

**Care Alliance Ireland**  
**A Company Limited by Guarantee**  
**and not having a Share Capital**  
**Directors' Report and Financial Statements**  
**for the year ended 31 December 2019**

**Registered Company Number: 461315**  
**CHY Number: 14644**  
**Charity Registration No.: 20048303**

**84 Northumberland Road**  
**Ballsbridge**  
**Dublin 4**

**Duignan Carthy O'Neill Limited**  
**Chartered Accountants**  
**Registered Auditors**

## Care Alliance Ireland

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# **Legal and Administration Details**

The Directors who served during the year were as follows:

Donal McKenna  
Fergus O'Rourke (resigned 11<sup>th</sup> February 2020)  
Deirdre Shanagher  
Rosemary Daynes  
Ann Walsh  
Phil Dunne  
Hazel Mulligan  
Annie Dillon (resigned 17<sup>th</sup> September 2019)  
Barbara Barrett  
Martin Ryan (appointed 17<sup>th</sup> September 2019)  
Laura Reid (appointed 17<sup>th</sup> September 2019)

## **COMPANY SECRETARY**

Rosemary Daynes  
(resigned 21<sup>st</sup> November 2019)  
Barbara Barrett (appointed 21<sup>st</sup> November 2019)

## **REGISTERED OFFICE**

Care Alliance Ireland  
Coleraine House  
Coleraine Street  
Dublin 7

## **EXECUTIVE DIRECTOR**

Liam O'Sullivan

## **BOARD COMMITTEES**

Fergus O'Rourke (Chair, Audit and Risk Committee)

Donal McKenna (Audit and Risk Committee)

Hazel Mulligan (Audit and Risk Committee)

Martin Ryan (Audit and Risk Committee [appointed 19<sup>th</sup> November 2019])

Deirdre Shanagher (Chair, Research Committee)

Annie Dillon (Research Committee [resigned 19<sup>th</sup> November 2019])

Laura Reid (Research Committee [appointed 19<sup>th</sup> November 2019])

(The Strategic Plan Committee was disbanded in March 2019. Its members were Donal McKenna, Rosemary Daynes and Phil Dunne.)

<b>REGISTERED COMPANY NUMBER</b>	461315
<b>CHY NUMBER</b>	14644
<b>CHARITY REGISTRATION NO</b>	20048303

## **INDEPENDENT AUDITORS**

Duignan Carthy O'Neill Limited Chartered Accountants  
Registered Auditors  
84 Northumberland Road  
Dublin 4

## **PRINCIPAL BANKERS**

Allied Irish Bank  
Capel Street  
Dublin 1

## **SOLICITORS**

None Appointed

## **Chairperson's Statement**

On behalf of the Board of Directors it gives me great pleasure to present this Chairperson's Statement. 2019 saw continued development in the activities of Care Alliance Ireland. We are honoured and delighted to continue to support the organisations around the country who assist Ireland's 391,260 family carers. We also continue to support researchers, students, the media and the general public through our resource booklets and thought-provoking publications in relation to family caring. In 2019 we made a large number of submissions to a range of relevant bodies, and continued to drive forward a progressive research and policy agenda in collaboration with others. Our three websites continue to be a source of information for those involved either in caring or in supporting such carers.

In 2019 we worked with 11 partners on the 13<sup>th</sup> Annual Carers Week and we welcomed a new member to our alliance, Ballyfermot Star.

2019 was not without its challenges; our exciting new Friendsourcing Project ended early. While the project has been an immensely valuable experience and the collaboration fantastic, the intervention itself remains on hold due to contestable data protection issues. In 2020, we will work with others to seek a resolution to these challenges.

We continued to operate to a very high governance standard and this year decided to offer support in this area to some of our smaller members.

In October, we published a report detailing the numbers of family carers in Ireland, now approaching one in ten adults. Two new infographics relating to our organisation and on caring in Ireland were also published.

We acknowledge and are grateful for the funding that we receive from the government, which supports our continued work in policy, research, advocacy and training.

2020 has brought a new government with new commitments to supporting family carers. We look forward to both working with and challenging this new administration.

