

Charity registration number 1021086

Company registration number 02756650 (England and Wales)

THE CHARLOTTE STRAKER PROJECT
(A COMPANY LIMITED BY GUARANTEE)
ANNUAL REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

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

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

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

Solicitors

Sintons LLP
The Cube
Barrack Road
Newcastle upon Tyne
NE4 6DB

Investment advisors

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NE1 4SR

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

The trustees of The Charlotte Straker Project who are also directors of The Charlotte Straker Project (CSP) for the purposes of the Companies Act 2006 and are referred to in this report as "the Trustees", present their report with the financial statements of the CSP for the year ended 31 March 2022. The Trustees have adopted the provisions of Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015).

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

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

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

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

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

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

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

OBJECTIVES AND STRATEGY

Objectives

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

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

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

Strategy for meeting Charitable Purposes

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

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

Aims

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

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

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

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

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

Public benefit

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

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

REPORT ON ACHIEVEMENTS, PERFORMANCE AND STRATEGY DEVELOPMENT

Achievements and performance

Review of activities

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

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

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

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

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

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

Communication

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

Community Respite Bed (CRB) Service

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

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

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

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

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

Nursing/Residential Client Referrals

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

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

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

Volunteers

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

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

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

Fundraising Approach

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

Fundraising

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

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

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

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

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

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

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

Legacies & Donations

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

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

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

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

Shortfall in fees

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

Marketing and PR

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

CQC inspection

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

Northumberland County Council Monitoring Visit

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

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

The Building

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

Strategic Planning for the future

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

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

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

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

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

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

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

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

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

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

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

FINANCIAL REVIEW

Financial position

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

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

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

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

Principal funding sources

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

Going concern

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

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

Reserves policy

The Trustees have resolved to hold money and readily realisable investments equivalent to 6 months operating costs in the event that we have to wind down and cease operations. We are also mindful here of funding issues in the Health Economy and the restraints on budgets evidenced in recent times.

The Trustees regularly review the reserves required and reaffirmed the figure of £700k for 2021/22 which was achieved for most of the year. This was only possible because of the strength of the Balance Sheet, continuing prudent financial control and the action taken by Trustees, management and staff during the pandemic, but The Charlotte Straker Project ended the year in a sound financial position.

The 'free reserves' of the charity (defined as those unrestricted funds not designated for specific purposes or tied up in fixed assets) stood at £670k at the year end. The trustees are currently reviewing the policy and believe that it was previously more prudent than that required in a well-managed and governed entity.

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

As at 31st March 2022 the free reserves of the charity were maintained in line with the reserves policy, however, since the year end the Trustees have needed to draw on this 'rainy day' fund, in order to maintain cashflow. Although this means that reserves have dropped, the Trustees are convinced of the need to make use of these funds, as this is the very purpose for which they are held. Doing so has allowed the charity to weather the storm during the pandemic and has allowed the Trustees to continue to operate the charity and set in motion plans for a recovery. The Trustees are now working to rebuild those free reserves and hope that the current Fair Cost of Care review being undertaken by government will result in an improvement in our overall position.

Investments

Investment policy and objectives

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

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

Risk management

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

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

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

The Organisational Risk Register has had two predominant risks in the last 12 months – Pandemic and Cash positions – which as was said last year “spills out into the whole being of Charlotte Straker – risk to the Residents, Staff, the Community and eventually to the very existence of the Charity” In the early stages of the year because of Pandemic we had a significant number of empty rooms meaning loss of income. Later in the year demand for rooms picked up but the risk area was staffing – which is replicated nationally – in terms of significant vacancies resulting in us having to utilise extremely expensive Agency staff. This situation was still ongoing at the end of 2021/22 financial year.

The Covid Group was mentioned in this section last year – it continued to meet well into 21/22 either weekly or fortnightly to hear/understand/plan the immediate way forward. Whilst our Covid experience improved over the year (there were more minor Outbreaks over time) the Group is on permanent standby if required.

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

The Board of Trustees were all aware of financial challenges and contributed to discussions and plans for the Budget 2022/23 (concerns as a deficit budget was required to be set).

STRUCTURE GOVERNANCE AND MANAGEMENT

Governing document

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

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

Charity constitution

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

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

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

Mr D Barrie	(Appointed 15 June 2022)
Mr GM Black	
Lady AB Blackett	
Mr NE Braithwaite	
Dr W Cunningham	
Ms MA Gordon	
Ms B Groves	
Mr SM I'anson	(Resigned 15 June 2022)
Ms ME A Jones	
Ms MA Wagstaff	
Mr JR Whelan	
Mr PG Willey	
Mr P Wood	
Ms L Woodcock	
Mr Richard Dixon	(Resigned 15 September 2021)
Mr Gordon Parfitt	(Resigned 31 May 2021)
Mr MF Pottage	(Resigned 9 January 2022)

Recruitment and appointment of new trustees

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

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

In the year 2021/22 no new Trustees were appointed, Jamie Whelan who was appointed early 2021, took over the role of Treasurer upon retirement of the previous Treasurer (Gordon Parfitt) on 31st May 2021. Richard Dixon stood down from post of Trustee at September 21 AGM, Michael Pottage also stood down as Trustee March 22 – we thank them both for the huge contributions they have given to CSP and we are pleased to hear they will continue to support as volunteers.

