

**REPORT OF THE TRUSTEES
AND FINANCIAL STATEMENTS**

**FOR THE YEAR ENDED 31 MARCH 2022
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 2022

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

YEAR ENDED 31 MARCH 2022

Charity registration number	1049278
Company registration number	03054273
Trustees	Robert Smith (resigned 20.1.22) Liz Jones (Chair) Sarah Shaw (Vice Chair) Julia Lister Adeeba Malik (resigned 24.3.22) Corinne Jeffrey Inam Majid (resigned 16.9.21) Damian Boddy (appointed 24.3.22)
Chief Executive Officer	Christine Whiley
Registered office	3 Grove Park Harrogate England HG1 4DP
Auditor	TC Group 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 2022

When I wrote my report for the year ended 2021, I envisaged that the world would have returned to a more normalised position 12 months on. How wrong I was to be so hopeful. The Covid journey has continued to be a bumpy one. As soon as we felt we could move forward and get on again, another wave hit us, and we had to reassess how best to continue our support to carers and the vulnerable groups of people in the community.

Despite covid the wheels of Carers Resource have kept on turning, with staff and volunteers rising to the demands and challenges of delivering services. I want to give a huge thank you to everyone who worked so hard in making 2021- 2022 yet another year of successes. I believe it is a sign of our resilience and capacity to be flexible and imaginative that enables so much to be achieved. I'm proud of what we have accomplished again this year and I'm sure my fellow trustees would echo with their thanks for a job well done over the last 12 months.

As I shared last year it is difficult to capture the range, variety of work and activities that happen over the year, that make such an impact for those we support but I do want to pick out a few.

- Winning the North Yorkshire contract, including work with young carers
- Delivering a counselling project with Barclays 100 funds
- Commenced the 'Men Care too' project to actively support this group
- Distributing £50,000 from the Household Support Fund to carers in Bradford
- Helping carers claim over £700,000 in benefits
- Delivery of the Supported Living contract by Care@
- The continuation of Worth Connecting project promoting digital inclusion
- The relocation of the Harrogate office
- Developing the new website to better support carers

The pandemic has cast long shadows across not only those involved in Carers' Resource but across the whole care sector. We all know the care sector is in a crisis and there are on-going challenges at both a local, regional and national level, reflecting in the main, lack of funding in the system for years. There is much still to be done in recognising the contribution of Carers and providing a more level playing field for those involved in unpaid caring roles. We also know the complexity of demands continues to grow for carers and their families. This is now compounded as the cost living rises impact on their day to day lives.

One major challenge we face, is recruitment of staff, particularly in Care @, in what is now a very competitive market, with all the providers searching in the same pool of people. As a charity our aim is to be sustainable, producing a surplus which we can then invest back into the organisation. We are always reluctant to increase our fees and prices but with the unprecedented position in recruitment and the cost-of-living increases, this is inevitable in the coming months.

In closing, I want to thank my fellow trustees for their support and input during the year. In particular, to Robert Smith and Adeeba Malik who stood down this year as trustees having shared their invaluable advice and knowledge over a number of years.

For the next 12 months, I wish all of us the energy, enthusiasm and resolve to fulfil our ambitions for Carers Resource as it moves forward on its mission to provide the best services we can to carers and vulnerable people in Bradford and North Yorkshire.

E A Jones

E A Jones
Chair
24 November 2022

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

YEAR ENDED 31 MARCH 2022

The Trustees present their report and the audited financial statements of the Charity for the year ended 31 March 2022. 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 (resigned 20.1.22)
Liz Jones (Chair)
Sarah Shaw (Vice Chair)
Julia Lister
Adeeba Malik (resigned 24.3.22)
Corinne Jeffrey
Inam Majid (resigned 16.9.21)
Damian Boddy (appointed 24.3.22)

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 positively with their caring responsibilities.

