

**REPORT OF THE TRUSTEES
AND FINANCIAL STATEMENTS**

**FOR THE YEAR ENDED 31 MARCH 2021
FOR
THE CARERS' RESOURCE**

(A company limited by guarantee)

(Company registration number 03054273)

REGISTERED NUMBER: 1049278

**THE CARERS' RESOURCE
REPORT OF THE TRUSTEES AND FINANCIAL STATEMENTS**

YEAR ENDED 31 MARCH 2021

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**THE CARERS' RESOURCE
CHARITY REFERENCE AND ADMINISTRATIVE DETAILS**

YEAR ENDED 31 MARCH 2021

Charlty registration number	1049278
Company registration number	03054273
Trustees	Robert Smith Liz Jones (Chair) Sarah Shaw Julia Lister Adeeba Malik Corinne Jeffrey (appointed 1 April 2020) Inam Majid (appointed 1 April 2020) Andrew Makey (resigned September 2020)
Chief Executive Officer	Christine Whitley
Registered office	11 North Park Road Harrogate North Yorkshire HG1 5PD
Auditor	Murray Harcourt Limited 6 Queen Street Leeds LS1 2TW
Bankers	Lloyds TSB Bank Plc 8 Cambridge Crescent Harrogate HG1 1PQ

THE CARERS' RESOURCE CHAIR'S STATEMENT

YEAR ENDED 31 MARCH 2021

I am delighted to present my report for the year 2020-21. This year more than any previously has been unprecedented in our lifetime, a time of both substantial change and challenges. It has also been one in which Carers' Resource has delivered positive outcomes helping so many people through the crisis of the Covid-19 pandemic.

March 2020 saw a new way of life imposed on us all with the outbreak of Covid-19. New words entered our vocabulary with lockdown, furlough, PPE, social distancing, and the R rate. Alongside these terms came new ways of working, so that we could ensure our continued support to carers and vulnerable people, making their lives easier. The teams at Carers' Resource rose to the challenges and created ways of working which allowed us to operate and maintain contact with so many groups and individuals. I would like to give a huge thank you to all the staff and volunteers for their incredible hard work and dedication during Covid-19. The brilliant and creative response from the teams at Carers' Resource has ensured we offered the best support we could, whilst keeping people safe.

This year has been a real challenge for both our staff and volunteers but also the vulnerable people and families we support. We have learnt much about how we can continue to help in the most difficult of circumstances and we will use these lessons to inform how we improve our services in the future.

How we make a difference is always difficult to capture and summarise as the variety of work and activities that have been undertaken has yet again been substantial and wide ranging.

However, I would like to highlight some major successes. We;

- worked with some 14% of carers in our geographical area, up from previous years
- introduced a carer card with over 1,000 now being issued
- established a new data base to improve efficiency and help target our work better
- refreshed our 3 year strategy, engaging staff and trustees
- Care@ began a new initiative with North Yorkshire on Supported Living in Skipton
- worked in partnership to develop a cookbook for young carers
- established new ways of remote working for staff and virtual meetings
- facilitated carers to get their vaccines
- supported carers to claim over £600,000 of benefits

As a result of Covid-19, many new funds came on stream to support the community and we enabled over £100,000 to be distributed to help those in hardship due to Covid-19. The work of our community care service, Care@, has gone from strength-to-strength, but difficulties in recruitment of workers means we haven't always been able to extend services to meet need, as we would wish in their future ventures.

The Board continues to consider ways we can invest our resources to improve services. A number of posts have been extended to support development work with families, young people, volunteers and an allotment worker for the newly acquired plot. Most recently we have commissioned a new website to make access to our services easier. It is also planned later in the year that we will be relocating our office premises in Harrogate providing a more modern working space.

The Board joins me thanking all those that support our work, partners, suppliers, those who donate so generously in both time and resources to enhance our services. It is through this collective effort that we have shown yet again how to make a difference in such difficult times for the vulnerable people and their families we support directly and indirectly across Bradford and North Yorkshire.

Liz Jones
Chair

THE CARERS' RESOURCE TRUSTEES' ANNUAL REPORT (INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT)

YEAR ENDED 31 MARCH 2021

The Trustees present their report and the audited financial statements of the Charity for the year ended 31 March 2021. The Trustees have adopted the provisions of the Statement of Recommended Practice (SORP) "Accounting and Reporting by Charities" (FRS 102) in preparing the Trustees' Annual Report and financial statements.

The financial statements have been prepared in accordance with the accounting policies set out in the notes to the accounts and comply with the Charity's governing document, the Charities Act 2011 and Charities SORP (FRS102): 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.

TRUSTEES OF THE CHARITY

The Directors of the Charitable Company are its Trustees for the purposes of charity law. The Trustees who have served during the year and since the year end were as follows:

Robert Smith
Liz Jones (Chair)
Sarah Shaw
Julia Lister
Adeeba Malik
Corrinne Jeffrey (appointed 1 April 2020)
Inam Majid (appointed 1 April 2020)
Andrew Makey (resigned September 2020)

OBJECTIVES AND ACTIVITIES

The Carers' Resource gives tailored support and information to unpaid carers and those in need of care and support. It is an independent, award-winning Yorkshire charity which is open to everyone and offers emotional and practical help to enable them to cope.

We exist to:

- work with and for carers and vulnerable people, promoting awareness of their needs
- provide information, advice and support for carers and those who work with them
- support other organisations, statutory and independent, in their work with carers

We offer an independent, expert service focused on carers:

- for all carers, including parent carers and young carers: a comprehensive, free, non-judgmental and confidential service
- to provide a community-based service that delivers care and support, to enhance quality of life
- for planners and commissioners: an efficient, effective, quality service providing information (qualitative and quantitative) proving the value of supporting carers and vulnerable people
- for providers: partnership with an experienced, professional team focused on working with carers and vulnerable people
- for our staff: a supportive and creative environment, valuing their unique skills and their commitment to carers and vulnerable people

**THE CARERS' RESOURCE
TRUSTEES' ANNUAL REPORT (INCLUDING DIRECTORS' REPORT AND STRATEGIC
REPORT) (continued)**

YEAR ENDED 31 MARCH 2021

We are committed to:

- involving and empowering carers and vulnerable people in developing and influencing our own and other services
- achieving recognition for every carer and vulnerable person and promoting equal opportunities
- improving the quality of life for carers and vulnerable people
- addressing the training needs of carers, vulnerable people and supporting organisations
- responding to perceived and identified carers and vulnerable people
- working in partnership with other organisations
- influencing the planning and commissioning of mainstream, carer and vulnerable people sensitive services

We specialise in helping carers and those in need of care and support. **We believe** carers need support and time for themselves.

We confirm that we have referred to the information contained in the Charity Commission's general guidance on public benefit when reviewing the Charity's aims and objectives and in planning future activities.

STRATEGIC REPORT

ACHIEVEMENTS AND PERFORMANCE

A summary of the work of the Charity over the year is set out below:

The year 2020-21 has been a year like no other, and the organisation had to dig deep to find the resilience to keep on providing support in an environment never before experienced. Within a couple of weeks the organisation made the transition from community and office based working to home working using telephone and digital support mechanisms. At no point did staff stop offering support and we continued to work with people throughout the year, often being the only organisation in direct communication with individuals. We also worked closely with a range of other organisations, for example community hubs, to ensure that unmet needs were picked up and responded to.

The vaccine programme gave the organisation the opportunity to support carers to get the vaccine and then feel more confident to go out and about in society whilst still protecting those at home who were vulnerable. The organisation acted as a contact point for carers who were having difficulties being able to register as a carer and thus access the vaccine as part of cohort 6. We worked well with the statutory authorities and were able to get appointments for carers through the national booking system. Many lessons were learned during this process which will inform actions going forward. Parent carers and young carers struggled to manage with so many people at home and we were able to access additional IT equipment for families to ensure access to education and friends.

Despite the difficulties in 2020-21 the organisation worked with 2,691 carers who were new to our services. There were 3,021 face to face contacts, 417 video calls and 29,169 telephone support calls. Attendances at groups both actual and virtual number was 552, whilst 271 young carers took part in at least one trip and 112 young carers attended a group either actually or virtually. 2,474 people were supported by our "Home from Hospital" services after their discharge from hospital and 230 carers were referred by hospital colleagues to our carer navigator service.