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

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

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

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

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

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

Prior to the Pandemic a number of Trustees have attended Charity update seminars run by our Solicitors – Sintons LLP of Newcastle upon Tyne and other professional organisations. These events are designed to keep Trustees abreast of current thinking, developments and governance issues in the Charitable sector. Other organisations have offered remote training to support role of Trustees, a number of Trustees have attended 'What makes a good Board', 'Financial Awareness'. As course become available these will be offered to all Trustees.

Sintons also provide a quarterly update for each Executive Meeting detailing matters of interest/importance to Care Industry and this has been appropriate given all the extra considerations as a result of Covid. It is intended that they will be invited to an Executive meeting in 22/23 to update Trustees on general Care and Charity matters.

We plan to resume our "in person Away Day strategic meeting" to which all Trustees together with our solicitors, which as well as discussing strategy, provides a useful platform for Trustee updates.

Organisational structure

The Executive Committee (the Board of Trustees) meet every quarter. The meetings have had to take place via Zoom/ Teams due to space, to allow social distancing and some Trustees shielding. We held one meeting face to face however we used Corbridge First School hall which allowed us to be adequately socially distanced this hosted our AGM for September and also our Board Meeting. There were no outside attendees.

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

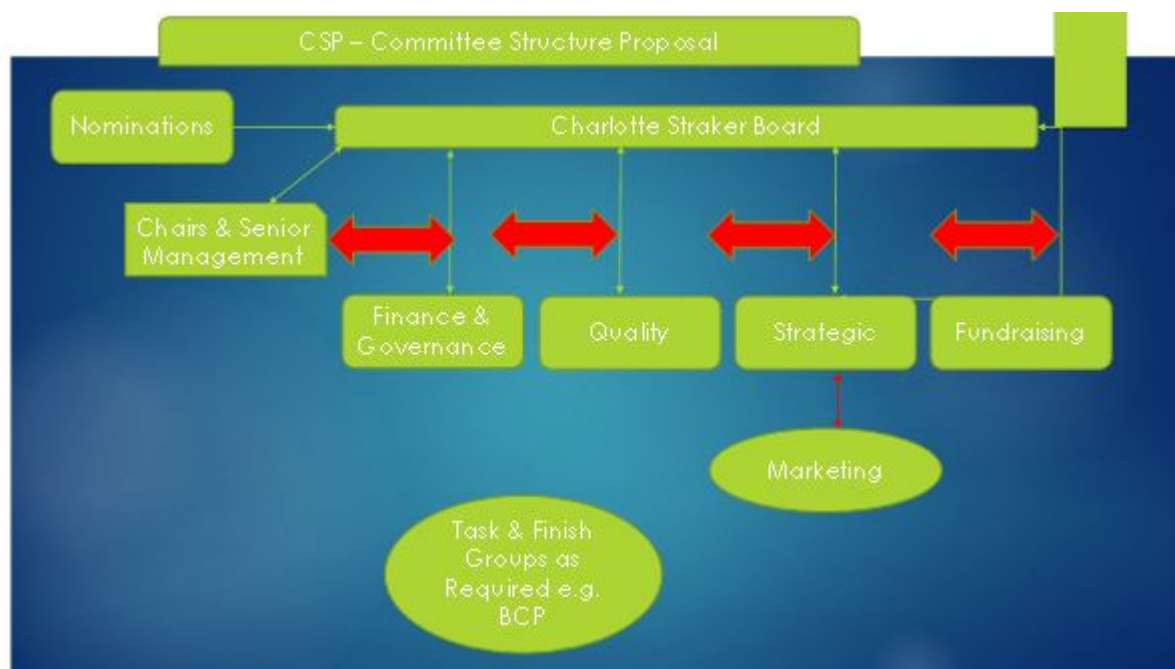
There is a:

- Chair
- Vice Chair
- Treasurer
- Company Secretary

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

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

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



This is a new Structure which was agreed by Trustees and inaugurated during 2021. The aim was to streamline the Organisation a little more, improve Communication and the business of conducting our Board Meetings. In connection with the streamlining of Board Meetings the new structure also introduced the Chairs and Senior Management Group which currently meets twice in between each Board Meeting. As implied the members are the Chairs of the five Board Committees/Chair/Vice Chair and operational Senior Management. The addition of the Registered Manager is important here in that she cannot only hear of the issues from Committee Chairs but also update them on operational issues within Charlotte Straker House but act as a conduit for Staff communication (both upwards and downwards).