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 2022

OBJECTIVES AND ACTIVITIES (continued)

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:

Despite optimism about moving forward from the COVID pandemic the year 2021 -22 continued to be dominated by the pandemic and its legacies. The experience of carers and others in need of support continued to deteriorate, and their needs became more complex to meet. Many people in contact with the organisation were feeling at the end of their tether and unable to cope, whilst others were feeling quite angry as they struggled to manage their caring role without the support of other agencies who had stopped providing services at the beginning of the pandemic and were slow to return to normal. Many people required support to build up the confidence to go back into society again, whilst others remained highly concerned about keeping vulnerable loved ones as safe as possible. This exacerbated the levels of loneliness and isolation already felt by many carers due to the nature of their role. Throughout the period the organisation maintained its focus on meeting the needs of those it exists to support and continued to be innovative in the methods it deployed to engage with people whilst adhering to COVID restrictions to ensure that people were kept as safe as possible.

Reflecting the move back to more direct contact, in 2021 – 22 the organisation worked with 5981 carers who were new to our services. There were 7394 face to face contacts, 133 video calls and 30864 telephone support calls. Our website received over 100,000 hits across the year and our Facebook page following has grown by 38% since December 2020. Attendances at groups both actual and virtual numbered 1148. There were 464 young carers newly registered for our services, 271 young carers took part in at least one trip and 363 young carers attended a group either actually or virtually. 3058 people were supported by our Home from Hospital services after their discharge from hospital and 421 carers were referred by hospital colleagues to our carer navigator service. £744,760.13 of benefits were successfully claimed by carers with our support and £216,063 in external grants which includes direct support to carers from the Household Support Fund in Bradford District. 1087 people received a Carers Wellbeing Grant to alleviate carer strain. Care@ provided 41, 617 hours of care.

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

YEAR ENDED 31 MARCH 2022

ACHIEVEMENTS AND PERFORMANCE (continued)

Separate funding streams from a range of funders 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 by individual carers. Our care delivery service, Care@, continued to deliver in person across the full geographical footprint, despite the challenges of keeping staff and clients safe and therefore 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. At the beginning of the year Care@ began delivering on a Supported Living contract in Skipton supporting 4 individuals in two houses. This has been a highly successful piece of work despite the challenges of COVID.

We operate Home from Hospital Services across Bradford District and North Yorkshire, working in partnership with Carers Plus Yorkshire and employing staff in Selby and 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. Despite the challenges the teams were able to meet and exceed their targets for the number of people supported we were fortunate in securing two sources of funding to support our employment work with carers as our funding from the Big Lottery Fund had come to an end. This has enabled significant work to take place to support carers to stay in employment through negotiation with employers and to build confidence and skills in order to be able to return to the labour market. 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. Once again, during the year research evidenced the additional pressure on existing carers and also highlighted the number of people new to caring due to the pandemic. The financial challenges faced by carers have been especially evident through the requests for essential support that often cover basic household equipment.

The previous full year of disruption to education had placed enormous strain on families but especially those who had clinically vulnerable relatives. Our parent carer workers and young carer workers saw a huge increase in requests for support due to levels of anxiety in children and young people, often manifesting in school refusal, social isolation and self-harm.

The organisation has continued to engage with a range of initiatives where it feels it can positively impact on services available to carers, working with local community partners to enhance services and support, focussing on reducing health inequalities and reaching out to those who do not traditionally ask for support. The short term community development project reached out to hundreds of local organisations to raise the profile of unpaid carers, and encourage individuals to make contact. A series of videos highlighting the role of carers and the support available were produced in a range of community languages.

In Carers Week, in June 2021, we put on as many events and activities as possible, while keeping everyone safe. These included Art in the Park sessions, craft groups, lunch groups and parent carer coffee sessions, along with a professionals morning where we linked in with staff from the NYCC Living Well team to promote carers and partnership working. During Carers' Rights Day in November 2021 we collaborated with the local health authorities and councils on a campaign promoting carers' rights to COVID-19 and flu vaccinations, offering a number of different venues where carers could receive their vaccines and get more information and advice about their rights. We have also held a number of other community engagement events across the year.

The Worth Connecting project managed to secure further funding of £128k and has once again been able to offer actual groups based in community settings with both beginners and improvers courses offered as well as one to one support in people's homes where it is not possible for people to get out. One of the impacts of COVID is the realisation that digital engagement is now an essential part of life and this has led to increased demand.

