE CHARLOTTE STRAKER PROJECT

England & Wales - Charity number 1021086

Accounts

REGISTERED COMPANY NUMBER: 02756650 (England and Wales)
REGISTERED CHARITY NUMBER: 1021086

REPORT OF THE TRUSTEES AND

FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2021

FOR

THE CHARLOTTE STRAKER PROJECT

Robson Laidler Accountants Limited
Statutory Auditor
Fernwood House
Fernwood Road
Jesmond
Newcastle upon Tyne
Tyne and Wear
NE2 1TJ

WEDNESDAY
AADJWWLC
A35 22/09/2021 #17
COMPANIES HOUSE

THE CHARLOTTE STRAKER PROJECT

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FOR THE YEAR ENDED 31 MARCH 2021

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REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2021

The trustees, who are also directors of the charity for the purposes of the Companies Act 2006, present their report with the financial statements of the charity for the year ended 31 March 2021. The trustees have adopted the provisions of 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).

The Charlotte Straker Project during 2020/21 was required to respond to a global pandemic, COVID-19. As a result of this the method as to how The Charlotte Straker Project functions has altered quite substantially and a number of measures were required to be put in place as per national guidance. The residents, families, staff and community have responded to this crisis in an extremely positive way, with increased support, understanding and compliance regarding the strict measures we had to implement. All the individual Trustees and the Senior Management of The Charlotte Straker Project should be commended for their actions which ensured our sustainability throughout this time. Local businesses must be applauded for their generosity during the full year offering support of local rooms for staff, food parcels, laundry, hand cream for staff and meeting rooms, to name but a few; it was positive to see this community support.

During the year a COVID-19 Management Group continued to meet weekly or bi-weekly when required and it was through this group all actions that we put in place were agreed and endorsed by the board. Like many other nursing and care homes COVID-19 certainly had a significant impact on Charlotte Straker and we were extremely sad to experience the loss of a number of much-loved residents, it also had a considerable effect on our loyal staff. Our thoughts go out to all the families of our residents and staff.

The Charlotte Straker Project had to exclude external visitors from attending the home on a number of occasions, therefore staff had to step up and become families to the residents at this point, they also had to fill the gap where volunteers would have supported, in order to reduce footfall. We agreed to purchase a Visitor Pod which was external to the main home to allow, when guidance permitted, access to families in a controlled way. A number of new protocols had to be adopted re admission processes/uniforms/handwashing/social distancing/staff numbers etc, all of which required weekly review. A number of new policies had to be written and an increase in communications put in place with the families and community.

We implemented a new initiative using 4 rooms curtained off from the rest of the home as an isolation wing where any new residents could come and stay for 14 days until cleared of any possibility of infection. Any residents with symptoms would move to and spend a period of isolation in this unit until COVID-19 was ruled out.

There has been the offer of a number of grants to support the additional expenditure and cover some of the loss of income, from Northumberland County Council (NCC) & local charities, which has been very welcome.

It has been a challenging year, however The Charlotte Straker Project has collectively risen to that challenge and addressed everything with which it has been faced. A great deal has been learnt from this pandemic and we will review and implement any agreed new measures in 2021/22.

OBJECTIVES AND ACTIVITIES

Objectives and aims

The objectives of the charity are "the relief and rehabilitation of aged or infirm persons resident in the local authority district of Tynedale or such other areas of the County of Northumberland as the charity shall from time to time determine (the 'area of benefit') as well as the relief and rehabilitation of aged or inform persons resident elsewhere in the United Kingdom who have close relations resident in Tynedale and in particular, but without limiting the foregoing, by providing or assisting in the provision of sheltered accommodation, and of nursing and other facilities to alleviate the needs of such persons" and "the advancement of the education of the public with respect to health, housing and welfare problems amongst persons in the area of benefit who are aged or infirm."

The principal areas of charitable activity relate to the provision of residential and nursing care to the residents of Charlotte Straker House along with the maintenance of accommodation in the form of bungalows which provide independent living to the occupants. Charlotte Straker House is a care home that provides accommodation and nursing and personal care for a maximum of 32 older people, some whom may live with dementia, the rooms are dually registered. We also have available 8 bungalows which support independent living which Charlotte Straker team oversee. The average age of our residents is 92. Care is given according to individual needs and we support those who lack funds by making a charitable contribution in certain situations enabling any shortfall in fees to be met.

We describe and promote our services to our local population via direct communication and articles in local papers, parish magazines and newsletters to supporters.

Our aims in 2020/21 continued to include the provision of high-quality nursing and residential care according to the individual's needs, supporting those financially who cannot afford our fees. Through 2020/21 we were responding to a pandemic - COVID-19 - and there were therefore a number of additional areas for consideration, ensuring safety as far as was practically possible for the residents in our home. We provided, free of charge via donations, a Community Respite Bed (CRB) service, however during 2020/21 access was limited due to infection control and isolation requirements. Our vision and values continued to be person-centred to make sure people always remain at the heart of the service.

Our specific objectives during 2020/21 were to ensure high levels of infection control measures be in place, for which we received a positive review from the Care Quality Commission (CQC), in order to provide a place of safety for any residents who required 24/7 care. We aimed to adhere to the CQC standards which would continue to see us achieve at least a good rating by CQC, however there have been no further formal inspections. We set ourselves an objective of achieving a consistent 97% occupancy, however we recognised that due to the pandemic this was a stretched objective and therefore we increased marketing and supported the new COVID-19 discharge framework to increase occupancy during this financial year. We continued to raise funds for The Charlotte Straker Project in order to cover any shortfall and applied for specific grants to support any under-occupancy and additional measures we had to put in place as a result of the pandemic.

To achieve these aims we provide excellent staffing levels with quality leadership and a skilled workforce, paying careful attention to the assessment criteria and requirements of CQC and NCC.

As stated the organisation has not been reviewed since our previous annual report therefore we continue to report our home as 'Good' under the CQC ratings with 'Outstanding' for "well led". No concerns were raised during 20/21 with regards to quality, safety, and care, however we did experience two outbreaks of COVID-19 when the home was closed to new admissions for a period as advised by Public Health England & NCC. We were visited by the CQC who reviewed specifically our infection control compliance, this was not a rated report, but the outcome was very positive and can be found on the CQC website. Our occupancy fluctuated throughout the year and we closed the CRB bed for several months to reduce risk of bringing in infection.

The fundraising group which was established previously to raise money for the CRB bed providing respite care to local people continued to meet remotely, and as the CRB bed was closed for a period throughout 2020/21 the Committee also paused marketing and fundraising specifically for this particular purpose. However, they continued to raise funds to help meet any shortfall in fees and to support requirements for increased infection control measures that we needed to implement. Many of the traditional events had to be cancelled throughout the year, which posed a significant challenge, so the fundraising group therefore turned their attentions to supporting the residents and staff who were working at The Charlotte Straker Project by asking for support towards initiatives such as Personal Protective Equipment (PPE), hand creams and iPads to support communications between residents and their families. This was very welcome.

More details are to be found in achievements and performance section below.

Public benefit

We have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing our aims and objectives and in planning our future activities. In particular, trustees consider how planned activities will contribute to the aims and objectives they have set.

Volunteers

Our volunteers had to be paused during 2020/21 due to the pandemic therefore their normal activities could not be carried out. From January 2021 onwards those volunteers who were not shielding were tested and cleared to come to The Charlotte Straker Project, to specifically assist with supportive tasks, as at this time we were experiencing an outbreak and this impacted on staff availability. Two of our volunteers provided additional support to assist with giving out meals, supporting residents, assisting with remote visits for families via technology - this was welcomed. The volunteers programme will be re-established as soon as guidance allows them full access.

