

ACTION FOR FAMILY CARERS

Registered charity number: 1127164

Registered in England and Wales: 06680960

ANNUAL REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2023



ACTION FOR FAMILY CARERS

CONTENTS

YEAR ENDED 31 MARCH 2023

	Page
Legal and administrative information	1
Trustees' annual report	2-17
Independent examiners report	18-19
Statement of financial activities	20
Balance sheet	21
Statement of cashflows	22
Notes to the financial statements	23-31

ACTION FOR FAMILY CARERS

LEGAL AND ADMINISTRATIVE INFORMATION YEAR ENDED 31 MARCH 2023

Company number: 06680960 (England and Wales)

Date of incorporation: 26 August 2008

Charity number: 1127164

Registered office: Brickhouse Farm Community Centre
Poulton Close
Maldon
Essex
CM9 6NG

Independent examiners: Larking Gowen LLP
8 The Courtyard, Wyncolls Road
Colchester
Essex
CO4 9PE

Bankers: Lloyds Bank Plc
Chelmsford Branch
PO Box 1000
Essex
BX1 1LT

Solicitors: Birkett Long LLP
Essex House, 42 Crouch Street
Colchester
Essex
CO3 3HH

**ACTION FOR FAMILY CARERS
TRUSTEES' ANNUAL REPORT
YEAR ENDED 31 MARCH 2023**

The Trustees, who are also Directors for the purposes of company law, have pleasure in presenting their Report and the Financial Statements of the Charity for the year ended 31 March 2023. This is also the Directors' Report, as required by s415 of the Companies Act 2006.

Legal and administrative information set out on Page 1 forms part of this Report. The Financial Statements comply with the Charities Act 2011, the Companies Act 2006, the Memorandum and Articles of Association and Accounting and Reporting by Charities: Statement of Recommended Practices applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and the Republic of Ireland (FRS102) (effective 1 January 2019).

Action for Family Carers follows and applies key guidance principles as recommended by the Charity Commission for organisations that provide services for public benefit. The Board ensures that all intended activities support the Charity's Aims and agreed Strategic Objectives by using robust reporting standards which support all decision making.

The Trustees

The Directors of the Charitable Company ("the Charity") are its Trustees for the purposes of charity law. Action for Family Carers has a strong, robust, and effective Board of Trustees made up of individuals with a range of qualifications, skills, knowledge, experience, expertise, and current practice that enable a positive contribution to the governance of the Charity. The Board annually reviews the Charity's strategic direction, ensuring the focus remains on Carers, and that it delivers on the agreed priorities with the range and quality of support and services meeting need now and for the future. At each Board meeting, Trustees receive and consider Business Objectives and Progress Reports, Carer Services Report and Financial Reports, which highlight the performance and progress against the Delivery Plan and agreed Business Priorities. These processes ensure that the Charity is on target and working to the agreed standard and outcomes for Carers.

The Trustees continue to consider key skills required on the Board to ensure the Charity remains relevant and can enhance its contribution to the unpaid Carers of Essex. In 2022 three Trustees were co-opted strengthening areas in Strategic and Business Development, Performance Monitoring, and the Health Care Service Sector. In early 2023, another Trustee was co-opted bringing additional strengths in Health Care Service Sector and Quality. In all cases, there is a rigorous selection process and Trustees are appointed by the Board and formally elected at the Annual General Meeting. All Trustees undergo formal training and induction in relation to trusteeship in general and of the Charity's activities with a thorough induction as well as learning development, formal training, and support opportunities to enable them to carry out their role. Trustees continued to use various online training resources and technology to update their knowledge and skills as necessary or desirable.

ACTION FOR FAMILY CARERS TRUSTEES' ANNUAL REPORT YEAR ENDED 31 MARCH 2023

The Board is mindful at all times of its governance role and the duties and responsibilities of Trustees. In 2022/2023 the work of The Search, Review and Development Group together with the Policy Task Group continued to develop policies, systems, and the schedule of reports to further strengthen governance. The Board annually reviews the Summary Trustee Audit Skills Report and in 2022 focused on key development and training areas improving its performance and scores regarding Strategy and Quality Governance.

In 2022/2023 the Charity continued to strengthen its commitment to Equality, Diversity and Inclusion having identified 'accessibility' as one of its objectives, with a continued focus on improving its communication via the website and other social media platforms. The Board recognises the value of diversity and the importance of being representative of the communities that the Charity serves, providing services and supporting unpaid Carers across Essex. The Charity has reviewed and prioritised data collection, analysis and reporting to improve its performance, identify gaps and address needs.

The Board of Trustees meets 5 times per year and operates a Remuneration Committee to oversee the Chief Executive Officer's remuneration. The Trustees have agreed to hold some meetings face to face particularly where this allows for visits to services and or to build strong relationships. Some meetings will however continue to take place remotely as part of the Charity's contribution and support for the Green Agenda and its commitment to reducing the carbon footprint i.e. efficiency savings of time and fuel as well as being as inclusive as possible i.e. open to those working, with dependants and/or who are less able to travel can attend and play a full part in the work of the Board. Trustees also chair and actively participate in a variety of Working Groups and Task Groups. In 2022/2023 the Board continued to operate its two significant Groups focused on strategy and driving forward key priorities: Business Continuity and Development Group and Services, People and Quality Group.

The Board of Trustees delegates authority for the day-to-day operation of the Charity to the Chief Executive Officer. The Board has agreed a Scheme of Delegation which sets out the decision-making responsibility of the Board and that of the Chief Executive Officer. The Board annually reviews and approves the Scheme of Delegation including those actions in relation to the Chief Executive Officer.