In 2020 we will build on the successes of 2019 and look forward to serving the needs of carers and the organisations who support them in the value they create in our

communities and for our neighbours and loved ones. I would like to thank each of our member organisations for their support and feedback and I look forward to meeting more of them in the coming year. Finally, I would like to thank my wonderful fellow board members and the brilliant staff of Care Alliance for their all-round professionalism and dedication.

*Donal McKenna, Chairperson*

*April 2020*

# **Directors' Report**

The Directors present their annual report together with the audited financial statements of Care Alliance Ireland for the year ended 31<sup>st</sup> December 2019. The Directors confirm that the annual report and financial statements comply with the current statutory requirements, the requirements of our governing documents and the provisions of the Statement of Recommended Practice (SORP) 'Accounting and Reporting by Charities' (FRS 102)

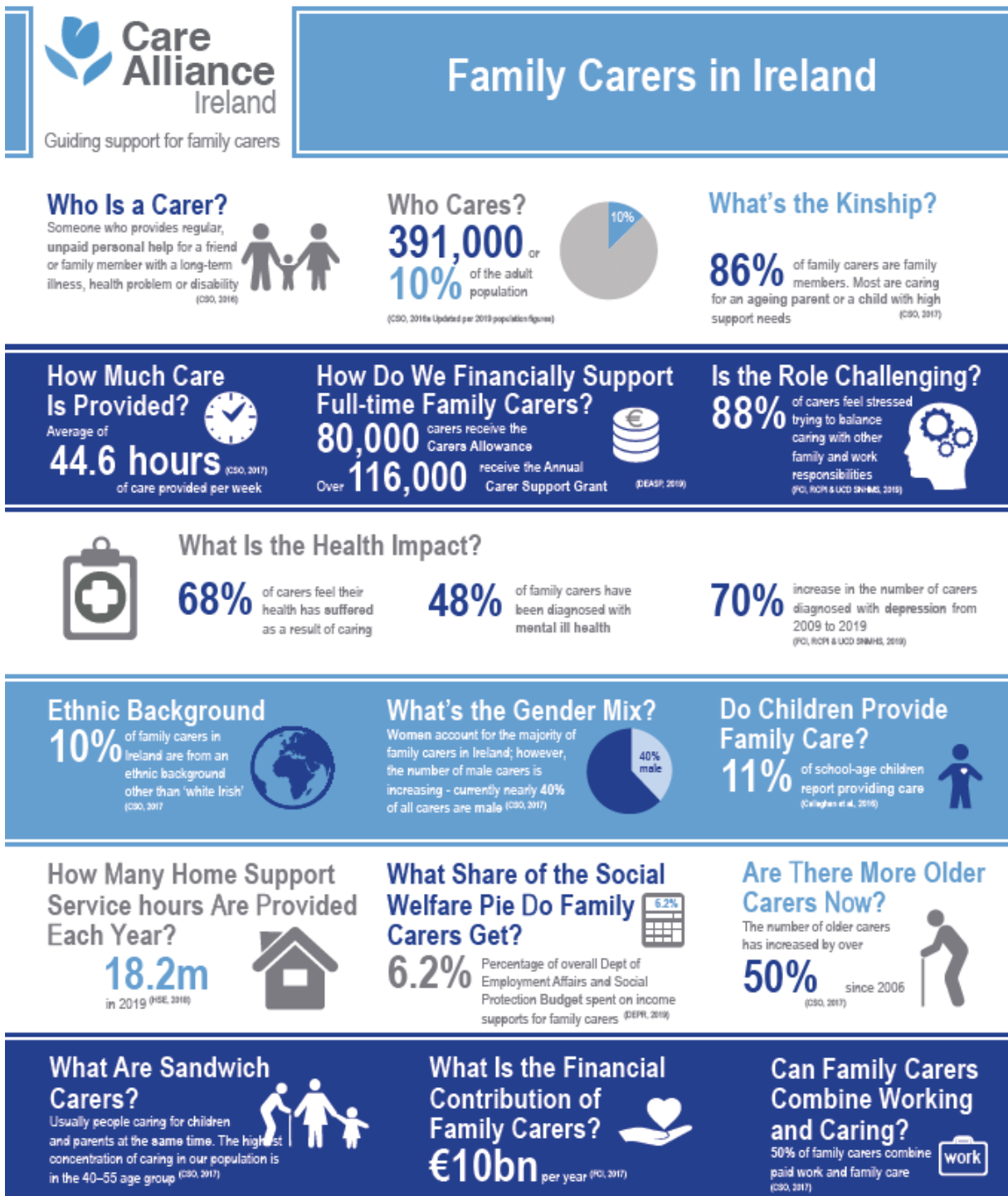
## **Our Origins**

Care Alliance Ireland was set up in 1995 by a small number of organisations who felt that the voice of the family carer was insufficiently articulated by existing condition-specific organisations. Over the years we have carved out our niche, increased the number and depth of our membership, and pioneered a number of initiatives in the area of research, online carer support and carer awareness events. We are now a go-to organisation for many government departments, researchers and not-for-profit organisations interested in family carer issues.

## **Our Stakeholders and Service Users**

Our primary audience is our 92 member organisations. In addition, we seek to inform and influence researchers, policy makers and the general public. Success for us is when our member organisations excel at supporting family carers; when statutory health and social care agencies do the same; when carer support interventions are accessible, of high quality and impactful; when carer support practice is informed by robust research evidence; and when family carers are supported financially and otherwise as partners in care.