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

Task and Finish Groups have continued to meet as necessary – the main focus in the period 2021/22 being the introduction of the new Care Plan system (Care Control) successfully achieved and will, in time produce further benefits relating to our Administration function. Additionally there has been work on our Business Continuity Plan. As is mentioned elsewhere in this Report our Covid group met weekly in the early part of the year, with the frequency decreasing as the Pandemic situation improved and subsequently meeting as and when required.

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

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

Senior management team

The current SMT structure consists of the Registered Manager, a Deputy Manager, and a Clinical Support Nurse. The structure of the SMT sees a split between the responsibilities of each post holder to then facilitate time for the Registered Manager to have oversight of the home alongside a managerial role. Focus for the next six months is on consolidation of roles and of a continued focus on recruitment and training.

Care North East

The Charlotte Straker Project is a member of a trade organisation, Care North East (CNE), which looks at the terms and conditions of the contractual arrangements with Northumberland County Council (NCC). We continue our membership of this organisation to ensure residents are adequately supported by NCC. A new 3 year contract, which was felt by CSP to be disadvantageous in part to Care Homes e.g. it did not truly reflect ongoing costs of the Pandemic, was signed in late April 2021. This contract contained a number of concessions by NCC. The annual uplift formula in the contract did not take into account the rapid rise in costs we encountered in 21/22 nor the need to employ expensive agency staff to fill gaps in our rota. We submitted evidence along with CNE to NCC of increased costs in December 2021 arguing that the uplift formula was too limited. Despite this process being one of the concessions made by NCC the submission by CNE and ourselves was rejected. However, CNE continue to press the issues of low residential care fees and the low level of funding of those awarded Continuing Healthcare Funding with NCC.

General Data Protection Regulation (GDPR)

The annual review of GDPR arrangements in all settings (offices, nurses' station, treatment rooms) within the organisation was undertaken by a trustee in December 2021. Restrictions in visiting as a result of the Pandemic meant that this was undertaken virtually by interviews with relevant staff and a video tour of office space and nurses' station. This process identified our progress in implementing GDPR, listing the current strengths and weaknesses of our arrangements. A report was then submitted, and action points approved by the Board of Trustees. The improvements in the storage and security of data were maintained from 2020. A need for training for new staff was identified and appropriate workshops will be delivered in-house.

Staff and training

The staff team at Charlotte Straker consists of:

- Housekeeping team
- Cooking and catering team
- Nursing and Care team
- Administration team

The last year has seen minimal changes in the staff team, in terms of leavers, as follows:

ROLE	NUMBERS OF LEAVERS	REASON FOR LEAVING
Senior Clinical Lead Nurse	1	Return to NHS.
Clinical Support Nurse	1	Unspecified
Care assistants (days)	1	Leaving social care sector.
Care assistants	2 (1 days, 1 nights) TOTAL 3	Moving to associated role in social care sector.
Care assistant (nights)	2 (1days, 1 nights) TOTAL 2	Change in role within organisation
Care assistant (nights)	1	Retirement

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

Clearly, recruitment of replacement staff has been a key aspect of business activity, and, to that end, we have seen several new members join the team at CSP. With recruitment now comes the requirement to both support and train newer team members to ensure a high standard of care delivery is maintained.

Staff Training

With the easing of restrictions through Covid-19, there is now a planned training programme with face-to-face training opportunities to ensure compliance in all areas, whilst we develop the core skills of the team. This enables us to re-visit core skills, ensuring standards of care across the service.

Key activity in training has been a focus on:

1. Senior Care Assistant training - Advanced Care Practitioner training with a current cohort of seven staff working to complete this course and two further staff members to commence with the next intake.
2. NVQ Care – Two staff working towards their NVQ in Care.
3. NVQ Catering – One staff member working towards NVQ in Catering.

Statement of trustees' responsibilities

The trustees, who are also the directors of The Charlotte Straker Project for the purpose of company law, are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company Law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charity and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that year.

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

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

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

Auditor

In accordance with the company's articles, a resolution proposing that RMT Accountants & Business Advisors Ltd be reappointed as auditor of the company will be put at a General Meeting.

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

Disclosure of information to auditor

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

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

**Ms B Groves
Trustee**

22 September 2022

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

Opinion

We have audited the financial statements of The Charlotte Straker Project (the 'charity') for the year ended 31 March 2022 which comprise the statement of financial activities, the balance sheet, the statement of cash flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2022 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

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

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

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

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

Matters on which we are required to report by exception

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

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

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the trustees' report and from the requirement to prepare a strategic report.