The volunteers who were remote continued to contribute in alternatives ways:
Making scrubs for staff to wear
Sourcing PPE
Making gifts for the staff and residents all of which were sanitised before entering our buildings

Communication was critical to us throughout 2020/21 therefore many mechanisms were utilised - facebook, twitter, email, regular briefings - we have received positive feedback from a number of people regarding the increase of communications and clarity this provided at this time. We have updated the resident's handbook and kept this updated throughout the year. Ensuring our staff and residents' families were kept updated was paramount at the height of the pandemic; we utilised our Trustees to keep in regular contact to update regarding our position, wellbeing of the residents and informing those staff who were away from work if any additional support was required. This worked well and was received positively.

STRATEGIC REPORT
Achievement and performance

Review of activities

In the last year, activities for our residents have been interrupted, as a result of the COVID-19 pandemic. This has meant considerable periods of furlough for the activities coordinator and also for the vast majority of the extensive group of volunteers who would usually be supporting activities within the service.

With the need to encourage social distancing, resident activities have been undertaken on a 1 to 1 basis, where the majority of engagement has taken place in residents' bedrooms and where the focus has been on spending time with each individual in a supporting and reassuring capacity.

Community Respite Bed (CRB) Service

The CRB service continues to be an integral part of our overall service and the on-going vision for The Charlotte Straker Project. This is a valued service within the local area and provides an essential lifeline to those both in a cared-for and caring role.

The impact upon the service of the global pandemic of COVID-19 has been considerable and has caused disruption to the service throughout the course of the last year. This has been in part due to two separate outbreaks of COVID-19 within Charlotte Straker House and, as a result of moves by central government to restrict access to care homes, in a bid to 'cocoon' services as a strategy to keep care home residents safe.

Further impact has been caused by the need for any admissions coming into the CRB facility to self-isolate for fourteen days. This has caused potential users to cancel their stay and to remain in their own homes until the situation improves. This then reflects in the total usage between 1 April 2020 up until 1 April 2021 as 86 nights across the year.

Recent updates regarding visiting policies, as updated by Central Government on 21 June 2021, now indicate that persons being admitted from home into a care home setting can follow a strict protocol which negates their need to then self-isolate.

Fundraising approach

Since the year end a comprehensive review has been undertaken of Trusts, Funds, Companies and Individuals who may wish to support The Charlotte Straker Project in its Strategic objective of rebuilding its Balance Sheet following the extensive costs incurred as a direct result of COVID-19. These costs have included the provision of PPE equipment, a Visitor Pod in the grounds to ensure visits could be conducted in a safe and secure manner without visitors entering the main building and other additional facilities and equipment required as part of our defence against the outbreak. We also wish to rebuild the Balance Sheet as the marked reduction in numbers of residents during the outbreak impacted on our income

STRATEGIC REPORT
Achievement and performance

Fundraising

Our objectives this year included raising funds for:
· Pandemic Isolation Unit
· The Shortfall
· The Community Respite Bed service

To help fund 3 rooms from April until September, which had been set aside as an isolation unit, the Fundraising Committee launched an appeal to raise £70,000 needed for this objective. This was achieved from Grants, donations from the community and local organisations, a round-Britain exercise challenge, which involved Trustees, staff and friends and Ethan Thompson's Everest Challenge. Corbridge Youth Initiative and Charlotte Straker held an online Quiz, with CS funds going to the Appeal.

The 'Crafty Women', who are a crucial support for The Charlotte Straker Project, worked long hours designing and making new crafts to sell to raise money for the organisation, producing some amazing work. They also helped to raise funds by having online sales and a quilt raffle for the Appeal.

We reduced the isolation unit to 1 room from January 2021 until March 2021 and stage 2 of the Appeal was launched. Our objective this time was £15,000 and this total was achieved by the end of February from Grants and Donations.

Throughout the year we were strongly supported by grants from the Community Foundation Tyne & Wear and Northumberland (CF). In particular, we received a pandemic grant from the National Emergencies Trust via the CF and continued to receive support for the shortfall and CRB via the Roland Cookson Fund at CF. In March 2021 when it was clear that staff were emotionally traumatised by their experience of the pandemic the CF gave The Charlotte Straker Project a grant to enable staff counselling. Government Infection Control Grants were allocated by Northumberland County Council to cover some of our vast pandemic costs. In addition, grants were received for our appeal from the William Openshaw Trust and Ecclesiastical Insurance.

Unfortunately our Community Respite Bed service was closed for most of the year due to the pandemic. However, after the Isolation Unit Appeal had ended and in anticipation of the CRB service restarting, we began a low key Appeal in March 2021 to raise funds for the CRB via a leaflet drop in Corbridge and applications for grants. Our fundraising efforts will continue to support the CRB during 21/22.

It is important to pay tribute to the tremendous support and understanding we received from our local community. Individuals, families and local organisations and businesses responded in helpful and practical ways. Families of residents likewise could not have done more to assist us. In the early stages of the pandemic a new cohort of younger volunteers stepped forward and helped out within The Charlotte Straker Project undertaking a range of activities from gardening and reading with residents, to kitchen duties!

Legacies & Donations

We are very grateful for the generosity and support of individual donors and companies' and during 2020/21 we benefitted from the following receipts:-

Donations £79,116
Legacies £nil
Grants £170,553

STRATEGIC REPORT
Achievement and performance

Roland Cookson Fund at the Community Foundation Tyne & Wear and Northumberland

Our collaboration with the Community Foundation Tyne & Wear and Northumberland continued in 2020/21. This enabled us to continue to receive their support via the Roland Cookson Fund. Roland Cookson was an important local industrialist who lived in Corbridge and who supported many good causes in the North East. The continued funding agreement ensures that we receive two six-monthly grants which assists us in achieving our charitable aims. As part of the funding agreement we report regularly to the Community Foundation on the use of the grants. This year grants have contributed to offset the shortfall in residents' fees and support the CRB service.

Shortfall in fees

As mentioned above each year we aim to provide a charitable contribution to a number of our residents who have a shortfall in their fees due to lack of personal means. This year (2020/21) this amounted to £48,006. This money was provided by the grant funding from the Community Foundation (see above).

Marketing /PR

The Charlotte Straker Project employs a Marketing Coordinator with marketing/public relations expertise. The role of this person is to promote the good name of the charity, understanding of its services, as well as individual fundraising events and appeals. This has made a significant difference to the profile of The Charlotte Straker Project. The Marketing Coordinator is involved in approaching the general public to raise funds and will inform those approached that she is a paid employee. Any marketing to specific individuals will comply with GDPR.

CQC inspection

The Charlotte Straker Project was inspected against the infection prevention and control standard on 15th October 2020 with a report of the findings released on 20th November 2020. This standard has eight elements, including visitors, shielding, admission, use of PPE, testing, premises, staffing and policies.

Processes were examined across all elements and all standards were found to be 'assured'.

Northumberland County Council Monitoring Visit

No inspection has been forthcoming from NCC. Visits by contracts monitoring officers have been cancelled over the course of the last twelve months in response to the COVID-19 pandemic

STRATEGIC REPORT
Achievement and performance

The Building

We have taken the building as far we can in terms of alterations and additions. Home Group, the Freeholders, do not wish to invest any further capital in the building and, given the fact that The Charlotte Starker Project leases the premises, it makes no financial sense to carry out any other major reconstruction or refurbishment, apart from upgrading individual rooms and facilities, with the potential exception of a garden room as referred to below.