Our refreshed and updated 3-year strategy started from April 2021. It is a dynamic document with engagement from staff and volunteers in the values, the operating model and the priorities which direct the annual plans across the organisation.

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

YEAR ENDED 31 MARCH 2022

ACHIEVEMENTS AND PERFORMANCE (continued)

During the year the service in Harrogate moved to a newer more fit for purpose office that is more accessible and conducive to modern day working, with many staff across the organisation adopting a hybrid model of working, with a mix of office community and home working. A number of new initiatives were introduced. After a successful pilot we were able to secure funding for a counselling project for carers using student counsellors. This is clearly meeting a demand and there is a growing waiting list as the service becomes more well known. The organisation has been conscious for some time that the number of male carers using the services does not reflect the ratio of male to female carers, the Men Care Too project specifically focuses on reaching out to men who are caring but don't necessarily recognise themselves as carers, and looks at ways that their needs can be met.

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

Nationally, it is calculated that carers save the economy around £132 billion 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:** Information and advice continues to be a key pillar of the services offered, accessed by telephone or in person or through the website. During the course of the year a new website was commissioned with an even greater focus on enabling carers to 'self serve' at any time of the day and night. This will be launched in the autumn of 2022. At the end of the year the organisation was re-assessed for the Matrix quality standard and successfully met the criteria.
- **One-to-one support:** As the organisation has moved back to being able to see carers and others in their own home the value of one to one face to face support has been reinforced. The need for a listening ear with someone who understands the pressures is fundamental in supporting carers under strain, and staff acknowledge that body language is an essential component of really understanding the needs of those in need of support.
- **Wellbeing Review** The opportunity to discuss their caring role in more detail and explore how it impacts on health and wellbeing is essential to supporting carers to identify the things that make their caring role more manageable
- **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.
- **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.

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

YEAR ENDED 31 MARCH 2022

BENEFITS TO THE PUBLIC FROM THE SERVICES OF THE CARERS' RESOURCE (continued)

- **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 need 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:** As feelings of loneliness and isolation have grown so has the need for emotional support, despite the difficulty many people have in asking for it. The incidence of carers calling in in real distress continues to be high. Situations have also become more complex, and staff were challenged to find ways of supporting people when often the needs were for the cared for person.
 - **Regular groups:** Many carers have been keen to engage with others and our groups have expanded this year, some continuing virtually and others offering both new activities and new venues in different geographical areas. Working with other community groups is a productive way of developing new initiatives at minimal cost.
 - **Trips, activities and pamper days:** The demand for pamper days and holistic therapies by carers has been strong and understandable. As confidence to come out into society has built so has attendance at trips and special events.
 - **Forums, Discussion Groups and Workshops:** The carers forum continues to meet virtually across our geographical footprint, and has considered a range of key issues facing carers, as well as being offered the opportunity to respond to a wide range of surveys.
 - **The Employment 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 CV's up to date, and supports them into paid work where appropriate. A selection of courses and learning for pleasure sessions are offered, 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. The Carer Wellbeing Grant encourages carers to fund a hobby or interest so that the caring role is better balanced.
 - **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 2022

BENEFITS TO THE PUBLIC FROM THE SERVICES OF THE CARERS' RESOURCE (continued)

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. The comprehensive service includes:

- **Young Carer Assessment:** On referral all young carers meet with staff to assess the impact caring is having allowing the right level of service to be offered.
- **Support for young carers:**
 - One to one support for young carers going through particularly challenging times
 - Evening youth groups with a range of activities plus one to one support.
 - Breaks trips and activities during school holidays to reduce social isolation and increase resilience.
 - Social media pages and website for peer support and information.
- **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 2022

FINANCIAL REVIEW

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

The Charity saw an increase to income in what was another uncertain and challenging year, this was aided in large by the sustained support from our funders, whom commissioned monies to continue the funding of short to medium term projects, giving unprecedented cost of living increases to contracts and the winning of new contracts/grants. There was also a full year of the new income stream within out domiciliary service (supported living) and there was continued support to help with additional PPE and COVID-19 related cancellations. This year saw, a total income of £4,191,388 (2021 - £3,751,311).