Responsibilities of trustees

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

Auditor's responsibilities for the audit of the financial statements

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

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

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

Capability of the audit in detecting irregularities, including fraud

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

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

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

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

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

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

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Mr Stephen Slater (Senior Statutory Auditor)
for and on behalf of RMT Accountants & Business Advisors Ltd
Statutory Auditor
Gosforth Park Avenue
Newcastle upon Tyne
NE12 8EG

Date: 22 September 2022

**THE CHARLOTTE STRAKER PROJECT
(A COMPANY LIMITED BY GUARANTEE)
STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31 MARCH 2022**

Current financial year

	Notes	Unrestricted funds 2022 £	Restricted funds 2022 £	Endowment funds 2022 £	Total 2022 £	Total 2021 £
<u>Income from:</u>						
Donations and legacies	3	70,779	250,582	-	321,361	282,375
Charitable activities	4	1,451,390	-	-	1,451,390	1,158,812
Other trading activities	5	6,509	-	-	6,509	3,860
Investments	6	4,087	-	-	4,087	6,069
Total income		1,532,765	250,582	-	1,783,347	1,451,116
<u>Expenditure on:</u>						
Raising funds	7	3,393	-	-	3,393	2,160
Charitable activities	8	1,621,367	226,177	-	1,847,544	1,616,830
Total expenditure		1,624,760	226,177	-	1,850,937	1,618,990
Net gains/(losses) on investments	12	2,535	-	502	3,037	59,530
Net movement in funds		(89,460)	24,405	502	(64,553)	(108,344)
Fund balances at 1 April 2021		1,225,308	4,800	5,684	1,235,792	1,344,136
Fund balances at 31 March 2022		1,135,848	29,205	6,186	1,171,239	1,235,792

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

All income and expenditure derive from continuing activities.

**THE CHARLOTTE STRAKER PROJECT
(A COMPANY LIMITED BY GUARANTEE)
STATEMENT OF FINANCIAL ACTIVITIES (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2022**

Prior financial year

		Unrestricted funds 2021 £	Restricted funds 2021 £	Endowment funds 2021 £	Total 2021 £
	Notes				
<u>Income from:</u>					
Donations and legacies	3	225,328	57,047	-	282,375
Charitable activities	4	1,158,812	-	-	1,158,812
Other trading activities	5	3,860	-	-	3,860
Investments	6	6,069	-	-	6,069
		<hr/>	<hr/>	<hr/>	<hr/>
Total income		1,394,069	57,047	-	1,451,116
		<hr/>	<hr/>	<hr/>	<hr/>
<u>Expenditure on:</u>					
Raising funds	7	2,160	-	-	2,160
Charitable activities	8	1,573,827	43,003	-	1,616,830
		<hr/>	<hr/>	<hr/>	<hr/>
Total expenditure		1,575,987	43,003	-	1,618,990
		<hr/>	<hr/>	<hr/>	<hr/>
Net gains/(losses) on investments	12	59,530	-	-	59,530
		<hr/>	<hr/>	<hr/>	<hr/>
Net (outgoing)/incoming resources before transfers		(122,388)	14,044	-	(108,344)
		<hr/>	<hr/>	<hr/>	<hr/>
Gross transfers between funds		9,333	(9,244)	(89)	-
		<hr/>	<hr/>	<hr/>	<hr/>
Net movement in funds		(113,055)	4,800	(89)	(108,344)
		<hr/>	<hr/>	<hr/>	<hr/>
Fund balances at 1 April 2020		1,338,363	-	5,773	1,344,136
		<hr/>	<hr/>	<hr/>	<hr/>
Fund balances at 31 March 2021		1,225,308	4,800	5,684	1,235,792
		<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>

**THE CHARLOTTE STRAKER PROJECT
(A COMPANY LIMITED BY GUARANTEE)
BALANCE SHEET
AS AT 31 MARCH 2022**

	Notes	2022		2021	
		£	£	£	£
Fixed assets					
Tangible assets	13		413,362		416,006
Investments	14		237,196		234,793
			650,558		650,799
Current assets					
Debtors	16	49,157		44,415	
Investments	17	8,824		6,450	
Cash at bank and in hand		599,902		602,677	
		657,883		653,542	
Creditors: amounts falling due within one year	18	(137,202)		(68,549)	
Net current assets			520,681		584,993
Total assets less current liabilities			1,171,239		1,235,792
Capital funds					
<u>Endowment funds</u>					
Expendable endowment	19	6,186		5,684	
			6,186		5,684
Income funds					
Restricted funds	20		29,205		4,800
Unrestricted funds	21		1,135,848		1,225,308
			1,171,239		1,235,792
			1,171,239		1,235,792

The financial statements were approved by the Trustees on 22 October 2022

Ms B Groves
Trustee

Mr JR Whelan
Trustee

Company registration number 02756650

**THE CHARLOTTE STRAKER PROJECT
(A COMPANY LIMITED BY GUARANTEE)
STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 MARCH 2022**

	Notes	2022 £	£	2021 £	£
Cash flows from operating activities					
Cash generated from/(absorbed by) operations	25		37,983		(63,333)
Investing activities					
Purchase of tangible fixed assets		(43,105)		(51,889)	
Proceeds from disposal of tangible fixed assets		-		263	
Purchase of investments		(12,446)		(8,795)	
Proceeds from disposal of investments		10,706		7,873	
Investment income received		4,087		6,069	
Net cash used in investing activities			(40,758)		(46,479)
Net cash used in financing activities			-		-
Net decrease in cash and cash equivalents			(2,775)		(109,812)
Cash and cash equivalents at beginning of year			602,677		712,489
Cash and cash equivalents at end of year			599,902		602,677

THE CHARLOTTE STRAKER PROJECT (A COMPANY LIMITED BY GUARANTEE) NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2022

1 Accounting policies

Charity information

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

1.1 Accounting convention

The financial statements have been prepared in accordance with the charity's governing document, the Companies Act 2006, FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" ("FRS 102") and the Charities SORP "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)" (effective 1 January 2019). The charity is a Public Benefit Entity as defined by FRS 102.