We are proposing to acquire a Garden Shed to assist residents who are interested in gardening and to ensure they have somewhere to meet to grow on seeds and plants.

In line with Central Government's requirement to 'cocoon' care homes, footfall both in and out of Charlotte Starker House has been minimised and the key focus in the last year has been to maintain function and maintain the fabric of the building to a reasonable standard.

Work due to be undertaken has been prioritised and contractors only allowed to access the building with strict adherence to infection prevention and control mechanisms.

As we move through our recovery process, a refurbishment plan is now in place and work ongoing to update and upgrade the rooms and facilities, across those areas identified as a priority.

We continue to work with Home Group to identify issues within the service and, where appropriate, seek the support of Home Group to rectify issues.

The Board continue to plan for the future to ensure we develop our offer of services, we therefore applied for, and were successful in, gaining planning permission for a garden room to be attached to the front of the main building where the current decking exists. Due to the pandemic it has not been appropriate to commence this work, but we plan to do so in the future.

STRATEGIC REPORT
Financial review

Financial position

The Trustees recognise the importance of sound financial management and have in place robust financial policies and controls which are reviewed regularly by the Finance and Governance Committee and Board of Trustees. We also acknowledge the vital and greatly appreciated support of our local community, donors and loyal employees.

The year 2020/21 was a particularly challenging period - largely as a result of COVID-19. There was a net outflow of funds of circa £180k (excluding restricted funds, transfers between funds and movements on investments) - unrestricted incoming funds £1.39m and outgoings of £1.57m - all of which meant we were drawing on our reserves. This "Reserve Drawing" process has continued into the 2021/22 financial year.

So the combination of COVID-19 and the underfunding of the Care Sector combined to justify the descriptor of "particularly challenging". It is also important to note that a good deal of our fundraising activities have been curtailed as a result of COVID-19.

There is a gain of some £60k shown on the value of our investments - this is explained to a significant extent by the fact that the valuation on 31st March 2020 represented a date where there was the stock market reaction to the beginning of the pandemic and over the year there has been a recovery with the current figure of £235k representing the valuation on 31st March 2021.

At the year end, the charity held unrestricted funds of £1,225,308 and overall funds of £1,235,792.

Principal funding sources

Our principal income is derived from accommodation fees from the 32 residential rooms and 8 bungalows which make up The Charlotte Straker Project. Additional income is derived from our own fundraising activities together with grants from various charities and trusts.

Investment policy and objectives

A review of the charity investment policy was carried out in February 2019 when it was agreed to appoint Brewin Dolphin, a professional fund management company as investment managers of £200,000 of its Reserves. This investment represents the amount that the Trustees feel is prudent to place longer term and the objectives are to achieve above inflation capital growth of inflation plus 2% with a moderate risk level which should allow the Charity at least to maintain the real value of the assets, ultimately for the benefit of its current and future residents.

STRATEGIC REPORT
Financial review

Reserves policy

The Trustees have resolved to hold money and readily realisable investments equivalent to 6 months operating costs in the event that we have to wind down and cease operations. We are also mindful here of funding issues in the Health Economy and the restraints on budgets evidenced in recent times.

The Trustees regularly review the reserves required and reaffirmed the figure of £700k for 2020/21 which was achieved throughout the year. This was only possible because of the strength of the Balance Sheet, continuing prudent financial control and the action taken by Trustees, management and staff during the pandemic, but The Charlotte Straker Project ended the year in a sound financial position.

The 'free reserves' of the charity (defined as those unrestricted funds not designated for specific purposes or tied up in fixed assets) stood at £788k at the year end. We have therefore succeeded in meeting our target for reserves, despite the difficult year.

Our reserves are represented by both fixed and current assets held, and includes monies held on deposit and various investments held by the charity. The Trustees have taken a prudent approach to investment, as detailed in the Investment Policy and Objectives section of this report, which strikes a careful balance between monies held as part of longer term investments and monies held on deposit, that are more readily available for use when the need arises. The reserves policy adopted ensures that The Charlotte Straker Project has funds at its disposal, that can be drawn on, so that the charity can continue to operate and fulfil its financial commitments, even in such circumstances as have been seen this year.

As at 31st March 2021 the free reserves of the charity were maintained in line with the reserves policy, however since the year end the Trustees have needed to draw on this 'rainy day' fund, in order to maintain cashflow. Although this means that reserves have dropped, the Trustees are convinced of the need to make use of these funds, as this is the very purpose for which they are held. Doing so has allowed the charity to weather the storm during the pandemic and has allowed the Trustees to continue to operate the charity and set in motion plans for a recovery. The Trustees are now working to rebuild those free reserves.

Going concern

At the end of the financial year and after taking appropriate action, the trustees consider that the charity has adequate resources to enable it to continue in operational existence for the foreseeable future. For this reason, the charity continues to adopt the going concern basis in preparing the financial statements.

Future developments

Future Plans

We have engaged in a considerable amount of preparatory work in terms of the possible development of a new building on another site.

We have identified the likely income and costs arising from the development but have taken the view that with the reduction in the strength of our Balance Sheet as a result of COVID-19 and other demands being made on various Trusts and Funds who may wish to assist us, it will be some 18 months - 2 years before this project can be brought forward for consideration.

STRATEGIC REPORT
Future developments

Nursing/Residential Client Referrals

The Charlotte Straker Project has throughout 2020/21 marketed availability, normally we always ran with a waiting list but found we had capacity during this financial year. This was as a result of a number of issues, many families were either furloughed or working from home therefore capacity to support loved ones 24/7 was increased, combined with public nervousness about being admitted to nursing/residential care following negative media stories about the care industry, certainly impacted on the numbers wanting access. We therefore worked closely with NCC and agreed to take temporary discharges, and admissions where urgent care was required for up to 6 weeks, which assisted our occupancy, however dependency and acuity increased.

We continued to work closely with community services, primary and secondary care to develop relationships in order to make any referral a comprehensive process. We also continue to advertise across our local community.

We put on hold exploring additional services such as domiciliary care, provision of meals, laundry facilities to the local older population, however this will be picked up 2021/22. Community support is a sparse commodity and therefore anything that The Charlotte Straker Project can do to provide this is welcomed.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing document

The charity is controlled by its governing document, a deed of trust, and constitutes a limited company, limited by guarantee, as defined by the Companies Act 2006.

In the event of the charity being wound up, the individual liability of every member of the charity shall not exceed £1.

Charity constitution

The Charlotte Straker Project is a charitable company limited by guarantee, registered at Companies House, incorporated on 16 October 1992 and registered as a charity on 17 May 1993. The objects and powers of the charity are as set out in the Articles of Association.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Recruitment and appointment of new trustees

The directors of The Charlotte Straker Project are also trustees of the charity. They are known as the Executive Committee. Each year at the AGM a number of the longest serving members retire, by rotation, and being eligible and assuming willingness, may offer themselves for re-election. A term of office is recommended as 9 years however if Trustees are willing to continue and have valuable skills they will be re-elected.

Taking into consideration the nature of the work that The Charlotte Straker Project undertakes, the Executive Committee seek to ensure that the needs of the sector of the community that it serves are appropriately reflected through the diversity of the trustee body and that collectively the trustees have the skills required to enable the charity to operate effectively. This is an ongoing process, as is an endeavour to anticipate succession planning for the Trustee cohort.

The method of appointment of trustees was updated/reviewed in 2020 and is now as set out below. This method of appointment is managed by the Executive Committee reviewing the current skillset and looking to augment where appropriate.