The Trustees who served the Charity during the period were as follows:

Chair of Trustees

Rebecca Loader

Vice Chair of Trustees

Tony Dixon

Treasurer

Pauline Haggerty

ACTION FOR FAMILY CARERS TRUSTEES' ANNUAL REPORT YEAR ENDED 31 MARCH 2023

Company Secretary

Denise Fielding

Other Trustees

Sue Bailey

Colin Bennett

Wendy Deller (co-opted 16 June 2022 and resigned 12 October 2022)

Duncan Lumley

Paul Osman

Gail Partridge (co-opted 9 March 2023)

Brian Potter (co-opted 16 June 2022 and elected 12 October 2022)

Julie Price (co-opted 16 June 2022 and elected 12 October 2022)

Judy Spiceley (stood down 16 June 2022)

Chief Executive Officer (non-Trustee)

James Clarke

Senior Executive Remuneration

A Remuneration Committee of Trustees makes recommendations on the Chief Executive Officer's pay. These are based on Appraisal and Performance Review in the context of the Strategic Objectives and Business Priorities, meeting financial and achievement targets and objectives, demonstrating leadership and management, maintaining differentials and the successful leadership, management, and delivery of the Charity's programmes.

Objects of the Charity

The Charity's Objects are to promote the relief of persons who are ill, disabled, incapacitated or elderly by the provision of information, education, support, respite care, recreation, and advocacy for their Carers.

Our Mission

Action for Family Carers makes a positive difference to the lives of Carers including Young Carers.

Our Vision

Action for Family Carers will be recognised as a Centre of Excellence which campaigns for and achieves positive outcomes for Carers.

**ACTION FOR FAMILY CARERS
TRUSTEES' ANNUAL REPORT
YEAR ENDED 31 MARCH 2023**

Our Values

Carer-Centred - We will engage with Carers at every opportunity, listening to their feedback and input so that our actions and decision-making focus on the service, support, and benefits for unpaid Carers.

Integrity - We will apply this personally, professionally and in all aspects of the Charity and its business operations.

Quality - We will aim for excellence and do the best that we can do, in all that we do, at all times.

Our Strategic Goals

By March 2026 we will:

- Deliver an annual increase in the positive impact felt by the Carers supported
- Support more than 3,500 Unpaid Carers in Essex per year
- Increase the focus on Young Carers

**ACTION FOR FAMILY CARERS
TRUSTEES' ANNUAL REPORT
YEAR ENDED 31 MARCH 2023**

INTRODUCTION

Making an Impact for Carers in Essex

For Action for Family Carers the year 2022/2023 has been one of thinking ahead to find longer term and sustainable services for Carers. The focus has been about strategies for the next 3 years to maintain and open services that meet the Charity's aims and objectives.

We have maintained existing services in Day Care and Activity Groups. These services provide organised support for the 'Adult Cared for' enabling some respite for their Carers. We are still experiencing the effects of the pandemic in these services with numbers remaining lower than before the pandemic. Action for Family Carers knows the need is still greater than ever and we continue to look for more ways to ensure Carers know about our services and can access them.

The Trustees and Senior Management Team have decided to continue to focus on face-to-face services whilst making information and advice available to all via digital platforms. We recently introduced new branding to refresh our offer, enhance the Charity's recognition, and to enable better quality images on social media. We have also increased the use of social media to ensure Carers know that we are there for them and available to help.

Key to our new strategy is Family Friendly Care and helping Young Carers from the age of 5 to access our services and receive support in several different ways for as long as they need it. Our new Young Carer services started this year in North East Essex and will provide a template for the other services we wish to offer in every part of Essex where a need is identified. We also focus on other family members providing Counselling services and working with GPs to help identify Carers and their needs. These services are very successful, and we have already helped many families. We plan to increase our Young Carer services in Mid and West Essex as soon as possible as we have been awarded funding for these areas. There is a general recognition from commissioners that we are the provider of face-to-face services for Young Carers in Essex.

The Charity continues to focus on Quality. A new Trustee with extensive relevant experience has been co-opted to the Board as the Lead Trustee Quality. In April 2021 the Charity was awarded The Trusted Charity Mark at Level 2, which is the highest level available. There are very few organisations that have received this award at that level. This Charity mark is valid for 3 years. We are currently considering what other assessments are appropriate to provide assurance of the high quality and consistency of our services and to allow the Charity to demonstrate its strength, value, breadth and depth, both internally and externally in the sector.

The Charity has continued to welcome and retain volunteers across all services. We value each and every volunteer and benefit greatly from their time and support as well as life skills. Volunteers enable the Charity to continue to grow and develop countywide volunteer-led services such as Counselling for Adult Carers and Befriending.

**ACTION FOR FAMILY CARERS
TRUSTEES' ANNUAL REPORT
YEAR ENDED 31 MARCH 2023**

The development of enhanced support for Young Carers in Mid and West Essex is an exciting opportunity to increase the reach of services for local Young Carers. These new services provide the next opportunity to expand our offer as part of an increasing focus on Young Carers. The Charity will continue to respond where there are areas of need and apply for funding to improve the number of services available for Young Carers across the County for the longer term. County provision is very variable, and many third party services have closed or they have been withdrawn from running face to face activities such as clubs. Finance is always a challenge, but the Trustees have invested more resource to ensure we are able to respond and apply for funding as well as to manage projects effectively and mobilise resources. Many Young Carers continue to suffer with mental health issues through lack of awareness and lack of support, particularly post-pandemic. Action for Family Carers is committed to making a difference and providing that support for Young Carers and their families.

Rebecca Loader - Chair

James Clarke - Chief Executive

**ACTION FOR FAMILY CARERS
TRUSTEES' ANNUAL REPORT
YEAR ENDED 31 MARCH 2023**

ACTIVITIES AND ACHIEVEMENTS

Adult Carers

1,506 Adults accessed support from Action for Family Carers during the year across all of our projects and services with well over 10,000 individual interactions taking place.

Carer and Family Response

We continued to develop and deliver our Carer and Family Response project working closely with families across Chelmsford to identify issues and concerns in order to secure solutions taking a whole family approach. Our Family Support Worker worked closely with 78 Carers and their families during the year providing intensive and, in some cases, long term support with complex issues and concerns ranging from housing, referrals for other support including Carer's Assessments and counselling, welfare benefit, attendance allowance and blue badge applications, as well as emotional support. The following quotes from carers that we worked with demonstrate the effectiveness of this project: "It helps to talk to someone who is not judging and will just listen", and "Support had been 'a lifeline' while I (carer) dealt with Adult Social Care and got Mum into a home".