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

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

1.2 Going concern

At the time of approving the financial statements, the trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. Thus the trustees continue to adopt the going concern basis of accounting in preparing the financial statements. This includes taking into account the potential impact of COVID-19 to ensure that cashflow is positively managed and the impact to the charity's operations are mitigated. The Board has concluded that the going concern assumption is appropriate in preparing these financial statements.

1.3 Charitable funds

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

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

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

1.4 Income

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

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

**THE CHARLOTTE STRAKER PROJECT
(A COMPANY LIMITED BY GUARANTEE)
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2022**

1 Accounting policies (Continued)

1.5 Expenditure

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

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

1.6 Tangible fixed assets

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

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

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

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

1.7 Fixed asset investments

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

1.8 Impairment of fixed assets

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

1.9 Cash and cash equivalents

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

1.10 Financial instruments

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

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

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

**THE CHARLOTTE STRAKER PROJECT
(A COMPANY LIMITED BY GUARANTEE)
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2022**

1 Accounting policies

(Continued)

Basic financial assets

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

Basic financial liabilities

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

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

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

Derecognition of financial liabilities

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

1.11 Employee benefits

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

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

1.12 Retirement benefits

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

2 Critical accounting estimates and judgements

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

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

**THE CHARLOTTE STRAKER PROJECT
(A COMPANY LIMITED BY GUARANTEE)
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2022**

3 Donations and legacies

	Unrestricted funds 2022 £	Restricted funds 2022 £	Total Unrestricted funds 2022 £	Restricted funds 2021 £	Total 2021 £
Donations and gifts	26,918	-	26,918	69,872	79,116
Legacies receivable	32,090	-	32,090	-	-
Grants	11,771	250,582	262,353	155,456	203,259
	<u>70,779</u>	<u>250,582</u>	<u>321,361</u>	<u>225,328</u>	<u>282,375</u>
Grants receivable for core activities					
Community Foundation	5,000	82,823	87,823	78,234	83,034
Northumberland County Council	-	95,784	95,784	44,516	87,519
Workforce Grant	-	39,325	39,325	-	-
Garfield Weston Foundation	-	5,000	5,000	-	-
	-	5,000	5,000	-	-
The Joicey Trust	-	5,000	5,000	-	-
The Sir James Knott Trust	-	9,000	9,000	-	-
	-	3,000	3,000	-	-
The William Webster Charitable Trust	-	2,500	2,500	-	-
Other under £1,000	6,771	3,150	9,921	-	-
Other	-	-	-	32,706	32,706
	<u>11,771</u>	<u>250,582</u>	<u>262,353</u>	<u>155,456</u>	<u>203,259</u>

In March 2020 the Government introduced the Coronavirus Job Retention Scheme which allowed employers to put staff on temporary leave and reclaim between 60% to 80% of the employees' payroll costs. During the year to 31 March 2022 the charity claimed £6,271 (2021: £32,706)

4 Charitable activities

	Residential and nursing 2022 £	Residential and nursing 2021 £
Nursing and care	<u>1,451,390</u>	<u>1,158,812</u>

**THE CHARLOTTE STRAKER PROJECT
(A COMPANY LIMITED BY GUARANTEE)
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2022**

5 Other trading activities

	Unrestricted funds 2022 £	Unrestricted funds 2021 £
Fundraising events	6,391	3,860
Other income	118	-
	<u>6,509</u>	<u>3,860</u>

6 Investments

	Unrestricted funds 2022 £	Unrestricted funds 2021 £
Income from listed investments	3,752	3,820
Interest receivable	335	2,249
	<u>4,087</u>	<u>6,069</u>

7 Raising funds

	Unrestricted funds 2022 £	Unrestricted funds 2021 £
<u>Fundraising and publicity</u>		
Other fundraising costs	3,393	2,104
	<u> </u>	<u> </u>
<u>Trading costs</u>		
Other trading activities	-	56
	<u> </u>	<u> </u>
	<u>3,393</u>	<u>2,160</u>

**THE CHARLOTTE STRAKER PROJECT
(A COMPANY LIMITED BY GUARANTEE)
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2022**

8 Charitable activities

	Residential and nursing 2022 £	Residential and nursing 2021 £
Staff costs	1,199,202	1,184,435
Depreciation and impairment	45,749	45,685
Nursing and care	596,187	380,459
	<u>1,841,138</u>	<u>1,610,579</u>
Share of governance costs (see note 9)	6,406	6,251
	<u>1,847,544</u>	<u>1,616,830</u>
Analysis by fund		
Unrestricted funds	1,621,367	1,573,827
Restricted funds	226,177	43,003
	<u>1,847,544</u>	<u>1,616,830</u>

9 Support costs

	Governance costs £	2022 £	Governance costs £	2021 £
Audit fees	6,406	6,406	6,251	6,251
	<u>6,406</u>	<u>6,406</u>	<u>6,251</u>	<u>6,251</u>
Analysed between Charitable activities	<u>6,406</u>	<u>6,406</u>	<u>6,251</u>	<u>6,251</u>

Governance costs includes payments to the auditors of £6,406 (2021: £6,251) for audit fees.