# The Context of Family Carers in Ireland in 2019



## Why We Exist

**Vision:** That the role of Family Carers is fully recognised and valued by society in Ireland.

**Mission Statement:** Care Alliance Ireland exists to enhance the quality of life for Family Carers. We achieve this by supporting our member organisations in their direct work with Family Carers through the provision of information, developing research and policy, sharing resources, and instigating opportunities for collaboration.

The main objective of Care Alliance Ireland as set out in our Constitution is to provide support, education, training and research and to disseminate information to community, charitable and voluntary organisations that currently support or are seeking to support family carers. The Constitution also sets out a number of supporting objectives: to coordinate a national network of charitable organisations supporting family carers; to support organisations in their direct work of supporting family carers all over Ireland; to carry out research relating to family carers; to promote interagency collaboration; to make use of social media fora to engage with and support family carers and those who support them.

We endeavour to reflect the core values of professionalism, transparency, collaboration and integrity in all our activities. We pay particular attention to the quality of our publications and how we communicate externally to our stakeholders, and we are committed to full transparency in our operations and governance.

## Achievements and Performance in 2019

We estimate there to be 391,260 family carers in the Republic of Ireland. Family carer support is provided by a number of organisations, including those dedicated solely to carer support and others who support carers as part of their suite of services to individuals with specific conditions and their families.

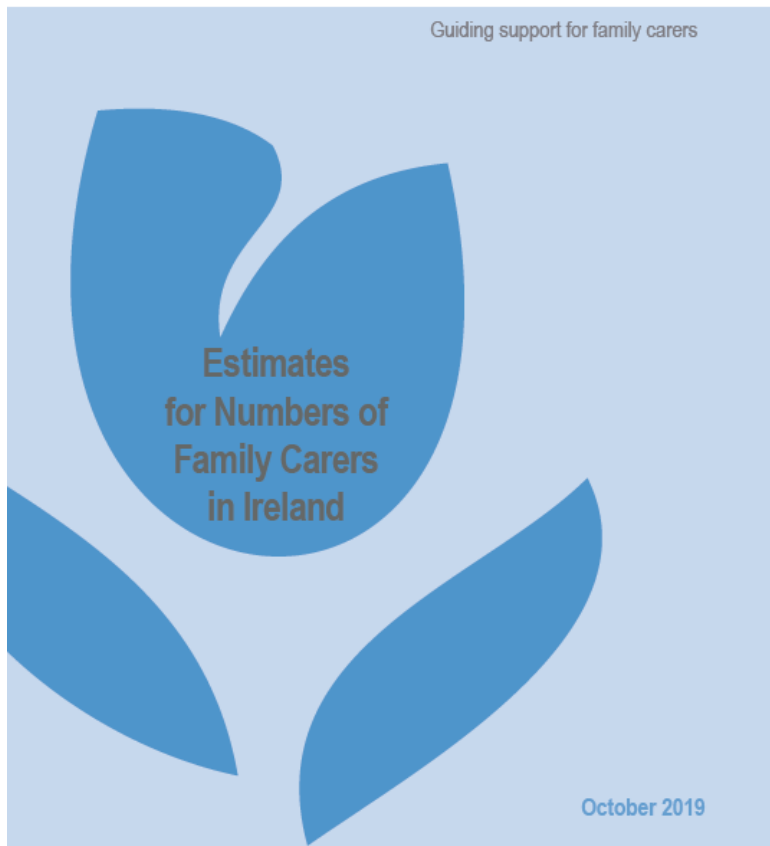
Family caring is a key aspect of social capital. With an ageing population profile together with increased life expectancy and medical advances, the need for family carers and for organisations that support them will continue to increase into the future.