**THE CARERS' RESOURCE
TRUSTEES' ANNUAL REPORT (INCLUDING DIRECTORS' REPORT AND STRATEGIC
REPORT) (continued)**

YEAR ENDED 31 MARCH 2021

£638,460 of benefits were successfully claimed by carers with our support and £119,161 in external grants. 1,039 people received a Carers Wellbeing Grant to alleviate carer strain.

Separate funding streams from the Big Lottery fund and other charitable bodies have enabled us to offer significant additional value to the contracts in all geographical areas and funding from Carers Trust nationally and local fundraising enabled us to respond to the real hardship experienced during the pandemic by individual carers. Additional funding across the Bradford District enabled over 990 carers to receive up to £75 towards additional infection control costs.

Our care delivery service, Care@, continued to deliver in person across the full geographical footprint, despite the challenges of securing adequate PPE and the number of staff who needed to isolate. Staff put their own needs second to those that they deliver care for and ensured that everyone received a service. There was a slight reduction in requests for services and this was particularly noticeable with our North Yorkshire Sitting Service which has underperformed this year.

We operate Home from Hospital Services across Bradford District and North Yorkshire, working in partnership with Scarborough Ryedale Carers Resource and employing staff in Selby, Richmondshire and Hambleton, in addition to Harrogate and Craven. These services are recognised as playing a fundamental role in keeping people at home in the short to medium term after being discharged from hospital. However, at the beginning of the pandemic and throughout the first lockdown, referrals dropped dramatically as hospitals focussed on dealing with Covid-19 cases and keeping people out of hospital where possible. Our other hospital-based services also struggled as they were unable to work inside the hospitals and social work teams were also working from home. Despite this, staff ingenuity meant they were able to make contact in other ways and continue to support those in need.

CRreate supported 427 carers to either stay in paid work, to re-enter the workforce or to prepare for doing so after a break. The CRreate project funding came to an end in December 2020, but additional funding was secured to continue supporting carers to stay in employment and to support others to develop skills to be able to return to the labour market. The furlough scheme raised many concerns and questions although for some carers it enabled them and those they care for, to stay safe. Many employees continue to be reluctant to talk to their employer about their caring role as they feel that it will be seen as a negative, and perhaps limit opportunities for them, and this was particularly true during this year where jobs were being lost on a regular basis.

Many carers do give up paid work in order to focus on their caring responsibilities, and with this a number of issues can arise. A common one is financial strain. As well as offering support to fill in benefit claim forms, staff can also apply for a range of grants for individuals. These range from white goods and other essential household items through to money to relieve carer strain by pursuing a hobby or having a break away. During the year research evidenced the additional pressure on existing carers and highlighted the number of people new to caring due to the pandemic.

The organisation has played a key part in a number of initiatives designed to support people during and beyond the pandemic. This includes the Act as One Initiative across Bradford and Craven, and in particular the respiratory pathway that was successful in supporting many carers to get the flu vaccination during the late autumn. We also played a greater role in the VCS multi agency work around keeping people out of hospital and in work on reducing health inequalities and in offering greater emotional support.

The Worth Connecting project managed to secure two lots of short term continuation funding during the course of the year as the need to be digitally engaged soared, particularly for those over 55 who needed to isolate. The challenge of teaching people to use a device over the phone was huge but one that staff rose to, developing a range of support materials. The project also managed to offer remote support to people in Harrogate and Craven as well as Bradford District. Positive Minds, the partnership lead for this project, closed down during the year and two of the original partners decided not to continue delivering, so it is now a partnership between Carers' Resource and Age UK Bradford.

THE CARERS' RESOURCE

TRUSTEES' ANNUAL REPORT (INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT) (continued)

YEAR ENDED 31 MARCH 2021

As our first three-year strategic plan was drawing to a conclusion, staff and volunteers were invited to take part in a thorough review of all its parts before the board of trustees undertook their review. This exercise reinforced the importance of the values, and the operating model, enabling the organisation to keep what was working well before adding improvements and changes to the overall plan. The plan provides a strong base for the delivery of services ensuring effective interventions which impact positively on the lives of carers and others in need of support.

Despite the restrictions imposed by lockdowns and social distancing the organisation managed to introduce a number of new initiatives during the course of the year. During the early weeks of lockdown the organisation received many requests from carers for a letter proving they were a carer, and therefore we were delighted that we could introduce a carer Identification card available to all carers registered with the organisation, from December 2020, which had been taken up by over 400 individuals by the end of March 2021. The organisation also introduced the offer of support to prepare 'What If' plans encouraging carers to plan for contingencies where they might need extra support thereby reducing the possibility of crisis situations.

BENEFITS TO THE PUBLIC FROM THE SERVICES OF THE CARERS' RESOURCE

Nationally, it is calculated that carers save the economy around £132 billion pounds per year, and 3 in 5 people can expect to become a carer at some point in their lives. The number of people new to caring has risen significantly since the beginning of the Covid-19 pandemic, as has the amount of support that many carers now offer on a daily basis as services traditionally relied on have not been operating.

Despite the challenges of the pandemic, the lockdowns and rules, the fear and anxiety that many people felt, the organisation continued to focus on delivering high quality services to those in need to the best of its ability. This was challenging in many respects, but ways were found to still offer support, information and advice to many people who were very isolated and without daily contact. Initially many carers assumed that the organisation was closed so staff took the initiative to contact people directly by phone, and this was greatly appreciated. For many people caring, it is what they do, it is part of their life and they don't usually give themselves the label of carer. This was particularly true this year and helping people to recognise that there may be support available to ease the strain of caring was challenging as traditional places where publicity would be displayed were closed. Services are always shaped to meet the needs of individuals and there is no charge for any of our services thus reducing as many barriers to access as is possible. However, profile raising in the local media, was the only way to try to remind different sections of our community about the role of carers in our society. Examples of the support provided include:

- **Information and advice:** Our website was regularly updated and contains relevant information about Covid-19 and other matters of interest to carers. Our phone lines remained open throughout the year and in November 2020 we launched a dedicated advice line in addition to our normal numbers. Our quarterly magazine, Choices contained information about Covid-19.
- **One-to-one support:** Often carers contact the organisation with a specific request, but due to the complexity of the caring role it becomes apparent that they need support that is tailored to themselves as individuals. Staff and volunteers encourage carers to identify what would best help them, exploring with them how best to improve their situation and enable them to continue their caring role.
- **Wellbeing Review:** Every carer is offered the chance to have an in-depth discussion about their day-to-day life and the impact of their caring role. This looks at the health of the carer and whether they are neglecting their own needs for the cared-for person, their ability to take paid employment, their social life and what time they have for themselves and generally builds a picture of the strain the person is feeling. It gives an opportunity for the carer to talk in detail and to be listened to.
- **Liaison with statutory/voluntary services:** The maze of support services available can be difficult to navigate. With professional contacts in local services, our staff are able to support the carer to put a range of support in place where it is needed.