10 Trustees

None of the trustees (or any persons connected with them) received any remuneration or benefits from the charity during the year (2021: none).

Trustees' expenses

There were no trustees' expenses paid for the year ended 31 March 2022 (2021: none)
Trustee indemnity insurance costs amounted to £4,272 (2021: £1,971) during the year.

**THE CHARLOTTE STRAKER PROJECT
(A COMPANY LIMITED BY GUARANTEE)
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2022**

11 Employees

The average monthly number of employees during the year was:

	2022	2021
	Number	Number
Administrative	5	5
Key management	3	3
Nursing and care staff	49	55
	<hr/>	<hr/>
Total	57	63
	<hr/> <hr/>	<hr/> <hr/>

Employment costs

	2022	2021
	£	£
Wages and salaries	1,119,736	1,088,657
Social security costs	55,272	69,501
Other pension costs	24,194	26,277
	<hr/>	<hr/>
	1,199,202	1,184,435
	<hr/> <hr/>	<hr/> <hr/>

The key management personnel of the charity comprise the manager, deputy manager and office manager. The total employee benefits of the key management personnel were £112,655 (2021: £84,553).

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

12 Net gains/(losses) on investments

	Unrestricted	Endowment	Total Unrestricted	
	funds	funds	funds	
	2022	2022	2022	2021
	£	£	£	£
Revaluation of investments	2,203	502	2,705	59,530
Gain/(loss) on sale of investments	332	-	332	-
	<hr/>	<hr/>	<hr/>	<hr/>
	2,535	502	3,037	59,530
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>

**THE CHARLOTTE STRAKER PROJECT
(A COMPANY LIMITED BY GUARANTEE)
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2022**

13 Tangible fixed assets

	Leasehold improvements	Fixtures and fittings	Computers	Total
	£	£	£	£
Cost				
At 1 April 2021	527,937	364,758	29,480	922,175
Additions	6,755	31,550	4,800	43,105
	<u>534,692</u>	<u>396,308</u>	<u>34,280</u>	<u>965,280</u>
At 31 March 2022				
	534,692	396,308	34,280	965,280
Depreciation and impairment				
At 1 April 2021	238,391	253,493	14,285	506,169
Depreciation charged in the year	16,054	24,187	5,508	45,749
	<u>254,445</u>	<u>277,680</u>	<u>19,793</u>	<u>551,918</u>
At 31 March 2022				
	254,445	277,680	19,793	551,918
Carrying amount				
At 31 March 2022	<u>280,247</u>	<u>118,628</u>	<u>14,487</u>	<u>413,362</u>
At 31 March 2021	<u>289,546</u>	<u>111,265</u>	<u>15,195</u>	<u>416,006</u>

14 Fixed asset investments

	Listed investments	Unlisted investments	Total
	£	£	£
Cost or valuation			
At 1 April 2021	229,120	5,673	234,793
Additions	12,446	-	12,446
Valuation changes	2,203	502	2,705
Disposals	(12,748)	-	(12,748)
	<u>231,021</u>	<u>6,175</u>	<u>237,196</u>
At 31 March 2022			
	231,021	6,175	237,196
Carrying amount			
At 31 March 2022	<u>231,021</u>	<u>6,175</u>	<u>237,196</u>
At 31 March 2021	<u>229,120</u>	<u>5,673</u>	<u>234,793</u>

15 Financial instruments

	2022	2021
	£	£
Carrying amount of financial assets		
Instruments measured at fair value through profit or loss	<u>239,845</u>	<u>235,570</u>

**THE CHARLOTTE STRAKER PROJECT
(A COMPANY LIMITED BY GUARANTEE)
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2022**

16 Debtors	2022	2021
	£	£
Amounts falling due within one year:		
Trade debtors	25,820	18,228
Other debtors	3,492	2,650
Prepayments and accrued income	19,845	23,537
	<u>49,157</u>	<u>44,415</u>
17 Current asset investments	2022	2021
	£	£
Unlisted investments	8,824	6,450
	<u>8,824</u>	<u>6,450</u>
18 Creditors: amounts falling due within one year	2022	2021
	£	£
Other taxation and social security	24,908	15,487
Trade creditors	66,797	29,256
Other creditors	30,379	7,594
Accruals and deferred income	15,118	16,212
	<u>137,202</u>	<u>68,549</u>