The expenditure was higher than the previous year but was aligned with the additional incomes at £4,192,166 (2021 - £3,727,379), The largest increases were within staffing relating to new projects and the full year impact of the supported living element within the domiciliary service and travel costs due to the lifting of lockdowns and restrictions which allowed for more face to face supports either from 1:1 or from groups. Overheads showed an increase due to the change of offices in Harrogate, with the older office becoming unfit for purpose, resulting in concurrent rents and dilapidation costs.

The overall result was a small decrease in reserves of £778 (2021 - £23,932 increase in reserves) to £673,331 (2021 - £674,109).

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.

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

YEAR ENDED 31 MARCH 2022

- **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.
- **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 £32K 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 and parent carer worker
- Employment support
- Allotment development
- Volunteer co-ordinator
- Young carer worker
- Improvement and development of the database
- Development of the website

PLANS FOR THE FUTURE

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 particular 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 and in progress, including more robust data collection, streamlined HR processes and a more interactive website. 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. Projects are being initiated to examine leadership and management across the organisation and to review and re-set the Care@ services in the light of current conditions.

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.

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

YEAR ENDED 31 MARCH 2022

Charity Governance Code

The charity is undertaking a review against the new 2020 Charity Governance Code, to ensure it is still following best practice. Trustees had training on safeguarding in the year and a diversity session facilitated by an external trainer on diversity which resulted in the development of an EDI action plan. Rules on membership continue to be developed.

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
REPORT) (continued)**

YEAR ENDED 31 MARCH 2022

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;
- 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:...24 November 2022...

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 2022 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 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 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.

TC Group

Steven Williams FCA
Senior Statutory Auditor

For and on behalf of TC Group

6 Queen Street
Leeds
LS1 2TW

20/12/2022

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

YEAR ENDED 31 MARCH 2022

	Note	Unrestricted funds £	Restricted funds £	Total 2022 £	Total 2021 £
Income from:					
Donations and legacies	2	85,723	-	85,723	75,922
Charitable activities	3	2,828,027	1,277,618	4,105,645	3,674,513
Other trading activities	4	-	-	-	856
Investments	5	20	-	20	20
Total income		2,913,770	1,277,618	4,191,388	3,751,311
		-	-	-	
Expenditure on:					
Raising funds	6	29,877	-	29,877	26,752
Charitable activities	6/7	2,957,203	1,205,086	4,162,289	3,700,627
Total expenditure		2,987,080	1,205,086	4,192,166	3,727,379
Net income		(73,310)	72,532	(778)	23,932
Transfers between funds	16	38,658	(38,658)	-	-
Net movement in funds	16	(73,310)	72,532	(778)	23,932
Reconciliation of funds:					
Total funds brought forward	16	549,085	125,024	674,109	650,177
Total funds carried forward	16	514,433	158,898	673,331	674,109

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 2022
Company Registration No. 03054273

	Note	2022 £	2021 £
Fixed assets			
Tangible assets	12	<u>78,434</u>	<u>80,220</u>
		78,434	80,220
Current assets			
Debtors	13	<u>535,054</u>	<u>551,389</u>
Cash at bank and in hand		<u>595,316</u>	<u>724,164</u>
		1,130,370	1,275,553
Creditors: amounts falling due within one year	14	<u>(535,473)</u>	<u>(681,664)</u>
Net current assets		594,897	593,889
Total assets less current liabilities		<u>673,331</u>	<u>674,109</u>
Net assets		<u>673,331</u>	<u>674,109</u>
Funds			
Restricted funds	16	<u>158,898</u>	<u>125,024</u>
Unrestricted funds	16	<u>514,433</u>	<u>549,085</u>
Total funds	16	<u>673,331</u>	<u>674,109</u>

The financial statements were approved and authorised for issue by the Board on 24 November 2022.