**THE CARERS' RESOURCE
TRUSTEES' ANNUAL REPORT (INCLUDING DIRECTORS' REPORT AND STRATEGIC
REPORT) (continued)**

YEAR ENDED 31 MARCH 2021

- **Emergency planning:** Contacts and procedures in case of emergencies, either for the carer or the cared-for person are set up for each person who requires it, giving peace of mind when carers are away from their caring role. There is help with logistics and advice on who to involve and how.
- **Applying for Financial Support and Filling in Forms:** Staff continued to help people fill in forms over the phone. We recognise that over time the high level of resilience that carers display can be worn down and needs replenishing. Likewise, carers can find that they have become very isolated due to their caring role and need support to make social contacts. The sorts of things that address these issues are:
- **Emotional support:** The incidence of carers calling in in real distress rose significantly during the pandemic, and staff were stretched to find ways of supporting people whilst not actually seeing them. As people became more and more isolated so their gratitude for our contact grew.
- **Regular groups:** Although our traditional groups were largely unable to meet, we developed outdoor walking and cycling groups in local parks. We also found that for some carers virtual groups were more accessible than physical meetings as they reduced the difficulties of actually leaving the home.
- **Trips, activities and pamper days:** These have been seriously curtailed in 2020-21. However, staff have been creative and have delivered flowers, buns and craft kits to carers' houses so that they have been able to feel part of the organisation. There have been picnics in parks and other outside events.
- **Forums, Discussion Groups and Workshops:** The carers forum has become a virtual meeting and now operates across the geographical footprint, bringing carers together from a broad range of backgrounds into one central forum rather than 3 geographically defined ones.
- **The CReate Team:** Promotes the integration of personal development, education, training and employment with their caring role. The service aims to reduce feelings of isolation by encouraging carers to develop skills and interests, and to keep their CVs up to date, and supports them into paid work where appropriate. They offer a selection of courses and learning for pleasure sessions, including I.T. confidence-building, designed to increase self-respect and skills at an individual's own pace and level.
- **Leisure opportunities:** It is essential that carers continue to follow their own interests and where possible have their own social life. Building confidence, developing interests and widening the social network helps carers feel more positive and develop their own hopes and aspirations. For example, one carer used their wellbeing grant to take part in a falconry experience for the day where he was able to both handle and fly the birds.
- **The Carers Wellbeing Grant:** A staff member discusses with an individual what might ease the strain of caring for them and a recommendation is made for a small amount of money that pays for a hobby, a treat or a pamper to give the carer something for themselves.
- **Home from Hospital:** Isolated, older and vulnerable people at risk of readmission to hospital or long-term care have received help from our Home from Hospital service, which is provided throughout Bradford District and North Yorkshire and is invaluable in reducing readmission rates and giving people the confidence to continue living in their own home after a prolonged hospital stay. Many isolated people do not have family and friends to call on in these circumstances, and weekly support from our service enables them to regain their independence.

**THE CARERS' RESOURCE
TRUSTEES' ANNUAL REPORT (INCLUDING DIRECTORS' REPORT AND STRATEGIC
REPORT) (continued)**

YEAR ENDED 31 MARCH 2021

Support for Families

Families in which caring is an issue (whether it is a child caring for a parent or grandparent, a parent caring for a disabled child or issues where siblings are caring for a brother or sister with a disability or illness) receive holistic support from our Young Carers, and Parent Carers Team. Their comprehensive service includes:

- **Young Carer Assessment:** All young carers meet with staff and have a detailed discussion which allows an assessment of need to be undertaken and the right level of service to be offered.
- **In-school and college mentoring:** A chance for young carers to talk about their concerns, ask questions and gain advice in school time with the support from their school/college.
- **Support for young carers:** Evening youth groups with a range of activities including school holidays trips, plus one-to-one support and attention.
- **Support for parents:** Information, advice and support for parent carers and parents who are being looked after by children. Help with applying for welfare benefits, establishing support services and emotional support including closed Facebook groups and group meetings.
- **Breaks, trips and activities:** Day trips, practical and emotional support to ease the pressures resulting from caring responsibilities.

Volunteers:

Many carers and vulnerable older people benefit either by receiving help from our many volunteers, or by offering to work as a volunteer with us. Our volunteers underpin all of our services, adding valuable extra support for the organisation and directly to our clients. Volunteers help with:

- **Admin and office work:** Helping our office run more efficiently by taking on additional office tasks.
- **Communications and IT Support:** Helping with the production of Choices, with website content and other IT support.
- **Call-a-carer:** Telephone support for carers. A friendly phone call is often a lifeline for those isolated by their caring role.
- **Group/Activity support:** Supporting staff and carers at lunches, groups, trips and activities – both for adult and young carers.
- **Befrienders:** One-to-one support for lonely carers, in their home or out in the community. This helps raise their confidence and independence and grants them a break from caring.
- **Fundraising & events:** Helping with events, choosing Carers' Resource for sponsorship or forming satellite fundraising groups all help provide additional funds to support carers.
- **Sitting Service:** A band of volunteers offer a regular sitting service to enable carers to take a break knowing the cared for person is having quality time at home. Whilst many volunteers do sit at home with people others go out for walks, a visit to a local café or the enjoyment of a hobby.

A journey through Carers' Resource can involve as much support from each team as is appropriate, with carers often accessing support from more than one team at any one time. This gives the client a comprehensive, person centred, professional and understanding support service that hopefully enables them to continue caring whilst still looking after their own health and wellbeing.

**THE CARERS' RESOURCE
TRUSTEES' ANNUAL REPORT (INCLUDING DIRECTORS' REPORT AND STRATEGIC
REPORT) (continued)**

YEAR ENDED 31 MARCH 2021

FINANCIAL REVIEW

The statement of financial activities ("SOFA") for the year is set out on page 17 of the financial statements.

The Charity showed consistent revenues in what was a unique and challenging year, this was helped in large by the continued support from our funders, whom commissioned monies to continue the funding of projects which were expected to cease during the year and rolling over contracts. The support for the domiciliary service was also positive with monies to help with additional PPE and Covid-19 related cancellations being received. This year saw a total income of £3,751,311 (2020 - £3,699,030).

Overall expenditure was also consistent with previous year at £3,727,379,515 (2020 - £3,720,515), there was a change between direct costs and overheads for the charity, with decreases in direct spend shown in travel & carer activities due the impact of Covid-19 and lockdowns, decreases were also in partner payments because of changes within projects. Overheads showed an increase in large due to the indirect salaries where additional resource was added to aid the immediate rollout of homeworking, and to run/advance projects to support carers (e.g. carer card).

The overall result is an increase in reserves of £23,932 (2020 - £21,485 decrease in reserves) to £674,109 (2020 - £650,177).

PRINCIPAL RISKS AND UNCERTAINTIES

The Board of Trustees takes the issue of risk seriously and mitigates risk by regularly reviewing and monitoring processes and ensuring contingency plans are in place.

The nature of the organisation means that risk is a key factor to be considered with all new and ongoing pieces of work and a strategic risk register is in place and regularly reviewed.

The senior leadership team continues to seek diversification of funding and activities in line with the organisation's core functions. Internal control and regulatory risks are minimised by the implementation and monitoring of detailed procedures.

Internal risks continue to be minimised by the implementation of procedures that accord to best practice, including researching and purchasing a new website

The key risks and response that the Charity has identified are as below:

- **Funding Risk:** There continues to be a competitive environment for our predominantly contract based funding. The Trustees are aware of the need to clearly demonstrate the value and benefit that our projects deliver. Regular assessment is in place to ensure that we meet our objective(s) and that we communicate effectively to our funders. We are also proactive in seeking out new opportunities, where appropriate. Active cash flow management is also key to ensuring that we stay viable in case of loss of funding.
- **Financial risk:** To ensure against the possibility of fraud or mismanagement of the Charity's finances, there is a thorough system of internal controls, management accounts are monitored by Trustees, an external audit is performed annually and a whistle blowing procedure is in place.
- **Reputational risk:** Strong operational processes and procedures are in place to reduce the possibility of damage to reputation – this is monitored through reports from the CEO to Trustees.
- **Safeguarding:** Any possible issues are responded to immediately, following clear policies and procedures in line with local authority requirements. This is now a standing item on the Board agenda.
- **IT System Failure:** Proceedings are in place to protect data and provide back up in case of system failure.

**THE CARERS' RESOURCE
TRUSTEES' ANNUAL REPORT (INCLUDING DIRECTORS' REPORT AND STRATEGIC
REPORT) (continued)**

YEAR ENDED 31 MARCH 2021

- **Covid-19 Pandemic.** The organisation has moved to a more blended approach to delivering services which enable it to respond positively to any national or regional directives as to lockdown or other restrictions on population movement.

RESERVES

As part of the management of risk, the charity sets aside some of its income to form a reserve to cover any shortfalls in funding and to take advantage of changes and opportunities. The Carers' Resource is experienced in managing both short-term and long-term funding streams. Reserves continue to be available to spend on any of its charitable purposes.