Carer Friendly GP Project

This project seeks to develop best practice by GP surgeries in identifying and responding to the needs of people with caring responsibilities by using the NHS England Quality Markers.

We worked with GP Practice staff across Mid Essex to agree the baseline, priorities and approach, identifying and sharing examples of best practice plus offering training and support for practice staff.

The ambition is to ensure that Carers are identified as early as possible and are registered with their GP practice so that they have access to appropriate support and services such as annual health checks. The number of Carers registered with their GP surgeries has increased significantly in Mid Essex and an additional new project will focus on GP practices in Basildon and Brentwood.

Counselling

We provide free, countywide, dedicated counselling provision for Adult Carers funded by Essex County Council. A team of trained volunteer counsellors working with the Charity's Lead Counsellor, provide up to 6 individual counselling sessions for each Carer either face to face, by telephone or virtually.

There is significant demand for this provision from Carers who may be experiencing emotional or mental health problems and who feel they would benefit from exploring issues relating to their caring role and identifying strategies to help achieve a better balance. Last year we

ACTION FOR FAMILY CARERS TRUSTEES' ANNUAL REPORT YEAR ENDED 31 MARCH 2023

provided 1335 counselling sessions for 187 Carers – a 28% increase compared to the previous year and above the required targets. The effectiveness and value of this service can be summed up in the words of one carer - “I reached complete 'burn out' but now feel able to continue my role”.

Feeling Good, Caring Well

Funded by the National Lottery Community Fund, our Carer Well Being Programme - ‘Feeling Good, Caring Well’ consisted of activities to help Carers manage their own Health and Well Being, thereby supporting them to continue in their caring role for longer. The project continued until October 2022 when the funding was completed.

During the final year of the project 84 individual carers attended multiple wellbeing sessions. Evaluations showed that 100% of Carers that participated in a relevant Feeling Good Caring Well activity or session and who completed a Project Evaluation Sheet reported that being part of the project helped them to:

- maintain their physical health and wellbeing;
- maintain their mental health and wellbeing;
- feel more able to continue in their caring role;
- feel less lonely or isolated.

The following quote helps to demonstrate the effectiveness of the project: “The mindfulness walk taught me how to take a moment and breathe...it has had a lasting impression. Then the reflexology, sheer bliss, a moment away from my care duties made me feel so relaxed and I slept really well – the first full night’s sleep for a long time”.

Befriending

Although grant funding for this project from Essex County Council ended on 31 March 2022, Action for Family Carers has continued to provide a service to 213 carers through providing befriending support from our volunteer befrienders thus helping to support those carers to reduce their sense of social isolation and loneliness. The Charity recognises the immense contribution of its team of 62 volunteer befrienders who provide this much-needed regular personal contact for so many vulnerable people across Essex.

Young Carers

764 Young Carers accessed support from Action for Family Carers during the year with well over 3,000 individual interactions taking place.

Our new Strategic Plan sets out the intention to increase the focus on identifying and supporting Young Carers. The last year saw a significant step forward in support for Young Carers in Colchester and Tendring Districts with funding from the NHS in North-East Essex and from Colchester Catalyst.

ACTION FOR FAMILY CARERS TRUSTEES' ANNUAL REPORT YEAR ENDED 31 MARCH 2023

The positive impact of our work with Young Carers is evidenced through use of the accredited My Star outcome measurement tool. This helps us to assess where those young people are when they come to us for help and where they are and what support they need at key stages in their journey.

We also continue to work with other organisations in Essex as well as continuing to develop our links with schools across the county to increase awareness about Young Carers and through Carers Trust, Action for Family Carers will be providing evidence to a Cross-Party Parliamentary Committee on Young Carers, feeding back the experiences of some of the Young Carers and Young Adult Carers we support.

With new funding from the NHS in Mid Essex focusing on health inequalities we have been able to provide more support by enhancing our service for Young Carers in Maldon, Braintree and Chelmsford Districts. We are also now able to provide a new service and launch a new Young Carers club in Chelmsford.

To celebrate Carers Week, we took part in an Essex County Council film about Young Carers and, for Young Carers Action Day, we launched a successful photo competition to represent the caring responsibilities of some of our Young Carers.

North East Essex

We have developed a new and enhanced provision for Young Carers living in Colchester and Tendring Districts. This model is centred on a new Young Carers Lead role for each District. The Lead develops local knowledge and insight into the local situation and priorities facing Young Carers and their families and works with a Young Carer Support and Development Worker to direct resources to where they are most needed and can make the greatest impact.

Over the last calendar year, we have supported over 200 Young Carers across Colchester and Tendring district working in and with schools, colleges and with other local statutory and voluntary sector organisations. We facilitated regular Club Nights in Colchester and in two new venues (see Harwich and Clacton Clubs section) we were able to run several trips including to Colchester Zoo and crazy golf for local Young Adult Carers.

We introduced a new counselling service with volunteer counsellors supporting Young Carers in secondary school. This is now being piloted in selected local secondary schools and with a view to being scaled up over the next academic year.

Harwich and Clacton Clubs

We launched two new Young Carers Clubs in Clacton and Harwich in response to identified gaps in services and unmet need. From November through to April we facilitated 8 club nights in Clacton supporting 22 Young Carers. Our Harwich club started in January 2023 and from then until April we ran 6 club nights providing a break for 17 local Young Carers.

Colchester Club

Last year we, based upon numbers, demand and need, split the Colchester Club into primary and secondary age groups with the primary club running 13 times and supporting 49 Young Carers and the secondary club running 9 times and supporting 28 Young Carers.

ACTION FOR FAMILY CARERS TRUSTEES' ANNUAL REPORT YEAR ENDED 31 MARCH 2023

Maldon Club

Our Maldon Club continues to be one of the most popular of our clubs. Across the last financial year, it ran a total of 17 times with a total of 54 individual Young Carers supported. The Club runs fortnightly with separate Junior and Senior Club Nights to enable varied age-appropriate activities.