**THE CHARLOTTE STRAKER PROJECT
(A COMPANY LIMITED BY GUARANTEE)
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2022**

19 Endowment funds

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

	Movement in funds					Balance at 31 March 2022
	Balance at 1 April 2021	Incoming resources	Resources expended	Transfers	Revaluations gains and losses	
	£	£	£	£	£	£
EM Edwards Fund	5,684	-	-	-	502	6,186
	<u>5,684</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>502</u>	<u>6,186</u>
	<u><u>5,684</u></u>	<u><u>-</u></u>	<u><u>-</u></u>	<u><u>-</u></u>	<u><u>502</u></u>	<u><u>6,186</u></u>

	Movement in funds					Balance at 1 April 2021
	Balance at 1 April 2020	Incoming resources	Resources expended	Transfers	Revaluations gains and losses	
	£	£	£	£	£	£
EM Edwards Fund	5,773	-	(89)	-	-	5,684
	<u>5,773</u>	<u>-</u>	<u>(89)</u>	<u>-</u>	<u>-</u>	<u>5,684</u>
	<u><u>5,773</u></u>	<u><u>-</u></u>	<u><u>(89)</u></u>	<u><u>-</u></u>	<u><u>-</u></u>	<u><u>5,684</u></u>

EM Edwards Fund

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

**THE CHARLOTTE STRAKER PROJECT
(A COMPANY LIMITED BY GUARANTEE)
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2022**

20 Restricted funds

Current financial year

	Movement in funds					
	Balance at 1 April 2021	Incoming resources	Resources expended	Transfers	Revaluations, gains and losses	Balance at 31 March 2022
	£	£	£	£	£	£
Community Respite Bed Community Foundation	-	21,765	(21,515)	-	-	250
Staff Counselling Fund	4,800	-	(978)	-	-	3,822
NCC Infection Control	-	80,856	(80,856)	-	-	-
Workforce	-	39,325	(39,325)	-	-	-
Service hoists	-	2,500	-	-	-	2,500
Roland Cookson Fund @Community Foundation	-	81,808	(81,808)	-	-	-
Refurbishment fund	-	23,928	(1,295)	-	-	22,633
Queens Platinum Jubilee Fund	-	400	(400)	-	-	-
	<u>4,800</u>	<u>250,582</u>	<u>(226,177)</u>	<u>-</u>	<u>-</u>	<u>29,205</u>

Prior financial year

	Movement in funds					
	Balance at 1 April 2020	Incoming resources	Resources expended	Transfers	Revaluations, gains and losses	Balance at 1 April 2021
	£	£	£	£	£	£
Community Respite Bed Community Foundation	-	9,244	-	(9,244)	-	-
Staff Counselling Fund	-	4,800	-	-	-	4,800
NCC Infection Control	-	43,003	(43,003)	-	-	-
	<u>-</u>	<u>57,047</u>	<u>(43,003)</u>	<u>(9,244)</u>	<u>-</u>	<u>4,800</u>

Community Foundation Staff Counselling Fund

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

Refurbishment fund

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

**THE CHARLOTTE STRAKER PROJECT
(A COMPANY LIMITED BY GUARANTEE)
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2022**

21 Unrestricted funds

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

Current financial year

	Movement in funds					Balance at 31 March 2022
	Balance at 1 April 2021	Incoming resources	Resources expended	Transfers	Revaluations, gains and losses	
	£	£	£	£	£	£
General fund	1,203,662	1,523,153	(1,595,390)	(69,129)	2,535	1,064,831
Community Respite Bed	20,399	5,500	(26,963)	51,641	-	50,577
Capital Asset Fund	1,247	-	(249)	-	-	998
Refurbishment fund	-	272	(2,158)	17,488	-	15,602
Garden Project	-	3,837	-	-	-	3,837
	<u>1,225,308</u>	<u>1,532,762</u>	<u>(1,624,760)</u>	<u>-</u>	<u>2,535</u>	<u>1,135,845</u>

Prior financial year

	Movement in funds					Balance at 1 April 2021
	Balance at 1 April 2020	Incoming resources	Resources expended	Transfers	Revaluations, gains and losses	
	£	£	£	£	£	£
General fund	1,309,213	1,394,069	(1,575,675)	16,525	59,530	1,203,662
Community Respite Bed	27,591	-	-	(7,192)	-	20,399
Capital Asset Fund	1,559	-	(312)	-	-	1,247
	<u>1,338,363</u>	<u>1,394,069</u>	<u>(1,575,987)</u>	<u>9,333</u>	<u>59,530</u>	<u>1,225,308</u>

The Community Foundation

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

Capital Asset Fund

This fund was set up in 2018 to represent the net book value of garden furniture purchased through restricted funding for Tesco Bags of Help. It is being reduced each year inline with the charity's depreciation policy.

Community Respite Bed

In a prior year the trustees designated £50,000 of general unrestricted funds to the Community Respite Bed, monies which will be used to develop and support this service. The balance brought forward in this fund was £20,399 and further amounts have been added in the year resulting in a designated balance carried forward of £50,577.