A Reserves policy was adopted with a figure of £300k, which takes into account contractually committed expenditure from lease and partner agreements, 60 days' operational expenditure and statutory redundancy (excluding activity which would be subject to TUPE). The levels of reserves are monitored at each Trustee's meeting and discussed. When appropriate funds are released to ensure that we meet the needs of our beneficiaries, while also accepting and diminishing any financial risks to the Charity. The Trustees are keen to utilise the reserves to have the best impact on carers.

There is a continued programme to spend some of the excess reserves in regards to additional staffing: with the current year's budget predicting a £47k over-spend. There is also a view to utilise the reserves to pull together an internal training curriculum to support "trainee locality workers".

This year the Trustees supported the following roles and activities:

- Young families worker
- Allotment development
- Volunteer co-ordinator
- Young carer worker
- Improvement and development of the database
- Development of the website

PLANS FOR FUTURE PERIODS

The pressure on unpaid carers and many other vulnerable people this year has been immense and has felt quite different from the past. Services and systems that were taken for granted have not been available, and people have been confused, bewildered, and frightened. In this environment Carers' Resource has focussed on its core business, and in reaching out to as many carers as possible and set itself an ambitious target of doubling the number of carers it is in contact with. In order to do this a range of initiatives are planned, including more robust data collection, a more interactive website, community development workers raising the profile of carers in local communities.

The engagement of carers and others in the design and delivery of Carers' Resource services has diminished slightly and this is another focus area to ensure that the organisation continues to respond to expressed needs and concerns.

STRUCTURE, GOVERNANCE AND MANAGEMENT

The Company was incorporated on 9 May 1995 under a Memorandum of Association which established the objects and powers of the Charitable Company and is governed under its Articles of Association. The Company is limited by guarantee with the liability of members in the event of a winding up being limited to £1 each.

Charity Governance Code

The charity is undertaking a review against the new 2020 Charity Governance Code as a template, to ensure it is still following best practice. Trustees had training on safeguarding in the year and have planned a session on diversity. It will be considering the rules on membership in the coming year.

**THE CARERS' RESOURCE
TRUSTEES' ANNUAL REPORT (INCLUDING DIRECTORS' REPORT AND STRATEGIC
REPORT) (continued)**

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Recruitment and appointment of Trustees

The Trustees all have professional and/or commercial backgrounds with a range of complementary skills including a number with a health service background. Trustees are required to retire by rotation. In the event of particular skills being lost due to retirement, new Trustees are recruited following Corporate Governance Policy guidelines (8.2 Recruitment of Trustees and 8.11 Board and Sub-Committees Composition and Arrangements Policy). The roles are advertised via our website, newsletter and social media, followed by a recruitment process.

Trustees Induction and Training

All trustees are provided with relevant documents including the Charity Commission guidance "The Essential Trustee". Generally, Trustees are familiar with the practical work of the Charity prior to appointment. New Trustees meet with the senior leadership team and fellow Trustees to familiarise themselves with the work and structure of the Charity and the obligations of Trustees in line with an induction programme.

Board Performance

The Board of Trustees is keen to review its performance in a robust manner on a regular basis and is planning to do one to one review sessions in the coming year.

The Board continues to be open to the possibility of undertaking peer review with another similar Board of Trustees.

Diversity

Carers' Resource prides itself on offering a service to all carers and vulnerable people regardless of their ethnicity, age, gender or sexual orientation. The Board of Trustees works hard to reflect the diversity of the population Carers' Resource serves in its membership, and where appropriate, specifically looks for new members who can bring an added dimension to the membership of the Board.

Details of organisational structure and how decisions are made

Strategic decisions are taken by the Board of Trustees, advised by management, which meets formally at least six times per annum. There is a Care@ Governance Board that oversees the CQC regulated aspects of the organisation and this also meets six times per year. An Audit and Finance sub-committee meets with the auditors to discuss their findings and meets as and when required to consider various aspects of finance and more recently to consider policies. At other times the Trustees will be involved in decision making and/or advising management as necessary.

Operational matters and day-to-day decision making are vested in the Chief Executive Officer (CEO) and supporting staff.

Arrangements for setting pay of key management personnel

The key management personnel are the CEO and all Heads of Service, with authority/responsibility for planning, directing and controlling activities.

Remunerations for the key management personnel are reviewed by the Board of Trustees in line with the annual pay reviews (paid from April). Further appraisals (e.g. probationary review, 2-year review) are paid in line with the pay policy, and again reviewed by the Board of Trustees.

**THE CARERS' RESOURCE
TRUSTEES' ANNUAL REPORT (INCLUDING DIRECTORS' REPORT AND STRATEGIC
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YEAR ENDED 31 MARCH 2021

TRUSTEES' RESPONSIBILITIES STATEMENT

The Trustees (who are also Directors of The Carers' Resource for the purposes of company law) are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare financial statements for each financial year, which give a true and fair view of the state of affairs of the Charitable Company and of the incoming resources and application of resources, including the income and expenditure, of the Charitable Company for that period. In preparing 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 (FRS 102);
- 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 Charitable Company 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 Charitable Company 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 Charitable Company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the Charitable Company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Disclosure of information to the auditors

We, the Directors of the Company who held office at the date of approval of these Financial Statements as set out above each confirm, so far as we are aware, that

- there is no relevant audit information of which the Company's auditors are unaware; and
- we have taken all the steps that we ought to have taken as Directors in order to make ourselves aware of any relevant audit information and to establish that the Company's auditors are aware of that information.

In approving the Trustees' Annual Report, we also approve the Strategic Report included therein, in our capacity as company Directors.

On behalf of the board

E. A. Jones

Liz Jones
Chair of the Board of Trustees

Dated:.....**13.10.21**.....

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THE CARERS' RESOURCE

Opinion

We have audited the financial statements of The Carers' Resource (the 'charitable company') for the year ended 31 March 2021 which comprise the Statement of Financial Activities (Including Income and Expenditure Account), the Balance Sheet, the Statement of Cash Flows 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, 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 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 Auditor's 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

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

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

However, it is not possible to predict with certainty the potential impact of future developments in either the charitable company's trading environment or in the broader economy. Because of this, the above statements should not be interpreted as a guarantee that the charitable company will continue to operate as a going concern.

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THE CARERS' RESOURCE

Other information

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

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

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the Trustees' Annual Report, which includes the Directors' Report and Strategic Report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Strategic Report and the Directors' Report included within the Trustees' Annual Report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of our 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 Strategic Report and the Directors' Report.

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

- adequate accounting records have not been kept, or 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 directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THE CARERS' RESOURCE

Responsibilities of Trustees

As explained more fully in the Trustees' Responsibilities Statement set out on page 12, 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.

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.

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 auditor's report.

Extent to which the audit was capable of detecting irregularities, including fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. In identifying and assessing risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, our procedures included the following:

- enquiring of the directors on procedures relating to their processes for identifying, evaluating and complying with laws and regulations and for detecting and responding to the risks of fraud;
- obtaining an understanding of the legal and regulatory frameworks applicable to the entity. The most significant considerations identified were the Companies Act 2006, corporation tax and employment tax legislation; and
- discussing among the engagement team how and where fraud might occur in the financial statements and any potential indicators of fraud. As part of this discussion, we identified potential for fraud in the following areas:
 - management override of controls; and
 - revenue recognition.

We designed and executed procedures in line with our responsibilities to detect material misstatements in respect of irregularities, including fraud. These procedures, together with the extent to which they are capable of detecting irregularities, including fraud, are detailed below:

- We made enquiries of management and reviewed correspondence with the relevant authorities to identify any irregularities or instances of non-compliance with laws and regulations and to identify any irregularities or instances of fraud;
- We tested the appropriateness of a sample of accounting journals;

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THE CARERS' RESOURCE

- We reviewed the Company's accounting policies for non-compliance with relevant accounting standards;
- We considered significant accounting estimates for evidence of misstatement; and
- We considered the appropriateness of the revenue recognition policies.

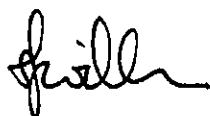
We also communicated relevant identified laws and regulations and potential fraud risks to all engagement team members and remained alert to any indications of fraud or non-compliance with laws and regulations throughout the audit.

Our audit procedures were designed to respond to risks of material misstatement in the financial statements. There are inherent limitations in the audit procedures performed not least due to the following:

- the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting a material misstatement resulting from error, as fraud may involve deliberate concealment; and
- the further removed the non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely we are to become aware of it.