Braintree District Young Carers Support including Witham Club

Funding from Braintree Eastlight, which came to an end in March 2023, enabled us to continue providing support in schools for Young Carers across the District in addition to running a regular Club Night in Witham. The Witham Club supported 24 Young Carers across 19 club nights. Across Braintree and Witham district we supported a total of 174 Young Carers as part of this project.

West Essex (Harlow and Loughton) Clubs

Our Clubs in Harlow and Loughton continued to run very successfully and we were pleased to recruit two new Club Lead Roles. In Harlow we supported 52 Young Carers across 22 sessions and in Loughton 20 Young Carers across 12 sessions. We have now been able to offer these Clubs on a fortnightly basis in both Harlow and Loughton bringing our resources together to provide a more regular service and better support the needs Young Carers.

Uttlesford (Stansted and Dunmow) Clubs

With support from Uttlesford District Council we provided support for Young Carers in Uttlesford. Facing the challenge of having both the Youth Centres in Dunmow and Stansted being closed for part of the year, we facilitated trips to Great Notley Park and utilised other venues where possible. Our Stansted Club has supported 20 Young Carers with 14 being supported via our Dunmow Club.

Respite Care

Day Care in Maldon

Maldon Day Care Service provides an opportunity for older people to mix socially in a safe environment and engage in stimulating activities with the support of trained staff and volunteers. A varied activity programme is organised for a wide range of interests including quizzes, singing and gentle exercises, and a cooked lunch is also provided. The Day Care service opens 4 days each week. A total of 41 families were supported with 1682 individual attendances. Day Care also provides a vital respite break for family Carers. One carer explained the difference the service made to them as follows, "It's like a week's holiday. Gives me time to switch off from dementia. A little bit of me time. It gives my head a rest, helps me to cope and kick start my patience again".

ACTION FOR FAMILY CARERS TRUSTEES' ANNUAL REPORT YEAR ENDED 31 MARCH 2023

Activity Groups

Our Activity Groups in West Essex provide physically and mentally stimulating activities for people with memory problems or dementia.

A total of 79 individual service users participated in the Keeping Active and Active Minds sessions across the localities of Epping, Great Dunmow and Harlow.

One family member said: "We just wanted to thank you for all your work with Mum over the last year or so. Although she remembers so little now, when we drove into the Dourdan Pavilion car park each week, she would say, "I like this place"."

Volunteering

During the year 157 people across Essex volunteered their time to help the Charity in various roles across a range of services, projects and initiatives supporting Carers in Essex. This included working as volunteer befrienders, counselling, assisting with running Young Carer Clubs and helping to run Activity Groups for people with dementia.

In addition, a number of volunteers helped with 'one off' activities, such as supporting events, giving out information, helping with fundraising and selling donated goods at a Charity stall.

Other volunteer roles contribute to our Charity by being part of working groups helping us drive and steer things forward for Carers e.g. quality; posting news and events on our social media pages and joining other teams e.g. Trustees.

All of these volunteers contribute a significant amount and give so generously of their time to the Charity supporting unpaid Carers and their families. It is thanks to all those volunteers working with and alongside our staff team that we have been able to provide the support and services for so many in so many ways.

REVIEW OF FINANCIAL ACTIVITIES

Action for Family Carers receives funding from a range of sources including grants and donations plus monies from a wide range of fundraising activity. The Charity submits applications and bids in line with the strategy agreed by the Board of Trustees to diversify our income and reduce the overreliance on a large or single funder thus reducing risk and increasing the capacity, capability, and sustainability of the Charity for the benefit of unpaid Carers.

All figures below are correct to the nearest £k.

ACTION FOR FAMILY CARERS TRUSTEES' ANNUAL REPORT YEAR ENDED 31 MARCH 2023

Income

Income during 2022/23 was £735k (2021/22 £907k). The decrease in income was largely due to the end of two significant grants from Essex County Council and the National Lottery. Income the previous year also included 'one-off' grants the Charity had obtained to aid recovery from lockdown, to support Carers access Covid-19 vaccinations and to manage self-isolation.

Expenditure

In response to the reduced income, expenditure was reduced to £666k (2021/22 £833k). The decrease reflects a necessary and managed reduction in spend on salaries and service delivery costs where projects had ended or were no longer economically viable.

Funds

Total funds at the end of the year were £557k (2021/22 £488k) which is £69k higher than the previous year and includes pre-payments that cover the full term of some multi-year grants secured during the year. Action for Family Carers increased its unrestricted funds by £19k to £419k (2021/22 £400k) which remains in line with The Board of Trustees' Financial Reserves Policy.

Reserves Policy

The Board of Trustees is cognisant of the importance of its reserves to ensure the sustainability and resilience of the Charity for unforeseen circumstances and uncertain events in the future.

The Charity's Reserves Policy requires reserves to be maintained at a minimum level of total current liabilities plus a minimum of 25% and a maximum of 50% of annual budgeted overhead costs. Current unrestricted funds on 31st March 2022 are £419k, which is in line with the Reserves Policy.

Whilst the Charity's reserves provide a necessary protection, any funds above the stated requirements offer the CEO and Board of Trustees some flexibility to address the longer term needs of Carers or to provide initial investment into key activities. The Future Plans section of this report outlines some of these activities.

Investment Policy

The purpose of The Investment Policy is to ensure that any investments prioritise the safety of the principal investment while maximising the after-tax investment return and maintaining adequate liquidity. The Charity will ensure that at least 50% of unrestricted reserves are immediately available and that all investments are risk assessed and covered by the Financial Conduct Authority and Financial Services Compensation Scheme.

ACTION FOR FAMILY CARERS TRUSTEES' ANNUAL REPORT YEAR ENDED 31 MARCH 2023

Future Plans

The Charity continues to evaluate its services to provide the most effective services for unpaid Carers. A comprehensive strategy review was undertaken in 2022/23 by the Board of Trustees with the CEO. This review focused very much on what do Carers need, what do we do well, what could we do more of to help all unpaid Carers including Young Carers. The outcomes of that review were agreed by the Board in March 2023 and provide focus for the Charity for the next 3 years from 2023 to 2026. The Trustees reaffirmed their commitment to offer face to face services wherever possible and practicable, whilst also providing on-line services to increase our reach and provide information.