**THE CHARLOTTE STRAKER PROJECT
(A COMPANY LIMITED BY GUARANTEE)
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2022**

21 Unrestricted funds

(Continued)

Transfers between funds

Transfers between funds comprise the release unrestricted funds to the Community Respite Bed fund and the Refurbishment fund.

22 Analysis of net assets between funds

Current financial year

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

Prior financial year

	Unrestricted funds 2021 £	Restricted funds 2021 £	Endowment funds 2021 £	Total 2021 £
Fund balances at 31 March 2021 are represented by:				
Tangible assets	416,006	-	-	416,006
Investments	234,793	-	-	234,793
Current assets/(liabilities)	574,509	4,800	5,684	584,993
	<u>1,225,308</u>	<u>4,800</u>	<u>5,684</u>	<u>1,235,792</u>

**THE CHARLOTTE STRAKER PROJECT
(A COMPANY LIMITED BY GUARANTEE)
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2022**

23 Other Financial Commitments

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

During the year ended March 2011 the charity paid Home Group Limited £110,400 in relation to finance charges in advance of the next 11 years. Each year a proportion of the advance payment accounting to £10,036 is allocated to the financial activities on a straight line basis. At the end of 31 March 2022 the provision for advanced finance charges has been fully released to the statement of financial activities.

	2022	2021
	£	£
Service charges	19,622	19,115
Property charges	82,494	81,955
Finance charges	10,036	10,036

24 Related party transactions

There were no disclosable related party transactions during the year (2021 - none).

25 Cash generated from operations

	2022	2021
	£	£
Deficit for the year	(64,553)	(108,344)
Adjustments for:		
Investment income recognised in statement of financial activities	(4,087)	(6,069)
Gain on disposal of investments	(332)	-
Fair value gains and losses on investments	(2,705)	(59,530)
Depreciation and impairment of tangible fixed assets	45,749	45,685
Movements in working capital:		
Movement on current asset investment	-	61,067
(Increase) in debtors	(4,742)	(6,606)
Increase in creditors	68,653	10,464
Cash generated from/(absorbed by) operations	37,983	(63,333)

26 Analysis of changes in net funds

The charity had no debt during the year.

**THE CHARLOTTE STRAKER PROJECT
(A COMPANY LIMITED BY GUARANTEE)
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2022**

Detailed statement of financial activities

	2022	2021
	£	£
Donations and legacies		
Donations	26,918	79,116
Legacies	32,090	-
Grants	262,353	203,259
	<hr/>	<hr/>
	321,361	282,375
Other trading activities		
Fundraising events	6,391	3,860
Other income	118	-
	<hr/>	<hr/>
	6,509	3,860
Investment income		
Other investment income	3,752	3,820
Deposit account interest	335	2,249
	<hr/>	<hr/>
	4,087	6,069
Charitable activities		
Nursing and care	1,374,771	1,135,282
Bungalow rental income	76,619	71,536
	<hr/>	<hr/>
	1,451,390	1,206,818
Total incoming resources	<hr/>	<hr/>
	1,783,347	1,499,122
Raising donations and legacies		
Fundraising costs	3,393	2,104
Other trading activities		
Bad debts	-	56
Charitable activities		
Consumables	33,719	36,666
Catering costs	63,265	59,289
Shortfall	115,956	48,006
Wages	1,119,736	1,088,658
Social security	55,272	69,501
Pensions	24,194	26,277
Hire of plant and machinery	9,487	3,962
Rates and water	8,127	10,022
Insurance	25,016	18,929
Light and heat	35,836	35,192
Telephone	2,972	5,040
Other office costs	6,015	7,625
Advertising	10,234	5,369
Repairs and maintenance	71,677	38,868
	<hr/>	<hr/>
Carried forward	1,584,899	1,455,564

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**THE CHARLOTTE STRAKER PROJECT
(A COMPANY LIMITED BY GUARANTEE)
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2022**

Detailed statement of financial activities	(Continued)	
Brought forward	1,584,899	1,455,564
Motor vehicle expense	1,440	1,255
H.G.L maintenance charges	82,494	81,955
H.G.L major repairs provision	19,622	19,115
H.G.L finance charges	10,036	10,036
Registration fees	5,668	5,666
Legal and professional fees	12,223	11,105
COVID-19 costs	82,242	30,294
Auditors remuneration	6,406	6,251
Depreciation charge - improvements to property	16,054	15,994
Depreciation charge - fixtures and fittings	24,187	24,340
Depreciation charge - computer equipment	5,508	5,351
Bank interest	158	70
	<hr/>	<hr/>
Total resources expended	1,850,937	1,666,996
	<hr/>	<hr/>
Net (expenditure)/income before gains and losses	(67,590)	(167,874)
Realised recognised gains and losses		
Realised gains/(losses) on fixed asset investments	3,037	59,530
	<hr/>	<hr/>
Net (expenditure)/income	<u>(64,553)</u>	<u>(108,344)</u>

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