Use of this 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.



Steven Williams FCA
Senior Statutory Auditor
For and on behalf of Murray Harcourt Limited
Registered Auditors

6 Queen Street
Leeds
LS1 2TW

11 November 2021

THE CARERS' RESOURCE
STATEMENT OF FINANCIAL ACTIVITIES
(Including Income and Expenditure Account)

YEAR ENDED 31 MARCH 2021

	Note	Unrestricted funds £	Restricted funds £	Total 2021 £	Total 2020 £
Income from:					
Donations and legacies	2	75,288	634	75,922	112,503
Charitable activities	3	2,413,388	1,261,125	3,674,513	3,581,026
Other trading activities	4	856	-	856	5,240
Investments	5	20	-	20	261
Total income		2,489,552	1,261,759	3,751,311	3,699,030
Expenditure on:					
Raising funds	6	26,752	-	26,752	39,280
Charitable activities	6/7	2,484,251	1,216,376	3,700,627	3,681,235
Total expenditure		2,511,003	1,216,376	3,727,379	3,720,515
Net income		(21,451)	45,383	23,932	(21,485)
Transfers between funds	16	34,004	(34,004)	-	-
Net movement in funds	16	12,553	11,379	23,932	(21,485)
Reconciliation of funds:					
Total funds brought forward	16	536,532	113,645	650,177	671,662
Total funds carried forward	16	549,085	125,024	674,109	650,177

All income and expenditure derive from continuing activities.

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

**THE CARERS' RESOURCE
BALANCE SHEET**

AS AT 31 MARCH 2021

Company Registration No. 03054273

	Note	2021 £	2020 £
Fixed assets			
Tangible assets	12	<u>80,220</u>	<u>88,536</u>
		80,220	88,536
Current assets			
Debtors	13	551,389	480,128
Cash at bank and in hand		<u>724,164</u>	<u>575,192</u>
		1,275,553	1,055,320
Creditors: amounts falling due within one year	14	(681,664)	(493,679)
Net current assets		<u>593,889</u>	<u>561,641</u>
Total assets less current liabilities		<u>674,109</u>	<u>650,177</u>
Net assets		<u>674,109</u>	<u>650,177</u>
Funds			
Restricted funds	16	125,024	113,645
Unrestricted funds	16	549,085	536,532
Total funds	16	<u>674,109</u>	<u>650,177</u>

The financial statements were approved and authorised for issue by the Board on13/10/21.....

Signed on behalf of the Board of Trustees

E. A. Jones

Liz Jones
Chair of the Board of Trustees

The notes on pages 20 to 36 form part of these financial statements.

**THE CARERS' RESOURCE
STATEMENT OF CASH FLOWS**

YEAR ENDED 31 MARCH 2021

	Note	2021 £	2020 £
Cash flow from/ (used in) operating activities	18	<u>198,039</u>	<u>(486,082)</u>
Net cash flow from operating activities		<u>198,039</u>	<u>(486,082)</u>
Cash flow from investing activities			
Payments to acquire tangible fixed assets		(49,087)	(40,330)
Capital grants received		-	8,503
Interest received		<u>20</u>	<u>1,242</u>
Net cash flow used in investing activities		<u>(49,067)</u>	<u>(30,585)</u>
Net increase/ (decrease) in cash and cash equivalents		148,972	(516,667)
Cash and cash equivalents at start of year		<u>575,192</u>	<u>1,091,859</u>
Cash and cash equivalents at end of year		<u>724,164</u>	<u>575,192</u>

Cash and cash equivalents consist of cash at bank and in hand.

THE CARERS' RESOURCE NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 31 MARCH 2021

1 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

(a) General information and basis of preparation

The Carers' Resource is a company limited by guarantee registered in the United Kingdom. In the event of the Charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the Charity. The address of the registered office is:

11 North Park Road
Harrogate
North Yorkshire
HG1 5PD

The nature of the Charity's operations and principal activities are set out in the Trustees' Annual Report.

The Charity constitutes a public benefit entity as defined by FRS 102. The financial statements have been prepared in accordance with 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), the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102), the Charities Act 2011, the Companies Act 2006 and UK Generally Accepted Practice.

The financial statements are prepared on a going concern basis under the historical cost convention. The financial statements are prepared in sterling, which is the functional currency of the Charity, and rounded to the nearest £1.

The significant accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all years presented unless otherwise stated.

(b) Funds

Unrestricted funds are available for use at the discretion of the Trustees in furtherance of the general objectives of the Charity and which have not been designated for other purposes.

Designated funds comprise unrestricted funds that have been set aside by the Trustees for particular purposes. The aim and use of each designated fund is set out in the notes to the financial statements.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the Charity for particular purposes. The cost of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

(c) Income recognition

All incoming resources are included in the Statement of Financial Activities (SoFA) when the Charity is legally entitled to the income after any performance conditions have been met, the amount can be measured reliably, and it is probable that the income will be received.

For donations to be recognised the Charity will have been notified of the amounts and the settlement date in writing. If there are conditions attached to the donation and this requires a level of performance before entitlement can be obtained, then income is deferred until those conditions are fully met or the fulfilment of those conditions is within the control of the Charity and it is probable that they will be fulfilled.

Donated facilities and donated professional services are recognised in income at their fair value when their economic benefit is probable, it can be measured reliably, and the Charity has control over the item. Fair value is determined on the basis of the value of the gift to the Charity. For example, the amount the Charity would be willing to pay in the open market for such facilities and services. A corresponding amount is recognised in expenditure.

**THE CARERS' RESOURCE
NOTES TO THE FINANCIAL STATEMENTS**

YEAR ENDED 31 MARCH 2021

1 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

(c) Income recognition (continued)

No amount is included in the financial statements for volunteer time in line with the Charities SORP (FRS 102). Further detail is given in the Trustees' Annual Report.

Income from trading activities includes income earned from fundraising events and trading activities to raise funds for the Charity. Income is received in exchange for supplying goods and services in order to raise funds and is recognised when entitlement has occurred.

Income from the provision of charitable services and government and other grants is recognised at fair value when the Charity has entitlement after any performance conditions have been met, it is probable that the income will be received and the amount can be measured reliably. If entitlement is not met, then these amounts are deferred.

Investment income is earned on bank deposits and is recognised in the period in which it is receivable.

(d) Expenditure recognition

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. Expenditure is recognised where there is a legal or constructive obligation to make payments to third parties, it is probable that the settlement will be required and the amount of the obligation can be measured reliably. It is categorised under the following headings:

- Costs of raising funds; and
- Expenditure on charitable activities.

Irrecoverable VAT is charged as an expense against the activity for which expenditure arose.

(e) Support costs allocation

Support costs are those that assist the work of the Charity but do not directly represent charitable activities and include office costs, professional fees and governance costs. They are incurred directly in support of expenditure on the objects of the Charity and include project management carried out at the Charity's Headquarters. Where support costs cannot be directly attributed to particular headings they have been allocated to cost of raising funds and expenditure on charitable activities on a basis consistent with use of the resources.

Fund-raising costs are those incurred in seeking voluntary contributions and do not include the costs of disseminating information in support of the charitable activities.

The analysis of these costs is included in note 6.

**THE CARERS' RESOURCE
NOTES TO THE FINANCIAL STATEMENTS**

YEAR ENDED 31 MARCH 2021

1 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

(f) Impairment of assets

The Charity assesses at each reporting date whether there is an indication that an asset may be impaired. If any such indication exists, the Charity makes an estimate of the asset's recoverable amount.

An asset's recoverable amount is the higher of an asset's fair value less costs to sell and its value in use and is determined for an individual asset, unless the asset does not generate cash inflows that are largely independent of those from other assets or groups of assets. Where the carrying amount of an asset exceeds its recoverable amount, the asset is considered impaired and is written down to its recoverable amount.

In assessing value in use, the estimated future cash flows are discounted to their present value using a discount rate that reflects current market assessments of the time value of money and the risks specific to the asset. In determining fair value less costs to sell, an appropriate valuation model is used, calculations are corroborated by valuation multiples, or other available fair value indicators are used. Impairment losses are recognised in the Statement of Financial Activities in those expense categories consistent with the function of the impaired asset.