The Charity will continue to apply for funding from a range of different sources for projects and services with a focus on longer term projects and initiatives. Investment in two key management roles as part of a staff restructure will support longer term initiatives and objectives. The Trustees remain committed to Adult Day Care Services and Activity Groups to assist with mild Dementia and wish to extend, enhance, and support Young Carer Services. Refreshed branding will help identification and promotion of key services as well as enhance opportunities for attracting users to our services. The provision of Counselling services across Essex commissioned by Essex County Council continues to provide a much needed and valued service. Other services such as Carer Friendly GPs continue to expand and support unpaid Carers.

Grants from the NHS in Mid and South Essex and in North East Essex, from Essex Community Foundation and Colchester Catalyst fund current Young Carer and whole family services and will continue into next year.

The increased demand for our services has been recognised by many, such as the NHS North East Essex Clinical Commissioning Group (now part of NE Essex and Suffolk Integrated Care System). The Clinical Commissioning Group has funded the Charity to run a significantly enhanced service in the Colchester and Tendring Districts for Young Carers. This grant is for three years ending July 2025.

The Charity remains a robust organisation that demonstrates quality, strong leadership and management and sound financial discipline and is one which also puts unpaid Carers needs at the centre of everything it does.

Fundraising

Action for Family Carers welcomes donations and other fundraising support. The continuation of our current services and addressing the unmet needs of Carers is central to everything we do.

Last year, several Trustees, supported as always by our core staff team and volunteers, continued to generate and support fundraising activities. A live music and dance night, quiz, coffee and cake events and outdoor table sales have generated some income.

**ACTION FOR FAMILY CARERS
TRUSTEES' ANNUAL REPORT
YEAR ENDED 31 MARCH 2023**

The Charity would particularly like to thank the supporters who raised money by taking part in challenges ranging from the Colchester Zoo Run to the Three Peaks Challenge. We also received support from several sports clubs and community groups in the local area.

We always seek to act in ways that are legal, open, honest and respectful – striving for best practice in fundraising. Our fundraising activities follow both the Code of Fundraising Practice and our own Ethical Funding Statement plus we have recently registered with The Fundraising Regulator.

The Charity does not employ professional telephone or street funders, or commercial participators to carry out our fundraising. We seek to respect the wishes of donors and fundraisers in terms of how funds raised are spent.

We are committed to protecting vulnerable people and other members of the general public from unreasonable intrusion on a person's privacy, unreasonably persistent fundraising approaches and placing undue pressure on a person to give money. We did not send any direct fundraising appeals during this period.

We provide supporters with help and information via our website, email or post. Fundraisers are advised that it is their responsibility to keep their event safe and legal and to keep good records of all activity.

Action for Family Carers complies with all relevant statutory regulations, including the Charities Act 2011, General Data Protection Regulation and Privacy and Electronic Communications Regulations. We store donor information securely and responsibly and do not share donor information with any third-party organisations without explicit consent.

We have a clear complaints policy that instructs us to thoroughly investigate any complaints, communicate results, record results and review our work, enabling improvements to be made, if required. We have received no complaints about our fundraising activities in 2022/23.

The Board of Trustees continues to recognise the need to diversify income in order to deliver our ambition, address gaps and meet need in Essex for unpaid Carers including Young Carers. To this end, the Charity has recently revised its Income Generation Plan and recently recruited a Head of Business Development and Partnerships to focus on generating income, looking at unexplored income streams such as corporates and exploring other partnerships. The Board of Trustees has designated a Lead Trustee Role for Fundraising.

ACTION FOR FAMILY CARERS TRUSTEES' ANNUAL REPORT YEAR ENDED 31 MARCH 2023

Our Funders

Carers Trust	Harlow Health Centres Trust
Colchester Catalyst Charity	John Laing Charitable Foundation
Essex Community Foundation	Mulberry Trust
William John Cook	National Lottery Community Fund
Essex County Council	NHS Basildon and Brentwood
Essex Disabled Sports Foundation	NHS Mid Essex
Founders for Good	NHS North-East Essex
Garfield Weston Foundation	NHS West Essex
The Edward Gostling Foundation	Jack Petchey Foundation
Great Dunmow Town Council	William and Gladys Pudney Memorial Fund
Groundwork UK / Tesco	Uttlesford District Council
Harlow Council	

Our grateful thanks go to all the above, to Maldon District Council for the provision of premises at Brickhouse Farm Community Centre, and to all those groups and individuals that contributed through donations or fundraising events.

Risk Review

The Board of Trustees has reviewed the major risks to which the Charity is exposed, and systems have been identified to mitigate those risks. External risks regarding the continuation and continuity of voluntary funding have resulted in a Strategic Plan which continues to promote the diversification of funding and activities. Internal risks are minimised by the implementation of financial control and regulation procedures. These procedures are regularly reviewed to ensure that they still meet the needs of the Charity.

A Significant Risk Register and Annual Management Plan as part of the Disaster Management and Business Continuity Plan is maintained and regularly reviewed. Areas of potentially significant risk identified include Funding, Premises, Safeguarding, Health and Safety, Quality of Services/Reputational, HR, IT, Finance and Governance. Mitigation, Actions and Lead Responsibility are identified for each of these areas and the level of risk then rated as High, Medium, or Low. The key risk is continuity of funding which is being addressed as described in the Future Funding section of this report.

**ACTION FOR FAMILY CARERS
TRUSTEES' ANNUAL REPORT
YEAR ENDED 31 MARCH 2022**

RESPONSIBILITIES OF THE TRUSTEES

The Trustees (who are also the Directors of Action for Family Carers 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.
- 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 proper accounting records that disclose with reasonable accuracy at any time the financial position of the Charitable Company and enable them to ensure that the financial statements comply with the Companies Act 2006. The Trustees 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.

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 to make ourselves aware of any relevant audit information and to establish that the company's auditors are aware of that information.