Trustees come from very diverse backgrounds and therefore have a number of skills to offer The Charlotte Straker Project. These include medical, clinical, legal, financial, property and managerial. There are specific skills in safeguarding and care provision and therefore there is an excellent representation on the Executive Committee.

In the year 2020/21 we appointed three new Trustees:

Maureen Gordon
Jamie Whelan
Peter Willey

These new appointees strengthened the skillsets that The Charlotte Straker Project looks to embed in the Executive Committee.

It is appropriate to mention here that Gordon Parfitt (Treasurer) retired on 31 May 2021 and Jamie Whelan has been recruited as a replacement.

Organisational structure

The Executive Committee (the board of trustees) meet every quarter. The meetings have had to take place via Zoom/Teams to allow social distancing and because some Trustees were shielding. The Chair ensured that any urgent business was undertaken.

These Executive Committee meetings include the Registered Manager, to whom day to day responsibility for delivery of care and the running of the care home facility is delegated. This responsibility includes managing the appropriate budgetary areas set out by the Treasurer and Chair. The delegation does not include overall financial and strategic responsibilities of the organisation, this is managed by the Treasurer (with oversight from the Chair) through the Finance and Governance Committee and Strategic Development Committee which both report to the Executive Board. The manager is a member of both these Committees. The manager does not have voting rights.

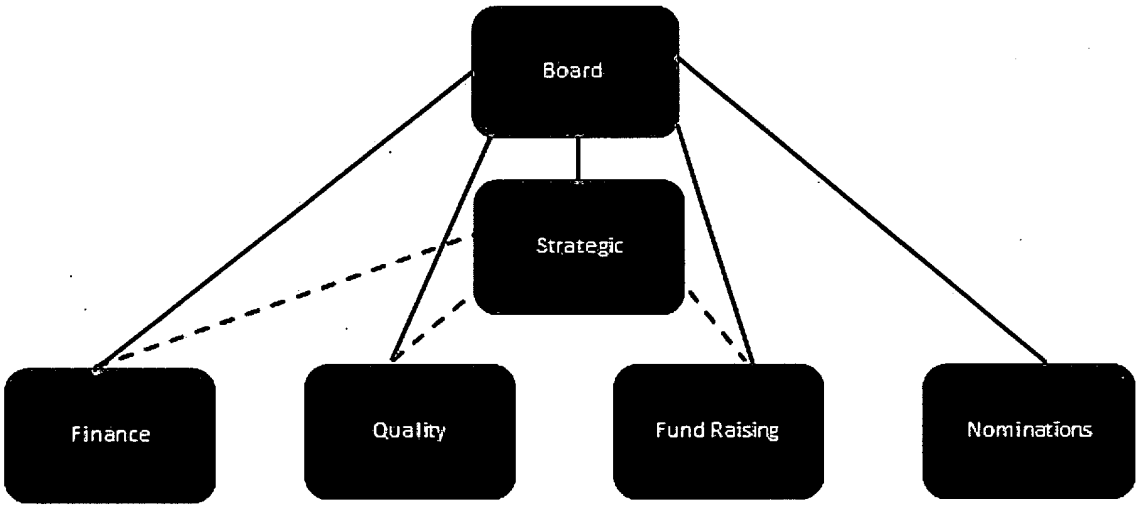
There is a:
- Chair
- Vice Chair
- Treasurer
- Company Secretary

STRUCTURE, GOVERNANCE AND MANAGEMENT
Organisational structure

There are five main committees: - all chaired by Trustees:
Strategic Development (SDC) - Chair Gavin Black
Quality (QC) - Chair Ann Wagstaff
Finance and Governance (F&G) - Chair Gordon Parfitt and Treasurer (from November 2020 Peter Wood took on role of Chair)
Fundraising (FR) - Chair Angela Jones
Nominations (NC) - Chair Berenice Groves

The current Board Structure and Reporting Lines are` as detailed below on the diagram

BOARD STRUCTURE Contd



Task and Finish Groups have continued to meet as necessary - main focus has been on a new IT system which will include improved care plans, also the COVID-19 management meeting which discusses frequent changes in guidance and implements new processes.

The board structure and reporting lines are reviewed from time to time as the organisation evolves and the needs of our residents changes.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Induction and training of new trustees

The current trustees are familiar with the practical work of The Charlotte Straker Project.

As stated we regularly review and update our Induction and Training for new trustees, the last such update being in 2020. Any prospective appointment of a trustee is discussed at a Nominations Committee and then presented to the Executive Committee before an approach is made. If the proposal is agreed the Chair meets with the potential new trustee, to discuss the work of the charity and the role of a trustee. An 'Introductory Pack' of information is provided and he/she is invited to attend the following Executive Committee meeting as an observer and introduce themselves to the Board of Trustees.

Following that meeting the trustees will discuss the appointment once more and if agreed as suitable and, subject to all necessary checks being completed, the person will be invited to become a trustee. New trustees attend induction training sessions run by the Chair and others which cover the obligations of trustees, Safeguarding training, the main documents which set out the operational framework for the charity, Regulatory reports, the current financial position and the latest accounts, management accounts and future plans and objectives.

For the last 3 years a number of Trustees have attended Charity update seminars run by our Solicitors - Sintons LLP of Newcastle upon Tyne and other professional organisations. These events are designed to keep Trustees abreast of current thinking, developments and governance issues in the Charitable sector. Attendance in this financial year has been somewhat curtailed but virtual events have been held.

Sintons also provide a quarterly update for each Executive Meeting, detailing matters of interest/importance to the Care Industry, and this has been important given all the extra considerations as a result of COVID-19. They attended one of our Executive Meetings - the AGM and the regular Executive Meeting which followed.

Additionally Sintons normally attend our annual "Away Day" strategic thinking event along with one of our Executive Board meetings. We held an away day in August 2020 where we conducted an initial debrief of steps to date and discussed our future strategic plans, the event was held at Parish Hall to allow social distancing to be in place - all Trustees attended.

Key management remuneration

The trustees are responsible for defining the charity's senior management pay policy and deciding on the salary of the Registered and Deputy Manager. The board delegates this responsibility to the Nomination Committee signed off by Finance and Governance Committee. The Registered Manager has the key operational leadership role in the charity. Nationally there is a dearth of good managers who are prepared to manage Care Homes. It is important to assure quality of care that we are able both to recruit and retain the right person.

Senior management team

The last year has seen significant change in the Senior Management Team, with the retirement of the Registered Manager as was, in December 2020. The incoming Registered Manager then commenced in post, in a transitional role, in August 2020, assuming the role proper from 31st December 2020.

A considerable challenge was posed for the Senior Management Team over the course of the last year, as the pandemic of COVID-19 evolved and, through the two outbreaks suffered by Charlotte Straker.

Personal experiences with COVID-19 have depleted the team during the course of the year, rendering progress through each role less than would be preferred. More recently, the post holder of the Deputy Manager role has resigned, and this role is currently being recruited.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Senior management team

The current Senior Management Team structure consists of the Registered Manager, alongside an Interim Senior Clinical Nurse Lead. Working roles whilst the team is depleted have been revised, with the Registered Manager taking a much more active role in the day-to-day oversight of the needs of the service, whilst supporting the development of the Interim Senior Clinical Lead.

Focus across the first six months of 2021 has been of recovery post outbreak of COVID-19, which saw a significant interruption to business and loss of clientele, alongside the required adherence to and interpretation of Government requirements in relation to visiting in Care Homes for older people.