(g) Tangible fixed assets

Tangible fixed assets are stated at cost less accumulated depreciation and accumulated impairment losses. Cost includes costs directly attributable to making the asset capable of operating as intended.

Depreciation is provided on all tangible fixed assets, at rates calculated to write off the cost, less estimated residual value, of each asset on a systematic basis over its expected useful life as follows:

Fixtures and equipment	33% on a straight-line basis
------------------------	------------------------------

(h) Debtors and creditors receivable / payable within one year

Debtors and creditors with no stated interest rate and receivable or payable within one year are recorded at transaction price. Any losses arising from impairment are recognised in expenditure.

(i) Cash at bank and in hand

Cash at bank and in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening the deposit or similar account.

(j) Leases

Rentals payable and receivable under operating leases are charged to the SoFA on a straight-line basis over the period of the lease.

(k) Employee benefits

When employees have rendered service to the Charity, short-term employee benefits to which the employees are entitled are recognised at the undiscounted amount expected to be paid in exchange for that service.

The Charity operates a defined contribution plan for the benefit of its employees. Contributions are expensed as they become payable.

THE CARERS' RESOURCE

NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 31 MARCH 2021

1 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

(l) Tax

The Charity is an exempt charity within the meaning of schedule 3 of the Charities Act 2011 and is considered to pass the tests set out in Paragraph 1 Schedule 6 of the Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes.

(m) Going concern

The financial statements have been prepared on a going concern basis as the Trustees believe that no material uncertainties exist. The Trustees have considered the level of funds held and the expected level of income and expenditure for 12 months from authorising these financial statements. The budgeted income and expenditure is sufficient with the level of reserves for the Charity to be able to continue as a going concern.

(n) Judgements and key sources of estimation uncertainty

Key sources of estimation uncertainty

The key assumptions concerning the future and other key sources of estimation uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year include:

Trade debtor provisioning

The Charity makes an estimate of the recoverable value of trade and other debtors. When assessing impairment of trade and other debtors, management considers factors including the ageing profile and historical experience. The carrying value of trade and other debtors and the associated provision is set out in note 13.

(o) Financial instruments

The Charity only has financial assets and liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of financing transactions that don't qualify as concessionary loans, which are subsequently measured at amortised cost using the effective interest method.

2 INCOME FROM DONATIONS AND LEGACIES

	2021 £	2020 £
Gifts and donations receivable - revenue	75,288	104,000
Gifts and donations receivable - capital	634	8,503
	<u>75,922</u>	<u>112,503</u>

Income from donations and legacies was £75,922 (2020 - £112,503) of which £634 (2020 - £8,503) was attributable to restricted and £75,288 (2020 - £104,000) was attributable to unrestricted funds.

THE CARERS' RESOURCE
NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 31 MARCH 2021

3 INCOME FROM CHARITABLE ACTIVITIES

	2021 £	2020 £
Carer support	2,980,880	2,924,122
Care@	693,633	656,904
	<u>3,674,513</u>	<u>3,581,026</u>

Income from charitable activities was £3,674,513 (2020 - £3,581,026) of which £1,261,125 (2020 - £1,363,922) was attributable to restricted and £2,413,388 (2020 - £2,217,104) was attributable to unrestricted funds.

4 INCOME FROM OTHER TRADING ACTIVITIES

	2021 £	2020 £
Fundraising events/activities	856	5,240
	<u>856</u>	<u>5,240</u>

All income from trading and fundraising activities in both reporting periods was attributable to unrestricted funds.

5 INCOME FROM INVESTMENTS

	2021 £	2020 £
Interest – deposits	20	261
	<u>20</u>	<u>261</u>

All income from investments in both periods was attributable to unrestricted funds.

**THE CARERS' RESOURCE
NOTES TO THE FINANCIAL STATEMENTS**

YEAR ENDED 31 MARCH 2021

6 ANALYSIS OF EXPENDITURE

	Basis of allocation	Raising funds £	Charitable Activities £	Total 2021 £	Total 2020 £
Costs directly allocated					
Staff costs	Direct	24,860	3,061,937	3,086,797	2,894,823
Travel	Direct	-	74,825	74,825	133,493
Fundraising costs	Direct	1,892	-	1,892	2,518
Recruitment and advertising	Direct	-	7,885	7,885	9,681
Carer activities	Direct	-	30,219	30,219	54,101
Bad debt expense	Direct	-	1,049	1,049	1,570
Other direct costs	Direct	-	124,889	124,889	178,595
Total directly allocated costs		26,752	3,300,804	3,327,556	3,274,781
Support costs allocated to activities					
Premises	Usage	-	128,221	128,221	149,295
Utilities	Usage	-	32,840	32,840	35,555
Printing, publicity, stationery & postage	Usage	-	33,142	33,142	42,836
Insurance	Usage	-	14,915	14,915	14,202
Professional fees	Usage	-	21,333	21,333	22,417
Repairs and maintenance	Usage	-	35,908	35,908	34,536
Equipment	Usage	-	18,549	18,549	-
Communications	Usage	-	29,016	29,016	26,143
Depreciation	Usage	-	57,404	57,404	55,595
Staff training	Usage	-	14,713	14,713	25,510
Audit fees	Governance	-	5,400	5,400	5,100
Accountancy fees	Governance	-	-	-	1,268
Other indirect costs	Usage	-	8,382	8,382	33,277
Total support costs		-	399,823	399,823	445,734
Total expenditure		26,752	3,700,627	3,727,379	3,720,515

7 ANALYSIS OF EXPENDITURE ON CHARITABLE ACTIVITIES

	Directly allocated costs £	Support costs £	Governance costs £	Total £
Carer support	2,635,526	350,164	6,321	2,992,011
Care @	665,278	43,338	-	708,616
	3,300,804	393,502	6,321	3,700,627

Expenditure on charitable activities was £3,700,627 (2020 - £3,681,235) of which £1,216,376 (2020 - £1,384,229) was attributable to restricted and £2,484,251 (2020 - £2,297,006) was attributable to unrestricted funds.

**THE CARERS' RESOURCE
NOTES TO THE FINANCIAL STATEMENTS**

YEAR ENDED 31 MARCH 2021

8 NET INCOME FOR THE YEAR

Net income is stated after charging:

	2021 £	2020 £
Depreciation of tangible fixed assets	57,403	55,595
Operating lease rentals	106,319	110,280
	<u> </u>	<u> </u>

9 AUDITOR'S REMUNERATION

	2021 £	2020 £
Fees payable to the Charity's auditor for the audit of the Charity's annual accounts	<u>5,400</u>	<u>5,100</u>
Fees payable to the Charity's auditor for other services:		
Other services	<u>-</u>	<u>1,268</u>

10 TRUSTEES' AND KEY MANAGEMENT PERSONNEL REMUNERATION AND EXPENSES

The Trustees neither received nor waived any remuneration during the year (2020 - £Nil).

The total amount of employee benefits received by Key Management Personnel is £264,289 (2020 - £229,097).

The Trustees did not have any expenses reimbursed during the year (2020 - £213).

**THE CARERS' RESOURCE
NOTES TO THE FINANCIAL STATEMENTS**

YEAR ENDED 31 MARCH 2021

11 STAFF COSTS AND EMPLOYEE BENEFITS

The average monthly number of employees and full time equivalent (FTE) during the year was as follows:

	2021 Number	2021 FTE	2020 Number	2020 FTE
Information	13	8.6	16	10.3
Development	8	6.1	7	5.1
Administration	23	16.3	24	15.5
Carer support officers	54	35.3	52	34.7
Children & Families	9	6.7	15	9.2
Training	10	5.7	7	5.9
Volunteering	3	1.9	3	2.1
Care workers	67	37.1	76	39.3
	187	117.7	200	122.1

The total staff costs and employee benefits was as follows:

	2021 £	2020 £
Wages and salaries	2,815,679	2,648,216
Social security	188,039	170,524
Defined contribution pension costs	83,079	76,083
	3,086,797	2,894,823

There were no employees who received total employee benefits (excluding employer pension costs) of more than £60,000 (2020 – none).