This report was approved by The Board of Trustees on 7/9/2023 and signed on its behalf.

R LOADER

Chair

P HAGGERTY

Treasurer

ACTION FOR FAMILY CARERS INDEPENDENT EXAMINERS REPORT YEAR ENDED 31 MARCH 2023

Independent Examiner's Report to the Trustees of Action For Family Carers ('the Company')

I report to the charity Trustees on my examination of the accounts of the Company for the year ended 31 March 2023.

Responsibilities and Basis of Report

As the Trustees of the Company (and its directors for the purposes of company law) you are responsible for the preparation of the accounts in accordance with the requirements of the Companies Act 2006 ('the 2006 Act').

Having satisfied myself that the accounts of the Company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of the Company's accounts carried out under section 145 of the Charities Act 2011 ('the 2011 Act'). In carrying out my examination I have followed the Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act.

Independent Examiner's Statement

Since the Company's gross income exceeded £250,000 your examiner must be a member of a body listed in section 145 of the 2011 Act. I confirm that I am qualified to undertake the examination because I am a member of the Institute of Chartered Accountants in England & Wales (ICAEW), which is one of the listed bodies.

I have completed my examination. I confirm that no matters have come to my attention in connection with the examination giving me cause to believe:

- accounting records were not kept in respect of the Company as required by section 386 of the 2006 Act; or
- the accounts do not accord with those records; or
- the accounts do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a 'true and fair' view which is not a matter considered as part of an independent examination; or
- the accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities [applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)].

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.

This report is made solely to the Company's Trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. My work has been undertaken so that I might state to the Company's Trustees those matters I am required to state to them in an Independent Examiner's Report and for no other purpose. To the fullest extent permitted by law, I do not accept or assume responsibility to anyone other than the Company and the Company's Trustees as a body, for my work or for this report.

Signed:



Dated: 5/10/2023

Giles Kerkham FCA DChA

Larking Gowen LLP
Chartered Accountants
1 Claydon Business Park
Great Blakenham
Ipswich
IP6 0NL

ACTION FOR FAMILY CARERS

STATEMENT OF FINANCIAL ACTIVITIES (including income and expenditure account) YEAR ENDED 31 MARCH 2023

	Notes	Unrestricted funds £	Restricted funds £	Total 2023 £	Total 2022 £
Income from:					
Donations and legacies	4	17,629	12,203	29,832	17,865
Charitable activities	5	171,607	530,480	702,086	878,494
Income from Investments		2,282	-	2,282	657
Other trading activities		609	540	1,149	9,921
Total income		192,127	543,223	735,349	906,937
Expenditure on:					
Raising funds		65	-	65	5,323
Charitable activities	6	173,468	492,678	666,146	827,458
Total expenditure		173,533	492,678	666,211	832,781
Net expenditure		18,594	50,544	69,138	74,156
Transfer between funds		-	-	-	-
Funds as at 1 April 2022		399,785	88,371	488,156	414,000
Funds as at 31 March 2023		418,379	138,915	557,294	488,156

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

The notes on pages 23-31 form part of these financial statements

ACTION FOR FAMILY CARERS

BALANCE SHEET AS AT 31 MARCH 2023

	Note	Total 2023 £	Total 2022 £
Fixed assets			
Tangible fixed assets	11	-	-
Current assets			
Debtors	12	114,224	36,168
Cash at bank and in hand	13	1,057,236	684,892
		<u>1,171,460</u>	<u>721,060</u>
Current liabilities			
Creditors: amounts falling due within one year	14	455,166	232,904
		<u>455,166</u>	<u>232,904</u>
Net current assets		716,294	488,156
Creditors: amounts due in more than one year	14	159,000	-
		<u>159,000</u>	<u>-</u>
Net assets		<u>557,294</u>	<u>488,156</u>
Accumulated funds			
Unrestricted funds	17	418,379	399,785
Restricted funds	17	138,915	88,371
		<u>557,294</u>	<u>488,156</u>
Total Funds		<u>557,294</u>	<u>488,156</u>

The Trustees consider that the company is entitled to exemption from the requirement to have an audit under the provisions of section 477 of the Companies Act 2006 ("the Act") and members have not required the company to obtain an audit for the year in question in accordance with section 476 of the act. The directors acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and the preparation of accounts.

The financial statements have been prepared in accordance with the special provisions relating to companies subject to the small companies regime within Part 15 of the Companies Act 2006.

The financial statements were approved by the Trustees, on 7/9/2023 and signed on their behalf, by;

R Loader

P Haggerty

Company Number 06680960

The notes on pages 23-31 form part of these financial statements.

ACTION FOR FAMILY CARERS
STATEMENT OF CASH FLOWS
AS AT 31 MARCH 2023

	Notes	Total 2023 £	Total 2022 £
Cash flows from operating activities:			
Net cash provided by / (used in) operating activities	15	370,062	44,486
Cash flows from investing activities:			
Dividends, interest and rents from investments		2,282	657
Purchase of property, plant and equipment		-	-
Net cash provided by / (used in) investing activities		<u>2,282</u>	<u>657</u>
Change in cash and cash equivalents in the reporting period		372,344	45,143
Cash and cash equivalents brought forward		684,892	639,748
Cash and cash equivalents carried forward		<u><u>1,057,236</u></u>	<u><u>684,892</u></u>

ACTION FOR FAMILY CARERS

NOTES TO THE FINANCIAL STATEMENTS YEAR ENDED 31 MARCH 2023

1. Accounting policies

1.1 Basis of preparation

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement on Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

The Charity constitutes a public benefit entity as defined by FRS 102.

Assets and liabilities are initially recognised at historical cost of transaction value unless otherwise stated in the relevant accounting policy.

1.2 Going Concern

These forecasts show that the charity has sufficient reserves and cash headroom for the period. Based on this information the Trustees have concluded that the charity has adequate resources to continue in operational existence for the foreseeable future, being not less than 12 months from the date of approval of these financial statements. They therefore continue to adopt the going concern basis of accounting in preparing the financial statements.