Care North East

The Charlotte Straker Project is a member of a trade organisation, Care North East (CNE), which looks at the terms and conditions of the contractual arrangements with Northumberland County Council (NCC). We continue our membership of this organisation to ensure residents are adequately supported by NCC.

The contract variation agreed with NCC in 2020, during the first year of the pandemic, ran until 31 March 2021. Negotiations had been taking place between CNE and NCC regarding a new 3 year contract which was felt by The Charlotte Straker Project to be disadvantageous in part to Care Homes e.g. it did not truly reflect ongoing costs of the pandemic. After a delay in signing some concessions were made by NCC and placed in a contract variation to the main new 3 year contract which was signed by us in late April 2021.

General Data Protection

The annual review of GDPR arrangements in all settings (offices, nurses' station, treatment rooms) within the organisation was undertaken by a trustee in June 2020. Restrictions in visiting as a result of the pandemic meant that this was undertaken virtually by interviews with relevant staff and a video tour of office space and nurses' station. This process identified our progress in implementing GDPR, listing the current strengths and weaknesses of our arrangements. A report was then submitted, and action points approved by the Board of Trustees. Further improvements in the storage and security of data were noted following the office extension development which was completed in March 2020.

Staff and training

The staff team at Charlotte Straker consists of:
Housekeeping team
Cooking and catering team
Nursing and Care team
Administration team

The last year has seen minimal changes in the staff team, in terms of leavers, as follows:

ROLE	NUMBERS OF LEAVERS	REASON FOR LEAVING
Registered Manager	1	Retirement
Deputy Manager	1	Re-location to home country
Nurse	1	Unspecified
Care Assistants (days)	3	Retirement
Care Assistant (night)	1	Re-location
Care Assistant (bank)	1	Unspecified

STRUCTURE, GOVERNANCE AND MANAGEMENT

Staff and training

The staff team experienced unparalleled levels of absence, through an outbreak of COVID-19 which saw 44 staff (including those identified as leavers) incapacitated for a minimum of ten days isolation.

Supporting the staff team through the pandemic and the aftereffects of such an event has involved a multi-faceted approach which has included:
Increased presence of our Chair, Senior Managers and Trustees
Welfare calls to staff by trustees
Counselling services provided to staff
Increase in communications to staff via weekly meetings

Staff Training

The focus on staff training over the course of the last year has primarily been through eLearning mechanisms and with a clear focus on mandatory aspects of learning, alongside infection prevention and control processes.

There has also been a key focus placed upon mental health support and well-being, with a number of staff completing the Mental Health First Aid training course, via a virtual platform.

Risk management

The trustees have a duty to identify and review the risks to which the charity is exposed and to ensure appropriate controls and mitigating actions are in place to provide reasonable assurance against consequences, fraud and error. The trustees continue to review the business risks and have an active and systematic risk management strategy.

The identifying of risk throughout this year has had one dominant aspect - that of a COVID-19 outbreak. Clearly this spills out into the whole being of The Charlotte Straker Project - risk to residents, staff, the community and eventually to the very existence of the Charity. We managed this through high levels of control in our operation never seen before - this was successful until the very end of December 2020 when sadly we suffered an outbreak which had a significant effect on The Charlotte Straker Project, and this has been detailed elsewhere in this Trustee Report. For the majority of the year Trustees ran extra clinical meetings and formed a special COVID-19 Group that met weekly/fortnightly to hear/understand/plan the immediate way forward.

The above paragraph identifies how The Charlotte Straker Project has managed, and continues to manage, COVID-19 in addition to our "normal strategy". This involves identifying the types of risks the charity faces, prioritising them in terms of impact and likelihood of occurrence and trying to identify means of mitigation. We have tried over time to review the business risks that might face us at any given time and adopt a strategy to mitigate these as much as possible.

Each Board Committee has their own Risk Register, with the higher rated risks on the Committee Registers forming the Organisational Risk Register (ORR), which is reviewed at each Executive Meeting. To keep eyes focussed on major risks Trustees have revised upwards the risk score that determines which risks appear on the ORR. Thus, the ORR represents the major risks identified by the individual Board Committees.

Whilst (and as noted earlier) there was no Executive Meeting in March 2020 and hence no ORR review, Trustees and Management have been fully focussed on the effects of the Coronavirus risk - for example, by the formation of COVID-19 & Clinical groups (07/20 now merged) that met weekly with the merged COVID-19 group continuing to do so.

REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2021

REFERENCE AND ADMINISTRATIVE DETAILS

Registered Company number
02756650 (England and Wales)

Registered Charity number
1021086

Registered office
Charlotte Straker House
Cookson Close.
Corbridge
Northumberland.
NE45 5HB

Trustees
Ms B Groves Chair
Ms L Woodcock Vice Chair until 5.10.20
G Parfitt Treasurer (resigned 31.5.21)
Dr W F Cunningham
Lady A M Blackett
P Wood Vice Chair from 5.10.20
R A Dixon
N E Braithwaite
G M Black
Ms M E A Jones
M F Pottage
Ms M A Wagstaff
S M I'Anson
J R Whelan (appointed 14.12.20)
P G Willey (appointed 17.3.21)
Mrs M Gordon (appointed 17.6.20)

Company Secretary
N E Braithwaite

Senior Statutory Auditor
Michael Moran BA FCA

Auditors
Robson Laidler Accountants Limited
Statutory Auditor
Fernwood House
Fernwood Road
Jesmond
Newcastle upon Tyne
Tyne and Wear
NE2 1TJ

Solicitors
Sintons LLP
The Cube
Barrack Road
Newcastle upon TYne
NE4 6DB

REFERENCE AND ADMINISTRATIVE DETAILS

Banking
CAF Bank Limited
25 Kings Hill avenue
Kings Hill
West Malling
Kent
ME19 4JQ

Lloyds Bank
CSU Charlton Place
Charlton Road
Andover
Hants
SP10 1RE

Virgin Money
Jubilee House
Gosforth
Newcastle upon Tyne
NE3 4PL

STATEMENT OF TRUSTEES' RESPONSIBILITIES

The trustees (who are also the directors of The Charlotte Straker Project for the purposes of company law) are responsible for preparing the Report of the Trustees 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 then apply them consistently;
- observe the methods and principles in the Charity SORP;
- make judgements and estimates that are reasonable and prudent;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charitable company and to enable them to ensure that the financial statements 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.

In so far as the trustees are aware:

- there is no relevant audit information of which the charitable company's auditors are unaware; and
- the trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

AUDITORS
The auditors, Robson Laidler Accountants Limited, will be proposed for re-appointment at the forthcoming Annual General Meeting.

Report of the trustees, incorporating a strategic report, approved by order of the board of trustees, as the company directors, on ....15th Sept 2021.. and signed on the board's behalf by:

.....
Ms B Groves - Trustee

REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF THE CHARLOTTE STRAKER PROJECT

Opinion

We have audited the financial statements of The Charlotte Straker Project (the 'charitable company') for the year ended 31 March 2021 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

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 2021 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; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditors' responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information

The trustees are responsible for the other information. The other information comprises the information included in the Annual Report, other than the financial statements and our Report of the Independent Auditors thereon.

Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the Report of the Trustees for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Report of the Trustees has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception
In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Report of the Trustees.

We have nothing to report in respect of the following matters where the Companies Act 2006 requires us to report to you if, in our opinion:
- adequate accounting records have not been kept or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees
As explained more fully in the Statement of Trustees' Responsibilities, 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, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Our responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue a Report of the Independent Auditors that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

Based on our understanding of the charity, we concluded that the charity is subject to certain laws and regulations and is overseen by both the Charity Commission and the Care Quality Commission and compliance with laws and regulations set and monitored by those regulatory bodies, are therefore central to the charity's operations. We have considered compliance with these regulations as part of our audit work. We have also considered those laws and regulations that have a direct impact on the financial statements of the charity such as the Companies Act 2006 and UK tax legislation.