Signed on behalf of the Board of Trustees



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 2022

	Note	2022 £	2021 £
Cash flow from/ (used in) operating activities	18	(79,952)	198,039
Net cash flow from operating activities		(79,952)	198,039
Cash flow from investing activities			
Payments to acquire tangible fixed assets		(48,916)	(49,087)
Capital grants received		-	-
Interest received		20	20
Net cash flow used in investing activities		(48,896)	(49,067)
Net increase/ (decrease) in cash and cash equivalents		(128,848)	148,972
Cash and cash equivalents at start of year		724,164	575,192
Cash and cash equivalents at end of year		595,316	724,164

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

THE CARERS' RESOURCE

NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 31 MARCH 2022

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:

3 Grove Park Court
Harrogate
England
HG1 4DP

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 2022

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 2022

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 2022

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

	2022 £	2021 £
Gifts and donations receivable - revenue	85,723	75,288
Gifts and donations receivable - capital	-	634
	<u>85,723</u>	<u>75,922</u>

Income from donations and legacies was £85,723 (2021 - £75,922) of which none (2021 - £634) was attributable to restricted and £85,723 (2021 - £75,288) was attributable to unrestricted funds.

THE CARERS' RESOURCE

NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 31 MARCH 2022

3 INCOME FROM CHARITABLE ACTIVITIES

	2022 £	2021 £
Carer support	3,004,297	2,980,880
Care@	1,101,348	693,633
	4,105,645	3,674,513

Income from charitable activities was £4,105,645 (2021 - £3,674,513) of which £1,277,618 (2021 - £1,261,125) was attributable to restricted and £2,828,027 (2021 - £2,413,388) was attributable to unrestricted funds.

4 INCOME FROM OTHER TRADING ACTIVITIES

	2022 £	2021 £
Fundraising events/activities	-	856
	-	856

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

5 INCOME FROM INVESTMENTS

	2022 £	2021 £
Interest – deposits	20	20
	20	20

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

THE CARERS' RESOURCE

NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 31 MARCH 2022

6 ANALYSIS OF EXPENDITURE

	Basis of allocation	Raising funds £	Charitable Activities £	Total 2022 £	Total 2021 £
Costs directly allocated					
Staff costs	Direct	24,860	3,404,432	3,429,292	3,086,797
Travel	Direct	-	108,557	108,557	74,825
Fundraising costs	Direct	-	49,263	49,263	1,892
Recruitment and advertising	Direct	5,017	-	5,017	7,885
Carer activities	Direct	-	14,846	14,846	30,219
Bad debt expense	Direct	-	90	90	1,049
Other direct costs	Direct	-	120,679	120,679	124,889
Total directly allocated costs		29,877	3,697,867	3,727,744	3,327,556
Support costs allocated to activities					
Premises	Usage	-	164,798	164,798	128,221
Utilities	Usage	-	31,967	31,967	32,840
Printing, publicity, stationery & postage	Usage	-	35,172	35,172	33,142
Insurance	Usage	-	20,911	20,911	14,915
Professional fees	Usage	-	29,467	29,467	21,333
Repairs and maintenance	Usage	-	16,658	16,658	35,908
Equipment	Usage	-	34,383	34,383	18,549
Communications	Usage	-	37,928	37,928	29,016
Depreciation	Usage	-	50,703	50,703	57,404
Staff training	Usage	-	20,315	20,315	14,713
Audit fees	Governance	-	6,262	6,262	5,400
Accountancy fees	Governance	-	-	-	-
Other indirect costs	Usage	-	15,858	15,858	8,382
Total support costs		-	464,422	464,422	399,823
Total expenditure		29,877	4,162,289	4,192,166	3,727,379

7 ANALYSIS OF EXPENDITURE ON CHARITABLE ACTIVITIES

	Directly allocated costs £	Support costs £	Governance costs £	Total £
Carer support	3,032,589	414,822	6,262	3,453,673
Care @	665,278	43,338	-	708,616
	3,697,867	458,160	6,262	4,162,289

Expenditure on charitable activities was £4,162,289 (2021 - £3,700,627) of which £1,205,086 (2021 - £1,216,376) was attributable to restricted and £2,957,203 (2021 - £2,484,251) was attributable to unrestricted funds.