1.3 Income and expenditure

Donations and similar incoming resources

Income is recognised and included in the accounts when all of the following criteria are met:

- (a) The Charity has entitlement to the funds;
- (b) Any performance conditions attached to the items(s) of income have been met or are fully within the control of the Charity; and
- (c) There is sufficient certainty that receipt of the income is considered probable;
- (d) The amount can be measured reliably.

Grants and fees receivable

These are credited to the Statement of Financial Activities (SOFA) in the year in which they are receivable. Receipts from Service Level Agreements are recognised as income as the Charity becomes entitled through performance of services. Deferred income is released to income in the period in which it has been applied.

Investment income

Income from investments is included in the SOFA in the year in which it is receivable.

Expenditure

All expenditure is included on an accruals basis and is recognised when there is a legal or constructive obligation to pay for the expenditure, and it is probable that settlement will be required and the amount of the obligation can be measured reliably. All costs have been directly attributed to one of the categories of resources expended in the SOFA. The Charity is not registered for VAT and accordingly expenditure is shown gross of irrecoverable VAT.

ACTION FOR FAMILY CARERS

NOTES TO THE FINANCIAL STATEMENTS YEAR ENDED 31 MARCH 2023

1.4 Tangible fixed assets and depreciation

These are stated at cost or valuation less depreciation.

Only individual assets costing more than £1,000 are capitalised to the fixed asset register.

Depreciation is provided at rates calculated to write off the cost of valuation of assets, less their estimated residual value, over their expected useful lives on the following basis:

Computer equipment	25%/33% Straight line
Fixtures and fittings	20% Straight line

1.5 Financial Instruments

The Charity only has financial assets and financial 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 bank loans which are subsequently measured at amortised cost using the effective interest method.

1.6 Funds

Unrestricted funds comprise those funds which the Trustees are free to use in accordance with the Charitable Objects.

Restricted funds are funds which have been given for particular purposes.

1.7 Operating Lease

Rentals in respect of operating leases, where substantially all the benefits and risks of ownership remain with the lessor, are charged to the Statement Of Financial Activities as incurred.

2. Income

In this period, all of the Charity's income was derived from charitable activities performed within the UK.

3. Taxation

The Charity is exempt from tax on income and gains to the extent that such income and gains are applied to its Charitable Objects. No corporation tax charge arises for the year.

4. Donations and legacies

	Total 2023 £	Total 2022 £
General	17,000	14,099
Respite Services	600	1,025
Adult	30	750
Young Carer Services	12,203	1,991
	29,832	17,865

5. Income from charitable activities

	Total 2023 £	Total 2022 £
General	212,756	351,114
CRJS Grant	-	10,292
Respite services	150,807	164,965
Adult Carer Services	74,000	241,034
Young Carer Services	264,523	111,089
	702,086	878,494

ACTION FOR FAMILY CARERS

NOTES TO THE FINANCIAL STATEMENTS YEAR ENDED 31 MARCH 2023

6. Expenditure on charitable activities

	Total 2023 £	Total 2022 £
Staff costs	483,839	557,564
Staff expenses (travelling, DBS's)	17,808	13,188
Volunteer Expenses	6,988	5,050
Food, transport and direct costs	67,197	88,196
Telephone, postage and stationery	25,937	22,152
Rent of halls	21,844	20,226
Bookkeeping and accountancy fees	11,466	9,809
Consultant	5,337	3,717
Insurance	5,557	5,665
Advertising	1,097	16,323
Printing	1,634	1,422
Cleaning	571	321
Payments to partners	-	57,861
Miscellaneous Office Costs	13,871	23,464
Depreciation	-	-
Governance	3,000	2,500
	666,146	827,458

Miscellaneous office costs include storage, office refurbishment and general running costs.

Governance costs include Independent Examination fees

7. Expenditure on charitable activities (continued)

	Total 2023 £	Total 2022 £
General	145,862	370,757
Respite Services	128,509	141,565
Adult Carer Services	93,472	187,556
Young Carer Services	253,345	125,080
	621,188	824,958

8. Net income/(expenditure) for the year

	2023 £	2022 £
This is stated after charging:		
Depreciation	-	-
Independent Examination Fees	3,000	2,500
	3,000	2,500

ACTION FOR FAMILY CARERS

NOTES TO THE FINANCIAL STATEMENTS YEAR ENDED 31 MARCH 2023

9. Expenditure on charitable activities (continued)

	Total 2023 £	Total 2022 £
Staff costs		
Gross salaries	447,510	516,972
Employers NIC	22,464	25,440
Self Employed Staff	-	225
Pensions	13,865	14,927
	<u>483,839</u>	<u>557,564</u>
Average number of employees	<u>39</u>	<u>42</u>

No staff member was paid in excess of £60,000 per annum.

The Average headcount expressed as full-time equivalents was:

	2023 no.	2022 No.
Operational staff	15	16
Office (including management)	3	3
	<u>18</u>	<u>19</u>

10. Key Management Personnel disclosure

Total 2023 £	Total 2022 £
<u>56,633</u>	<u>54,725</u>

The key management personnel of Action for Family Carers are the Chief Executive Officer and the Head of Carer Services.

11. Tangible fixed assets

	Computers, equipment & furniture £	Fixtures & Fittings £	Total £
Cost			
As at 1 April 2022	57,537	15,406	72,943
Additions	-	-	-
As at 31st March 2023	<u>57,537</u>	<u>15,406</u>	<u>72,943</u>
Depreciation			
As at 1 April 2022	57,537	15,406	72,943
Charge for the year	-	-	-
As at 31st March 2023	<u>57,537</u>	<u>15,406</u>	<u>72,943</u>
Net Book Value			
As at 31 March 2023	<u>-</u>	<u>-</u>	<u>-</u>
As at 31st March 2022	<u>-</u>	<u>-</u>	<u>-</u>