Audit procedures performed as part of our audit include:

Discussions with trustees and key management regarding any known or suspected instances of non-compliance with laws and regulations and fraud;

Evaluation and testing of the operating effectiveness of the charity's controls which are designed to prevent and detect any such irregularities;

Reviewing minutes of Board meetings held during the year under review;

Reviewing reports and correspondence produced by the Care Quality Commission, with respect to our client;

Identifying and testing journals based on risk criteria.

There are inherent limitations in the audit procedures outlined above and there is no guarantee that our procedures would always detect a material misstatement that exists. We also note that the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment or collusion.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at www.frc.org.uk/auditorsresponsibilities. This description forms part of our Report of the Independent Auditors.

REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF THE CHARLOTTE STRAKER PROJECT

Use of our report

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 auditors' 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.



Michael Moran BA FCA (Senior Statutory Auditor)
for and on behalf of Robson Laidler Accountants Limited
Statutory Auditor
Fernwood House
Fernwood Road
Jesmond
Newcastle upon Tyne
Tyne and Wear
NE2 1TJ

Date: 15/9/2021

THE CHARLOTTE STRAKER PROJECT

STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31 MARCH 2021

	Notes	Unrestricted funds £	Restricted funds £	Endowment fund £	**2021 Total funds £**	2020 Total funds £
INCOME AND ENDOWMENTS FROM						
Donations and legacies	2	**192,622**	**57,047**	-	**249,669**	100,903
Charitable activities	5					
Residential and nursing		**1,158,812**	-	-	**1,158,812**	1,250,277
Other trading activities	3	**36,566**	-	-	**36,566**	33,602
Investment income	4	**6,069**	-	-	**6,069**	7,583
Total		**1,394,069**	**57,047**	-	**1,451,116**	1,392,365
EXPENDITURE ON						
Raising funds	6	**2,160**	-	-	**2,160**	15,515
Charitable activities	7					
Residential and nursing		**1,573,827**	**43,003**	-	**1,616,830**	1,379,673
Total		**1,575,987**	**43,003**	-	**1,618,990**	1,395,188
Net gains/(losses) on investments		**59,530**	-	-	**59,530**	(24,786)
NET INCOME/(EXPENDITURE)		**(122,388)**	**14,044**	-	**(108,344)**	(27,609)
Transfers between funds	18	**9,333**	**(9,244)**	**(89)**	**-**	-
Net movement in funds		**(113,055)**	**4,800**	**(89)**	**(108,344)**	(27,609)
RECONCILIATION OF FUNDS						
Total funds brought forward		**1,338,363**	-	**5,773**	**1,344,136**	1,371,745
TOTAL FUNDS CARRIED FORWARD		**1,225,308**	**4,800**	**5,684**	**1,235,792**	1,344,136

The notes form part of these financial statements

THE CHARLOTTE STRAKER PROJECT

BALANCE SHEET
31 MARCH 2021

	Notes	Unrestricted funds £	Restricted funds £	Endowment fund £	**2021 Total funds £**	2020 Total funds £
FIXED ASSETS						
Tangible assets	12	**416,006**	-	-	**416,006**	410,065
Investments	13	**234,793**	-	-	**234,793**	174,341
		650,799	-	-	**650,799**	584,406
CURRENT ASSETS						
Debtors	14	**44,416**	-	-	**44,416**	37,810
Investments	15	**22,657**	-	-	**22,657**	67,517
Cash at bank and in hand		**575,986**	**4,800**	**5,684**	**586,470**	712,489
		643,059	**4,800**	**5,684**	**653,543**	817,816
CREDITORS						
Amounts falling due within one year	16	**(68,550)**	-	-	**(68,550)**	(58,086)
NET CURRENT ASSETS		**574,509**	**4,800**	**5,684**	**584,993**	759,730
TOTAL ASSETS LESS CURRENT LIABILITIES		**1,225,308**	**4,800**	**5,684**	**1,235,792**	1,344,136
NET ASSETS		**1,225,308**	**4,800**	**5,684**	**1,235,792**	1,344,136
FUNDS	18					
Unrestricted funds					**1,225,308**	1,338,363
Restricted funds					**4,800**	-
Endowment funds					**5,684**	5,773
TOTAL FUNDS					**1,235,792**	1,344,136

The financial statements were approved by the Board of Trustees and authorised for issue on .....15/09/2021..... and were signed on its behalf by:

.....
B Groves - Trustee

.....
J Whelan - Trustee

The notes form part of these financial statements

THE CHARLOTTE STRAKER PROJECT

CASH FLOW STATEMENT
FOR THE YEAR ENDED 31 MARCH 2021

	Notes	2021 £	2020 £
Cash flows from operating activities			
Cash generated from operations	1	**(69,434)**	112,482
Interest paid		**(70)**	(65)
Finance costs paid		**(10,036)**	(10,036)
Net cash (used in)/provided by operating activities		**(79,540)**	102,381
Cash flows from investing activities			
Purchase of tangible fixed assets		**(51,889)**	(169,969)
Purchase of fixed asset investments		**(8,795)**	(199,886)
Sale of tangible fixed assets		**263**	1,070
Sale of fixed asset investments		**7,873**	199,195
Interest received		**2,249**	4,310
Dividends received		**3,820**	3,273
Net cash used in investing activities		**(46,479)**	(162,007)
Change in cash and cash equivalents in the reporting period		**(126,019)**	(59,626)
Cash and cash equivalents at the beginning of the reporting period		**712,489**	772,115
Cash and cash equivalents at the end of the reporting period		**586,470**	712,489

The notes form part of these financial statements

NOTES TO THE CASH FLOW STATEMENT FOR THE YEAR ENDED 31 MARCH 2021

1. RECONCILIATION OF NET EXPENDITURE TO NET CASH FLOW FROM OPERATING ACTIVITIES

	2021 £	2020 £
Net expenditure for the reporting period (as per the Statement of Financial Activities)	**(108,344)**	(27,609)
Adjustments for:		
Depreciation charges	**45,685**	43,789
(Gain)/losses on investments	**(59,530)**	24,786
Loss on disposal of fixed assets	**-**	244
Interest received	**(2,249)**	(4,310)
Interest paid	**70**	65
Finance costs	**10,036**	10,036
Dividends received	**(3,820)**	(3,273)
Movement on current asset investment	**44,860**	(11,863)
(Increase)/decrease in debtors	**(6,606)**	95,366
Increase/(decrease) in creditors	**10,464**	(14,749)
Net cash (used in)/provided by operations	**(69,434)**	112,482

2. ANALYSIS OF CHANGES IN NET FUNDS

	At 1.4.20 £	Cash flow £	At 31.3.21 £
Net cash			
Cash at bank and in hand	**712,489**	**(126,019)**	**586,470**
	712,489	**(126,019)**	**586,470**
Liquid resources			
Deposits included in cash	**-**	**-**	**-**
Current asset investments	**67,517**	**(44,860)**	**22,657**
	67,517	**(44,860)**	**22,657**
Total	**780,006**	**(170,879)**	**609,127**

The notes form part of these financial statements

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021

1. ACCOUNTING POLICIES

Basis of preparing the financial statements
The financial statements of the charitable company, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) '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 2019)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Companies Act 2006. The financial statements have been prepared under the historical cost convention, with the exception of investments which are included at market value, as modified by the revaluation of certain assets.