THE CARERS' RESOURCE

NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 31 MARCH 2022

8 NET INCOME FOR THE YEAR

Net income is stated after charging:

	2022 £	2021 £
Depreciation of tangible fixed assets	50,702	57,403
Operating lease rentals	105,329	106,319
	<hr/>	<hr/>

9 AUDITOR'S REMUNERATION

	2022 £	2021 £
Fees payable to the Charity's auditor for the audit of the Charity's annual accounts	6,262	5,400
	<hr/>	<hr/>
Fees payable to the Charity's auditor for other services:		
Other services	-	-
	<hr/>	<hr/>

10 TRUSTEES' AND KEY MANAGEMENT PERSONNEL REMUNERATION AND EXPENSES

The Trustees neither received nor waived any remuneration during the year (2021 - £Nil).

The total amount of employee benefits received by Key Management Personnel is £294,231 (2022 - £264,289).

The Trustees did not have any expenses reimbursed during the year (2021 - £Nil).

THE CARERS' RESOURCE

NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 31 MARCH 2022

11 STAFF COSTS AND EMPLOYEE BENEFITS

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

	2022 Number	2022 FTE	2021 Number	2021 FTE
Information	14	10.5	13	8.6
Development	9	7.4	8	6.1
Administration	25	19.8	23	16.3
Carer support officers	58	42.6	54	35.3
Children & Families	10	8.1	9	6.7
Training	11	6.9	10	5.7
Volunteering	3	2.3	3	1.9
Care workers	66	44.4	67	37.1
	196	142	187	117.7

The total staff costs and employee benefits was as follows:

	2022 £	2021 £
Wages and salaries	3,130,022	2,815,679
Social security	213,853	188,039
Defined contribution pension costs	85,417	83,079
	3,429,292	3,086,797

There were no employees who received total employee benefits (excluding employer pension costs) of more than £60,000 (2021 – £60,000).

Included in staff costs are termination payments totalling £Nil (2021 - £Nil).

THE CARERS' RESOURCE

NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 31 MARCH 2022

12 TANGIBLE FIXED ASSETS

	Fixtures and equipment £	Total £
Cost or valuation		
At 1 April 2021	587,941	587,941
Additions	48,916	48,916
At 31 March 2022	636,857	636,857
Depreciation		
At 1 April 2021	507,721	507,721
Charge for the year	50,702	50,702
At 31 March 2022	558,423	558,423
Net book value		
At 31 March 2022	78,434	78,434
At 31 March 2021	80,220	80,220

13 DEBTORS

	2022 £	2021 £
Trade debtors	5,901	14,734
Grants and contracts receivable	458,017	477,768
Prepayments and accrued income	69,270	57,043
Other debtors	1,866	1,844
	535,054	551,389

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 2022

14 CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2022 £	2021 £
Trade creditors	29,212	69,144
Taxes and social security	50,832	48,498
Deferred income	363,390	267,183
Accruals	48,941	58,161
Other creditors	43,098	238,678
	<u>535,473</u>	<u>681,664</u>

Deferred income

	2022 £	2021 £
Deferred income at start of year	267,183	212,400
Released from previous years	(267,183)	(212,400)
Resources deferred in the year	<u>363,390</u>	<u>267,183</u>
Deferred income at end of year	<u>363,390</u>	<u>267,183</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:

	2022 £	2021 £
Not later than one year	100,203	98,120
Later than one and not later than five years	<u>105,750</u>	<u>85,787</u>
	<u>205,953</u>	<u>183,907</u>