ACTION FOR FAMILY CARERS

NOTES TO THE FINANCIAL STATEMENTS YEAR ENDED 31 MARCH 2023

12. Debtors	2023	2022
	£	£
Accounts receivable	114,224	29,761
Accrued income	-	6,407
Prepayments	-	-
	114,224	36,168
13. Cash and cash equivalents	2023	2022
	£	£
Current account	660,907	289,534
Deposit account	396,129	393,847
Petty cash	200	1,511
	1,057,236	684,892
14. Creditors: amounts falling due within one year	2023	2022
	£	£
Deferred income	422,611	192,526
Taxes and social security	9,097	9,824
Other creditors and accruals	23,458	30,554
	455,166	232,904
14. Creditors: amount due in more than one year	2023	2022
	£	£
Deferred income	159,000	-
	159,000	-
Deferred income analysis	Total	Total
	2023	2022
	£	£
Balance at 31 March 2022	192,526	295,458
Amount released to incoming resources	(192,526)	(295,458)
Amount deferred in the year	581,611	192,526
Balance at 31 March 2023	581,611	192,526

Deferred income comprises of Grant payments for Essex Community Foundation, Garfield Weston Mulberry Trust, MID Essex ICB, Essex County Council, Mid Essex Alliance.

ACTION FOR FAMILY CARERS

NOTES TO THE FINANCIAL STATEMENTS YEAR ENDED 31 MARCH 2023

15. Reconciliation of net movement in funds to net cash flow from operating activities

	Total 2023 £	Total 2022 £
Net movement in funds for the reporting period (as per the statement of financial activities)	69,138	74,156
Adjustments for:		
Depreciation charges	-	-
Dividends, interest and rents from investments	(2,282)	(657)
(Increase) / decrease in debtors	(78,056)	51,470
Increase / (decrease) in creditors	381,262	(80,483)
Net cash provided by / (used in) operating activities	370,062	44,486

Analysis of Net Debt

	At 1 April 2022	Cash flows	At 31 March 2023
Cash at bank and in hand	684,893	372,343	1,057,236
	<u>684,893</u>	<u>372,343</u>	<u>1,057,236</u>

16. Gift in kind

The premises at Maldon occupied by the Charity are kindly provided free of rent and certain overhead costs. These costs are not included within the numbers of the accounts.

17. Reconciliation of funds

	As at 01/04/22	Incoming resources	Outgoing resources	Transfer between funds	As at 31/03/23
Unrestricted funds	399,785	192,127	(173,533)	-	418,379
Restricted funds					
General	17,137	191,387	(145,862)	-	62,663
Adult services	19,442	74,030	(93,472)	-	-
Young carer services	51,791	277,806	(253,345)	-	76,253
	<u>88,370</u>	<u>543,223</u>	<u>(492,678)</u>	<u>-</u>	<u>138,915</u>
Total funds	488,155	735,349	(666,211)	-	557,294

ACTION FOR FAMILY CARERS

NOTES TO THE FINANCIAL STATEMENTS YEAR ENDED 31 MARCH 2023

18. Comparative note of reconciliation of funds 2022

	As at 01/04/21	Incoming resources	Outgoing resources	Transfer between funds	As at 31/03/22
Unrestricted funds	297,339	421,288	(391,851)	73,009	399,785
Restricted funds					
General	36,844	130,785	(128,295)	(22,197)	17,137
Adult Carer Services	-	241,784	(187,555)	(34,787)	19,442
Young Carer Services	79,817	113,080	(125,080)	(16,025)	51,791
	116,660	485,649	(440,930)	(73,009)	88,371
Total funds	413,999	906,937	(832,781)	33,442	488,156

19. Analysis of net assets between funds

	Unrestricted funds £	Restricted funds £	Total 2023 £
Fixed assets	-	-	-
Current assets	101,771	12,453	114,224
Cash at bank and in hand	269,945	787,291	1,057,236
Current liabilities	(31,670)	(582,496)	(614,166)
	340,046	217,248	557,294

Comparative of analysis of net assets between funds

	Unrestricted funds £	Restricted funds £	Total 2022 £
Fixed assets	-	-	-
Current assets	29,502	6,666	36,168
Cash at bank and in hand	370,283	314,609	684,892
Current liabilities	(2,500)	(230,404)	(232,904)
	397,285	90,871	488,156

20. Operating lease commitments

As at 31st March 2022 the charity had future minimum lease payments under non-cancellable operating leases as follows:

	2023 £	2022 £
Within 1 year	486	2,886
Operating lease ending 2 to 5 years	284	770
	770	3,656

ACTION FOR FAMILY CARERS

NOTES TO THE FINANCIAL STATEMENTS YEAR ENDED 31 MARCH 2023

21. Related party transactions

1 Trustee in 2023 (2022: 0) was reimbursed £29 (2022: £0) in respect of travel costs.

No emoluments or any other transactions (2022: no emoluments) were paid to any Trustees during the year.

There are no further related party transactions which are required to be disclosed (2022: None)

22. Pension commitments

The Charity operates a defined contributions pension scheme. The assets of the scheme are held separately from those of the Charity in an independent administered fund. The pension cost charge represents contributions payable by the Charity to fund the amount to £13,865 (2021: £14,927). Contributions of £0 (2022: £0) were payable to the fund at the year end.

ACTION FOR FAMILY CARERS

NOTES TO THE FINANCIAL STATEMENTS (including income and expenditure account) YEAR ENDED 31 MARCH 2023

23. Prior year comparison note

	Notes	Unrestricted funds £	Restricted funds £	Total 2022 £
Income from:				
Donations and legacies	4	15,124	2,741	17,865
Charitable activities	5	395,586	482,908	878,494
Income from Investments		657	-	657
Other trading activities		9,921	-	9,921
Total income		<u>421,288</u>	<u>485,649</u>	<u>906,937</u>
Expenditure on:				
Raising funds		5,323	-	5,323
Charitable activities	6	386,528	440,930	827,458
Total expenditure		<u>391,851</u>	<u>440,930</u>	<u>832,781</u>
Net expenditure		<u>29,437</u>	<u>44,719</u>	<u>74,156</u>
		73,009	- 73,009	-
Funds as at 1 April 2021		297,339	116,661	414,000
Funds as at 31 March 2022		<u><u>399,785</u></u>	<u><u>88,371</u></u>	<u><u>488,156</u></u>