Included in staff costs are termination payments totalling £Nil (2020 – £Nil).

THE CARERS' RESOURCE
NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 31 MARCH 2021

12 TANGIBLE FIXED ASSETS

	Fixtures and equipment £	Total £
Cost or valuation		
At 1 April 2020	538,854	538,854
Additions	49,087	49,087
At 31 March 2021	<u>587,941</u>	<u>587,941</u>
Depreciation		
At 1 April 2020	450,318	450,318
Charge for the year	57,403	57,403
At 31 March 2021	<u>507,721</u>	<u>507,721</u>
Net book value		
At 31 March 2021	<u>80,220</u>	<u>80,220</u>
At 31 March 2020	<u>88,536</u>	<u>88,536</u>

13 DEBTORS

	2021 £	2020 £
Trade debtors	14,734	21,523
Grants and contracts receivable	477,768	422,407
Prepayments and accrued income	57,043	32,207
Other debtors	1,844	3,991
	<u>551,389</u>	<u>480,128</u>

There was no provision for impairment of trade debtors in either the current or prior period.

THE CARERS' RESOURCE
NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 31 MARCH 2021

14 CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2021 £	2020 £
Trade creditors	69,144	25,563
Taxes and social security	48,498	42,472
Deferred income	267,183	212,400
Accruals	58,161	75,921
Other creditors	238,678	137,323
	<u>681,664</u>	<u>493,679</u>

Deferred income

	2021 £	2020 £
Deferred income at start of year	212,400	454,488
Released from previous years	(212,400)	(454,488)
Resources deferred in the year	<u>267,183</u>	<u>212,400</u>
Deferred income at end of year	<u>267,183</u>	<u>212,400</u>

At the balance sheet date, the charity was holding funds received in advance in respect of unearned income from performance related grants.

15 LEASES

a) Operating leases - lessee

Total future minimum lease payments under non-cancellable operating leases are as follows:

	2021 £	2020 £
Not later than one year	98,120	93,620
Later than one and not later than five years	<u>85,787</u>	<u>177,907</u>
	<u>183,907</u>	<u>271,527</u>

**THE CARERS' RESOURCE
NOTES TO THE FINANCIAL STATEMENTS**

YEAR ENDED 31 MARCH 2021

16 FUND RECONCILIATION

Restricted funds

	Balance at 1 April 2020 £	Income £	Expenditure £	Transfers £	Balance at 31 March 2021 £
Airedale and Craven CCT	15,185	62,680	(58,647)	-	19,218
Home from Hospital	23,388	316,770	(320,937)	-	19,221
North Yorkshire Home from Hospital	21,225	306,649	(318,907)	-	8,967
Personal Support Navigator	665	130,000	(117,298)	-	13,367
North Yorkshire Sitting Service	(1,690)	122,265	(103,031)	-	17,544
Big Lottery - CReate	3,422	101,846	(102,778)	-	2,490
Big Lottery – Worth Connecting (revenue)	12,884	132,377	(113,540)	(31,721)	-
Big Lottery – Worth Connection (capital)	3,720	-	(3,720)	-	-
Kirby Foundation	13,937	-	(7,980)	-	5,957
Stronger Communities	5,292	-	-	-	5,292
Toller Projects	2,283	-	-	(2,283)	-
Tarn Moor	5,174	-	(502)	-	4,672
Young Carer Activities	55	-	-	-	55
Opportunity Daycare Fund	6,454	28,677	(21,531)	-	13,600
Carers Getting Together	-	4,196	(4,196)	-	-
Parent Carer Club	1,651	-	(1,192)	-	459
Bradford Worth Connecting	-	21,429	(20,395)	-	1,034
Bradford Winter Covid Grant	-	7,994	(6,700)	-	1,294
ABCD Funds	-	6,970	-	-	6,970
Yorkshire Water – Employment Project	-	4,917	(3,329)	-	1,588
ESF Groundworks – Employment Project	-	9,989	(6,693)	-	3,296
YAC Grant – Young Carers	-	5,000	(5,000)	-	-
	113,645	1,261,759	(1,216,376)	(34,004)	125,024

Unrestricted funds

	Balance at 1 April 2020 £	Income £	Expenditure £	Transfers £	Balance at 31 March 2021 £
Unrestricted	536,532	2,489,552	(2,511,003)	34,004	549,085
<i>Designated funds:</i>					
Contingency fund	-	-	-	-	-
	536,532	2,489,552	(2,511,003)	34,004	549,085

THE CARERS' RESOURCE
NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 31 MARCH 2021

16 FUND RECONCILIATION (continued)

Comparative information in respect of the preceding period is as follows:

Restricted funds

	Balance at 1 April 2019 £	Income £	Expenditure £	Transfers £	Balance at 31 March 2020 £
Airedale and Craven CCT	16,797	62,949	(61,488)	(3,073)	15,185
Home from Hospital	59,055	305,893	(334,053)	(7,507)	23,388
North Yorkshire Home from Hospital	1,016	347,638	(327,429)	-	21,225
Personal Support Navigator	-	130,000	(129,335)	-	665
North Yorkshire Sitting Service	-	118,256	(119,946)	-	(1,690)
Big Lottery - CReate	3,057	118,328	(117,963)	-	3,422
Big Lottery – Worth Connecting (revenue)	12,476	178,848	(169,576)	(8,864)	12,884
Big Lottery – Worth Connection (capital)	4,721	8,503	(9,504)	-	3,720
Kirby Foundation	26,989	-	(13,052)	-	13,937
Stronger Communities	6,015	175	(898)	-	5,292
Aged Veterans Fund	-	50,000	(50,562)	562	-
Morecambe CCG	667	16,930	(22,787)	5,190	-
Toller Projects	2,768	-	(485)	-	2,283
Out of Hours	-	-	-	-	-
Tarn Moor	5,525	-	(351)	-	5,174
Young Carer Activities	55	-	-	-	55
Opportunity Daycare Fund	-	28,677	(22,223)	-	6,454
Carers Getting Together	-	3,200	(3,200)	-	-
Parent Carer Club	-	3,028	(1,377)	-	1,651
	139,141	1,372,425	(1,384,229)	(13,692)	113,645

Unrestricted funds

	Balance at 1 April 2019 £	Income £	Expenditure £	Transfers £	Balance at 31 March 2020 £
Unrestricted	457,521	2,326,605	(2,336,286)	88,692	536,532
<i>Designated funds:</i>					
Contingency fund	75,000	-	-	(75,000)	-
	532,521	2,326,605	(2,336,286)	13,692	536,532