Company status
The charity is a company limited by guarantee. The members of the company are the Trustees. In the event of the company being wound up, the liability in respect of the guarantee is limited to £1 per member of the company.

Critical accounting judgements and key sources of estimation uncertainty
Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

The charity makes estimates and assumptions concerning the future of the charity and by definition the actual results are often different to these estimates. There are no estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amount of assets or liabilities within the foreseeable future.

Income
All income is recognised in the Statement of Financial Activities once the charity has entitlement to the funds, it is probable that the income will be received and the amount can be measured reliably.

Expenditure
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 a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources.

Tangible fixed assets
Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life.

Improvements to property	-	10% on reducing balance, 3.33% straight line basis and Straight line over 10 years
Fixtures and fittings	-	20% on reducing balance and at varying rates on cost
Computer equipment	-	33% on cost and 33% on reducing balance

Taxation
The charity is exempt from corporation tax on its charitable activities.

Fund accounting
Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

Restricted funds can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

continued...

1. ACCOUNTING POLICIES - continued

Fund accounting
Endowment funds are assets which must be held by the charity, principally investments, the income arising from which can be used in accordance with the objectives of the charity and is included as unrestricted income. Any capital gains or losses arising on the investments, form part of the fund. Investment management charges and legal advice relating to the funds are charged against the fund.

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

Hire purchase and leasing commitments
Rentals paid under operating leases are charged to the Statement of Financial Activities on a straight line basis over the period of the lease.

Pension costs and other post-retirement benefits
The charitable company operates a defined contribution pension scheme. Contributions payable to the charitable company's pension scheme are charged to the Statement of Financial Activities in the period to which they relate.

2. DONATIONS AND LEGACIES

	2021	2020
	£	£
Donations	79,116	28,146
Legacies	-	616
Grants	170,553	72,141
	249,669	100,903

Grants received, included in the above, are as follows:

	2021	2020
	£	£
Community Foundation	83,034	72,141
Northumberland County Council	87,519	-
	170,553	72,141

3. OTHER TRADING ACTIVITIES

	2021	2020
	£	£
Fundraising events	3,860	32,552
Other income	32,706	1,050
	36,566	33,602

continued...

4. INVESTMENT INCOME

	2021	2020
	£	£
Other investment income	3,820	3,273
Deposit account interest	2,249	4,310
	6,069	7,583

5. INCOME FROM CHARITABLE ACTIVITIES

	Activity	2021	2020
		£	£
Nursing and care	Residential and nursing	1,158,812	1,250,277

6. RAISING FUNDS

Raising donations and legacies

	2021	2020
	£	£
Fundraising costs	2,104	15,515

Other trading activities

	2021	2020
	£	£
Bad debts	56	-
Aggregate amounts	2,160	15,515

7. CHARITABLE ACTIVITIES COSTS

	Direct Costs
	£
Residential and nursing	1,616,830

8. NET INCOME/(EXPENDITURE)

Net income/(expenditure) is stated after charging/(crediting):

	2021	2020
	£	£
Depreciation - owned assets	45,685	43,789
Hire of plant and machinery	3,962	2,528
Deficit on disposal of fixed assets	-	244

continued...

9. TRUSTEES' REMUNERATION AND BENEFITS

There were no trustees' remuneration or other benefits for the year ended 31 March 2021 nor for the year ended 31 March 2020.

Trustees' expenses

There were no trustees' expenses paid for the year ended 31 March 2021 nor for the year ended 31 March 2020.

Trustee indemnity insurance costs amounted to £1,971 (2020: £1,792) during the year.

10. STAFF COSTS

	2021	2020
	£	£
Wages and salaries	**1,088,657**	889,327
Social security costs	**69,501**	57,281
Other pension costs	**26,277**	23,541
	1,184,435	970,149

The average monthly number of employees during the year was as follows:

	2021	2020
Administrative	**5**	4
Key management	**3**	2
Nursing and care staff	**55**	55
	63	61

No employees received emoluments in excess of £60,000.

Remuneration totalling £84,553 (2020: £93,875) was paid to an average of three key management personnel during the year.

11. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES

	Unrestricted funds	Restricted funds	Endowment fund	Total funds
	£	£	£	£
INCOME AND ENDOWMENTS FROM				
Donations and legacies	78,777	22,126	-	100,903
Charitable activities				
Residential and nursing	1,250,277	-	-	1,250,277
Other trading activities	33,602	-	-	33,602
Investment income	7,583	-	-	7,583
Total	1,370,239	22,126	-	1,392,365
EXPENDITURE ON				
Raising funds	15,515	-	-	15,515
Charitable activities				
Residential and nursing	1,379,673	-	-	1,379,673

continued...

11. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES - continued

	Unrestricted funds £	Restricted funds £	Endowment fund £	Total funds £
Total	1,395,188	-	-	1,395,188
Net gains/(losses) on investments	(24,786)	-	-	(24,786)
NET INCOME/(EXPENDITURE)	(49,735)	22,126	-	(27,609)
Transfers between funds	23,741	(23,587)	(154)	-
Net movement in funds	(25,994)	(1,461)	(154)	(27,609)
RECONCILIATION OF FUNDS				
Total funds brought forward	1,364,357	1,461	5,927	1,371,745
TOTAL FUNDS CARRIED FORWARD	1,338,363	-	5,773	1,344,136

12. TANGIBLE FIXED ASSETS

	Improvements to property £	Fixtures and fittings £	Computer equipment £	Totals £
COST				
At 1 April 2020	**507,229**	**341,842**	**21,478**	**870,549**
Additions	**20,931**	**22,956**	**8,002**	**51,889**
Disposals	**(223)**	**(40)**	-	**(263)**
At 31 March 2021	**527,937**	**364,758**	**29,480**	**922,175**
DEPRECIATION				
At 1 April 2020	**222,397**	**229,153**	**8,934**	**460,484**
Charge for year	**15,994**	**24,340**	**5,351**	**45,685**
At 31 March 2021	**238,391**	**253,493**	**14,285**	**506,169**
NET BOOK VALUE				
At 31 March 2021	**289,546**	**111,265**	**15,195**	**416,006**
At 31 March 2020	284,832	112,689	12,544	410,065

continued...

13. FIXED ASSET INVESTMENTS

	Listed investments £	Unlisted investments £	Totals £
MARKET VALUE			
At 1 April 2020	**124,555**	**49,786**	**174,341**
Additions	**-**	**8,795**	**8,795**
Disposals	**(3,132)**	**(4,741)**	**(7,873)**
Revaluations	**55,755**	**3,775**	**59,530**
At 31 March 2021	**177,178**	**57,615**	**234,793**
NET BOOK VALUE			
At 31 March 2021	**177,178**	**57,615**	**234,793**
At 31 March 2020	124,555	49,786	174,341

Of the above total listed investments, investments with a closing value at the year end of £114,487 (2020: £76,954) were held in overseas equities.

Cost or valuation at 31 March 2021 is represented by:

	Listed investments £	**Unlisted investments £**	**Totals £**
Valuation in 2021	**55,755**	**3,775**	**59,530**
Cost	**121,423**	**53,840**	**175,263**
	177,178	**57,615**	**234,793**

14. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2021 £	2020 £
Trade debtors	**18,228**	6,875
Other debtors	**2,650**	-
Prepayments and accrued income	**23,538**	30,935
	44,416	37,810

15. CURRENT ASSET INVESTMENTS

	2021 £	2020 £
Unlisted investments	**22,657**	67,517

continued...

16. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2021	2020
	£	£
Trade creditors	**29,256**	29,228
Social security and other taxes	**15,487**	14,884
Other creditors	**7,594**	321
Accruals and deferred income	**16,213**	13,653
	68,550	58,086

17. LEASING AGREEMENTS

Minimum lease payments under non-cancellable operating leases fall due as follows:

	2021	2020
	£	£
Within one year	**4,642**	3,974
Between one and five years	**-**	1,512
	4,642	5,486

18. MOVEMENT IN FUNDS

	At 1.4.20	Net movement in funds	Transfers between funds	At 31.3.21
	£	£	£	£
Unrestricted funds				
General fund	**1,309,213**	**(122,076)**	**16,525**	**1,203,662**
Community Respite Bed	**27,591**	**-**	**(7,192)**	**20,399**
Capital asset fund	**1,559**	**(312)**	**-**	**1,247**
	1,338,363	**(122,388)**	**9,333**	**1,225,308**
Restricted funds				
Community Respite Bed	**-**	**9,244**	**(9,244)**	**-**
Community Foundation Staff Counselling Fund	**-**	**4,800**	**-**	**4,800**
	-	**14,044**	**(9,244)**	**4,800**
Endowment funds				
EM Edwards Fund	**5,773**	**-**	**(89)**	**5,684**
TOTAL FUNDS	**1,344,136**	**(108,344)**	**-**	**1,235,792**

continued...

18. MOVEMENT IN FUNDS - continued

Net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Gains and losses £	Movement in funds £
Unrestricted funds				
General fund	**1,394,069**	**(1,575,675)**	**59,530**	**(122,076)**
Capital asset fund	**-**	**(312)**	**-**	**(312)**
	1,394,069	**(1,575,987)**	**59,530**	**(122,388)**
Restricted funds				
Community Respite Bed	**9,244**	**-**	**-**	**9,244**
Community Foundation Staff Counselling Fund	**4,800**	**-**	**-**	**4,800**
NCC Infection Control Fund	**43,003**	**(43,003)**	**-**	**-**
	57,047	**(43,003)**	**-**	**14,044**
TOTAL FUNDS	**1,451,116**	**(1,618,990)**	**59,530**	**(108,344)**

Comparatives for movement in funds

	At 1.4.19 £	Net movement in funds £	Transfers between funds £	At 31.3.20 £
Unrestricted funds				
General fund	1,242,408	(49,345)	116,150	1,309,213
Development fund	70,000	-	(70,000)	-
Community Respite Bed	50,000	-	(22,409)	27,591
Capital asset fund	1,949	(390)	-	1,559
	1,364,357	(49,735)	23,741	1,338,363
Restricted funds				
Community Respite Bed	1,461	22,126	(23,587)	-
Endowment funds				
EM Edwards Fund	5,927	-	(154)	5,773
TOTAL FUNDS	1,371,745	(27,609)	-	1,344,136

continued...

18. MOVEMENT IN FUNDS - continued

Comparative net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Gains and losses £	Movement in funds £
Unrestricted funds				
General fund	1,370,239	(1,394,798)	(24,786)	(49,345)
Capital asset fund	-	(390)	-	(390)
	1,370,239	(1,395,188)	(24,786)	(49,735)
Restricted funds				
Community Respite Bed	22,126	-	-	22,126
TOTAL FUNDS	1,392,365	(1,395,188)	(24,786)	(27,609)

A current year 12 months and prior year 12 months combined position is as follows:

	At 1.4.19 £	Net movement in funds £	Transfers between funds £	At 31.3.21 £
Unrestricted funds				
General fund	1,242,408	(171,421)	132,675	1,203,662
Development fund	70,000	-	(70,000)	-
Community Respite Bed	50,000	-	(29,601)	20,399
Capital asset fund	1,949	(702)	-	1,247
	1,364,357	(172,123)	33,074	1,225,308
Restricted funds				
Community Respite Bed	1,461	31,370	(32,831)	-
Community Foundation Staff Counselling Fund	-	4,800	-	4,800
	1,461	36,170	(32,831)	4,800
Endowment funds				
EM Edwards Fund	5,927	-	(243)	5,684
TOTAL FUNDS	1,371,745	(135,953)	-	1,235,792

continued...

18. MOVEMENT IN FUNDS - continued

A current year 12 months and prior year 12 months combined net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Gains and losses £	Movement in funds £
Unrestricted funds				
General fund	2,764,308	(2,970,473)	34,744	(171,421)
Capital asset fund	-	(702)	-	(702)
	2,764,308	(2,971,175)	34,744	(172,123)
Restricted funds				
Community Respite Bed	31,370	-	-	31,370
Community Foundation Staff. Counselling Fund	4,800	-	-	4,800
NCC Infection Control Fund	43,003	(43,003)	-	-
	79,173	(43,003)	-	36,170
TOTAL FUNDS	2,843,481	(3,014,178)	34,744	(135,953)

Unrestricted Funds

Community Foundation
Two half yearly instalments are receivable over the course of the period from the Roland Cookson Fund at the Community Foundation Tyne & Wear and Northumberland. The funds are receivable for general charitable purposes however an agreement was made to allocate this fund against nursing and care shortfalls with any balance to be offset against other charitable costs at the discretion of the Community Foundation. One month of the final quarters contribution has been deferred into the next period.

Capital Asset Fund
This fund was set up in 2018 to represent the net book value of garden furniture purchased through restricted funding from Tesco Bags of Help. It is being reduced each year in line with the charity's depreciation policy.

Community Respite Bed
The trustees have, in a prior year, designated £50,000 of general unrestricted funds to the Community Respite Bed, monies which will be used to develop and support this service. The balance brought forward in this fund was £27,591 in 2021.

Northumberland County Council - Infection Control Fund
This fund was granted in early 2020 towards additional costs incurred by the care home as a result of the Covid-19 pandemic. The first round of funding received from Northumberland County Council early 2020 had no reporting requirements and could be spent at the charity's discretion.

Restricted Funds

Community Foundation
An amount of £4,800 has been granted to the charity by the Community Foundation for the sole purpose of staff counselling sessions for members of staff who have struggled working throughout the Covid-19 pandemic. The full amount of this remained unspent in the year.

continued...

18. MOVEMENT IN FUNDS - continued

The second round of funding received late 2020 from Northumberland County Council was also received towards additional costs incurred by the care home as a result of the Covid-19 pandemic, however came attached with strict expenditure reporting requirements to ensure that the funds are being spent on Covid-19 related costs for the care home.

Endowment Funds

EM Edwards Fund
The permanent endowment fund represents funds transferred to the charity for the benefit of the residents of Corbridge. The charity may use the interest on capital.

Transfers between funds

Transfers between funds comprise the release of Community Respite Bed funds for the year and also the gain on the endowment fund investments.

19. OTHER FINANCIAL COMMITMENTS

Under a 25 year management agreement between the Charlotte Straker Trust and Home Group Limited, the charity, as successor to the Trust, is committed to make payments to Home Group Limited in respect of management charges, major repairs provision and maintenance.

The charges for the period of these financial statements were as follows:-

	2021	2020
	£	£
Service charges	**19,115**	18,949
Property charges	**81,955**	77,696
Finance charges	**10,036**	10,037

During the year ended March 2011 the charity paid Home Group Limited £110,400 in relation to finance charges in advance of the next 11 years. Each year a proportion of the advance payment amounting to £10,036 is allocated to the statement of financial activities on a straight line basis.

20. RELATED PARTY DISCLOSURES

There were no related party transactions for the year ended 31 March 2021.