THE CARERS' RESOURCE

NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 31 MARCH 2022

16 FUND RECONCILIATION

Restricted funds

	Balance at 1 April 2021 £	Income £	Expenditure £	Transfers £	Balance at 31 March 2022 £
Airedale and Craven CCT	19,218	62,457	(50,286)	-	31,389
Home from Hospital	19,221	320,798	(333,860)	-	6,159
North Yorkshire Home from Hospital	8,967	334,089	(297,141)	(22,957)	22,958
Personal Support Navigator	13,367	131,309	(154,699)	10,023	-
North Yorkshire Sitting Service	17,544	121,929	(106,470)	-	33,003
Big Lottery - CReate	2,490	9,673	(6,387)	(5,776)	-
Big Lottery – Worth Connecting (revenue)	-	-	-	-	-
Big Lottery – Worth Connection (capital)	-	-	-	-	-
Kirby Foundation	5,957	-	(7,180)	-	(1,223)
Stronger Communities	5,292	-	-	(5,292)	-
Toller Projects	-	-	-	-	-
Tarn Moor	4,672	-	(980)	-	3,692
Young Carer Activities	55	-	-	-	55
Opportunity Daycare Fund	13,600	28,677	(25,255)	(17,022)	-
Carers Getting Together	-	-	-	-	-
Parent Carer Club	459	-	-	-	459
Bradford Worth Connecting	1,034	128,621	(108,309)	-	21,346
Bradford Winter Covid Grant	1,294	-	-	(1,294)	-
ABCD Funds	6,970	-	(3,510)	(3,460)	-
Yorkshire Water – Employment Project	1,588	19,670	(23,499)	2,241	-
ESF Groundworks – Employment Project	3,296	32,251	(40,426)	4,879	-
YAC Grant – Young Carers	-	4,995	(6,505)	-	(1,510)
NHS Charities	-	13,374	(10,388)	-	2,986
Making Carers Count (Men Care too)	-	17,601	(11,151)	-	6,450
Barclays 100 (Counselling)	-	36,326	(16,750)	-	19,576
NHS England	-	9,000	(2,260)	-	6,740
Carers Respite	-	4,953	(30)	-	4,923
Bradford HAF Funding	-	1,895	-	-	1,895
	125,024	1,277,618	(1,205,086)	(38,658)	158,898

THE CARERS' RESOURCE

NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 31 MARCH 2022

16 FUND RECONCILIATION (continued)

Unrestricted funds

	Balance at 1 April 2021 £	Income £	Expenditure £	Transfers £	Balance at 31 March 2022 £
Unrestricted	549,085	2,913,770	(2,987,080)	38,658	514,433
	549,084	2,913,770	(2,987,080)	38,658	514,433

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

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

THE CARERS' RESOURCE

NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 31 MARCH 2022

16 FUND RECONCILIATION (continued)

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
	536,532	2,489,552	(2,511,003)	34,004	549,085

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.

THE CARERS' RESOURCE NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 31 MARCH 2022

16 FUND RECONCILIATION (continued)

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.

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".

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.

THE CARERS' RESOURCE NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 31 MARCH 2022

16 FUND RECONCILIATION (continued)

- 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 2022

17 ANALYSIS OF NET ASSETS BETWEEN FUNDS

Fund balances at 31 March 2022 are represented by:

	Unrestricted funds £	Designated funds £	Restricted funds £	Total £
Fixed assets	79,656	-	(1,223)	78,433
Cash	436,509	-	158,806	595,315
Other current assets / (liabilities)	(1,732)	-	1,315	(417)
Total	514,433	-	158,898	673,331

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

	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

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

	2022 £	2021 £
Net income for year	(778)	23,932
Interest receivable	(20)	(20)
Capital grants receivable	-	-
Depreciation and impairment of tangible fixed assets	50,702	57,403
	49,904	81,315
Changes in working capital:		
(Increase)/decrease in debtors	16,336	(71,261)
Increase/(decrease) in creditors	(146,191)	187,985
Net cash flow from from/ (used) in operating activities	(79,952)	198,039

THE CARERS' RESOURCE NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 31 MARCH 2022

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 £85,417 (2021 - £83,079).

The defined contribution liability as at 31 March 2021 is allocated to unrestricted funds and amounted to £18,245 (2021 - £18,141).

20 FINANCIAL INSTRUMENTS

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

	2022 £	2021 £
<i>Financial assets</i>		
Debt instruments measured at amortised cost:		
- Trade debtors (note 13)	5,901	14,734
- Accrued income (note 13)	458,017	477,768
- Other debtors (note 13)	1,866	1,844
	465,784	494,346
<i>Financial liabilities</i>		
Measured at amortised cost		
- Trade creditors (note 14)	29,212	69,144
- Accruals (note 14)	48,941	58,161
- Other creditors (note 14)	43,098	238,678
	121,251	365,983

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 2022, it received £345,000 (2021 - £175,000) and disbursed £101,744 (2021 - £94,496). At 31 March 2022, there was an overspent amount of £3,628 (2021 – underspend amount of £164,711), which is included within other creditors.