**THE CARERS' RESOURCE
NOTES TO THE FINANCIAL STATEMENTS**

YEAR ENDED 31 MARCH 2021

16 FUND RECONCILIATION (continued)

Purposes of restricted funds

- a) **Airedale and Craven Collaborative Care Teams**
This contract was awarded to provide carer specialist services across all of the general practices in Airedale. A large portion of it was subsumed in the Integrated Carer Services contract which was competitively tendered in mid-2014. Carers' Resource was successful in winning the ICS. Carers' Resource continues to receive the remaining portion of the former funding to provide additional specialist carer support. We are raising awareness of the role and needs of carers and encouraging health care staff to work in partnership with others to better support carers.
- b) **Home from Hospital and Extension**
From autumn 2012, we have been funded to provide a service from within all Bradford hospitals to ensure frail, elderly and vulnerable people do not go "home alone" and that they receive support for up to six weeks. Funding to extend the capacity of the Home from Hospital project continued due to the success of the service in preventing re-admission to hospital in the short to medium term. This project encompassed the "supported discharge" scheme in 18/19 which enabled staff to be in the hospitals to talk to the cared for and their carers before discharge, to signpost to the Home from Hospital service and to liaise and arrange for homecare if required using our Care@ services.
- c) **North Yorkshire Home from Hospital**
This contract was awarded at the end of 2017 for a start date of the 1 April 2018; the contract is for four years. Funding is to support vulnerable people recently discharged from hospital, and to stop them readmitting (within 6 weeks). This contract works in partnership with Scarborough Rydale Carers Resource. The geography of this contract covers Selby, Richmondshire and Hambleton, alongside Harrogate and Craven.
- d) **Big Lottery Empowering Parents**
An award funded by Reaching Communities from Big Lottery for three years to provide help, assistance and advice to parent carers across Harrogate, Craven and Bradford. This came to end in December 2018; however, the decision was taken to run the project to the end of the financial year (March 2019), when staff could then be transferred to another contract and continue their work within the parameters of the Bradford Integrated Services.
- e) **North Yorkshire Carers' Sitting Service**
This contract uses volunteers to provide a carers short break service where the cared for person is supported either in their own home or outside in order for the carer to have a break. The break is for a short period of time (2 to 4 hours). This project is funded by North Yorkshire County Council. There has been some overlap this year between this and the previous service which used paid staff.
- f) **Big Lottery CReate**
A four-year grant from the Big Lottery Fund to continue the employment, training and personal development advice and support we provide to carers throughout Bradford, Craven and Harrogate.
- g) **Big Lottery – Worth Connecting**
This is a Positive Minds partnership project and Carers' Resource is the lead partner of four delivery partners. The aim of the service is to introduce older people who are lonely, isolated, and digitally excluded to IT, so that they are able to communicate using Skype, e-mails etc thus enabling them to communicate with others and to aid them in day-to-day tasks such as shopping, ordering prescriptions etc.
- h) **Kirby Foundation**
The Kirby foundation funded the organisation to upgrade/replace PCs and Laptops to enable us to become Cyber Essential Plus compliant, and also to help move and update our servers from our Harrogate offices to the Shipley offices.

**THE CARERS' RESOURCE
NOTES TO THE FINANCIAL STATEMENTS**

YEAR ENDED 31 MARCH 2021

16 FUND RECONCILIATION (continued)

- i) **Aged Veterans Fund**
This project is managed by Community First Yorkshire and covers the whole of North Yorkshire. Carers Resource acts as the lead body for the carers work. Together with other carers centres, an additional service is offered to both ex-Services personnel over the age of 65 who are carers, and the carers of ex-Services personnel.
- j) **Bramall Foundation**
The Bramall Foundation donated a sum towards the cost of services to support children and young people with autism. This has helped to support young carers, parent carers and to enable us to run trips and activities. The monies are expected to continue for a further two years.
- k) **Tarn Moor**
A grant received for driving lessons and refresher lessons for Carers of all ages but living within Skipton Parish only.
- l) **Young Carer Activities**
Specific funds were received from North Yorkshire County Council to help with young carers transport. There were also funds received from Techbuyer to fund trips and activities.
- m) **Opportunity Daycare Fund**
This fund has been used to focus on the development of support groups for carers specifically in the Shipley and Bradford East areas by employing a group development worker.
- n) **Carers Getting Together**
This was a small fund from the lottery to focus on groups.
- o) **Parent Carer Club**
This was a specific project to help parent carers by attending groups and helping/showing them the need for "peer support".

Purposes of designated funds

The Trustees designated the following funds during the period:

- a) **Contingency Fund**
This fund has been designated to pursue new sources of income for the service.

**THE CARERS' RESOURCE
NOTES TO THE FINANCIAL STATEMENTS**

YEAR ENDED 31 MARCH 2021

16 FUND RECONCILIATION (continued)

Unrestricted general funds include:

- a) **NY Community Care Agreement**
Funding for the core activities of the organisation has been provided since 1995 by the North Yorkshire County Council Adult and Community Services Directorate and by the Harrogate and Rural District Clinical Commissioning Group (and its predecessors). There is a strong focus on the delivery of Carer Assessments, accompanied by comprehensive Information provision.
- b) **NY Young Carers and Young Carer Activities**
Our Young Carers project involves work across Harrogate and Craven with other services to increase awareness and understanding of the role and needs of young carers and offer one-to-one support for young carers as well as a range of group activities. Miscellaneous funds and donations support a range of activities for the young people.
- c) **Care@**
Crossroads Care (Airedale and Bradford) provided care for over 20 years and in 2013 was absorbed by Carers' Resource. Its assets and liabilities were transferred to the Carers' Resource with effect from 1 April 2013 and services are open to anyone over the age of 18 who requires social care support in the areas where we operate. Funding for our services comes from a variety of sources including individuals themselves and health or social care agencies.
- d) **Integrated Care Teams**
Through its Better Care Funds, Harrogate and Rural District CCG enables us to base our specialist staff in the heart of key community nursing teams to ensure better identification of and support for carers.
- e) **Integrated Care Services (Bradford and Craven)**
Services for carers across Bradford District and Craven are pulled together in one integrated contract that ensures a comprehensive service for all carers, and enables our offer to be person centred and meet their individual needs.
- f) **CCCT**
We are funded to provide services through Craven Community Collaborative Team. We have specialist staff based with community care teams to ensure better identification of, and support for, carers.
- g) **Changing Lives Fund (now part of ATI)**
Income, generated from a number of small initiatives, to help with the training and employment needs of carers, was ring fenced in the Changing Lives Fund, established in April 2005. Our nationally recognised Carers in Employment project which is run under the banner of Changing Lives to assist carers with training and employment, has struggled to maintain consistent funding, especially in North Yorkshire.

**THE CARERS' RESOURCE
NOTES TO THE FINANCIAL STATEMENTS**

YEAR ENDED 31 MARCH 2021

17 ANALYSIS OF NET ASSETS BETWEEN FUNDS

Fund balances at 31 March 2021 are represented by:

	Unrestricted funds £	Designated funds £	Restricted funds £	Total £
Fixed assets	74,263	-	5,957	80,220
Cash	606,412	-	117,752	724,164
Other current assets / liabilities	(131,590)	-	1,315	(130,275)
Total	549,085	-	125,024	674,109

Comparative information in respect of the preceding period is as follows:

	Unrestricted funds £	Designated funds £	Restricted funds £	Total £
Fixed assets	68,603	-	31,710	100,313
Cash	528,659	75,000	488,200	1,091,859
Other current assets / liabilities	(139,741)	-	(380,769)	(520,510)
Total	457,521	75,000	139,141	671,662

18 RECONCILIATION OF NET INCOME TO NET CASH FLOW FROM OPERATING ACTIVITIES

	2021 £	2020 £
Net income for year	23,932	(21,485)
Interest receivable	(20)	(261)
Capital grants receivable	-	(8,503)
Depreciation and impairment of tangible fixed assets	57,403	55,595
	81,315	25,346
Changes in working capital:		
(Increase)/decrease in debtors	(71,261)	(306,550)
Increase/(decrease) in creditors	187,985	(204,878)
Net cash flow from from/ (used) in operating activities	198,039	(486,082)

**THE CARERS' RESOURCE
NOTES TO THE FINANCIAL STATEMENTS**

YEAR ENDED 31 MARCH 2021

19 PENSIONS AND POST-RETIREMENT BENEFITS

a) Defined contribution pension plans

The Charity operates a defined contribution pension plan for its employees. The amount recognised as an expense in the period was £83,079 (2020 - £76,083).

The defined contribution liability as at 31 March 2021 is allocated to unrestricted funds and amounted to £18,141 (2020 - £17,493).

20 FINANCIAL INSTRUMENTS

The carrying amounts of the Charity's financial instruments are as follows:

	2021 £	2020 £
<i>Financial assets</i>		
Debt instruments measured at amortised cost:		
- Trade debtors (note 13)	14,734	21,523
- Accrued income (note 13)	477,768	422,407
- Other debtors (note 13)	1,844	3,991
	<u>494,346</u>	<u>447,921</u>
<i>Financial liabilities</i>		
Measured at amortised cost		
- Trade creditors (note 14)	69,144	25,563
- Accruals (note 14)	58,161	75,921
- Other creditors (note 14)	238,678	137,323
	<u>365,983</u>	<u>238,807</u>

21 AGENCY ARRANGEMENTS

Bradford Carers Small Grants

The Charity administers disbursement of grant payments to carers on behalf of the Local Authority. During the year ended 31 March 2021, it received £175,000 (2020 - £90,000) and disbursed £94,496 (2020 - £89,543). At 31 March 2021, there remained an unspent amount of £164,711 (2020 - £84,207), which is included within other creditors.