2019 was another successful and impactful year for Care Alliance Ireland. Our activities and annual work plan are informed by our Strategic Plan (2019–2024) which was approved by our Board of Directors in March 2019, following consultation with members and other stakeholders.

An annual work plan was prepared and approved by the Board. In 2019 we deliberately did not explicitly identify organisational KPIs and focused on a more qualitative approach to impact and outputs. Unfortunately, funders continue to mandate a quantitative/outputs approach to reporting, and we continue to negotiate with them in this regard. We do acknowledge the challenges in measuring outcomes. Key Performance Indicators (KPIs) are only one measurement tool and this is why for several years we have been making use of written feedback from a range of stakeholders to document how our work makes a difference.

Having said this, we did exceed our general 'quantitative' goals in the areas of submissions, unique users to our three websites, seminars, international collaboration and social media reach. We did not reach some of our goals in the areas of publications, additional funding, balancing our budget, growth in our listserv/database and new applications for membership.

For 2020, we are confident of delivering a solid number of discussion papers and high-quality submissions and of developing new collaborations. We also look forward to applying for new project funds under the Dormant Account Funds – Carers Measure 2020.



Due entirely to the early ending of a significant project (Friendsourcing) we report a modest deficit in 2019. This demonstrates the financial vulnerability of a small not-for-profit organisation, particularly in the absence of material levels of unrestricted funding and/or public fundraising activities. Clearly, increasing the level of our reserves will remain challenging in spite of the strong economic conditions that prevail.

As we have said in previous annual reports, collaboration can be time consuming and challenging to do well. In particular as a small not-for-profit, it can be difficult to persuade others of the benefits of such collaboration. Care Alliance Ireland continues to believe passionately in meaningful collaboration and will continue to engage with a wide

range of stakeholders. We seek to engage with partners by focusing on relationship and trust building and by seeking to demonstrate added value in all that we do.

During 2019 we reached more people than ever, through: our coordination of the 13<sup>th</sup> National Carers Week; our 11 submissions to a range of state bodies; the publication of a number of documents and reports; our assessment of HSE quarterly performance reports; our quarterly newsletters; the presentation of seven papers at conferences/seminars; the publication of two new infographics; participation in eight separate collaborative fora; our work with colleagues across Europe and beyond to improve fledgling national carers movements; and through being innovative and ambitious in our use of social media platforms.



*The 13th National Carers Week took place from 10 to 16 June 2019*

We continued our work with four leading third-level institutions and developed new relationships with others. We are continuing to see real positive developments in how family carer research is commissioned, practised and disseminated.

In 2019 rather than applying for the Good Governance Awards, which we have won three years in a row, we decided to offer governance support to some of our small member organisations. We do plan to participate in the awards in 2020.

Budget 2020 was a disappointment at some level as there was minimal enhanced income support provided for carers. The most welcome and impactful change in Budget 2020 for many family carers is likely to be the increase in the hours that can be worked while potentially remaining eligible for Carer's Allowance/Carer's Benefit/Carer Support Grant. This is being increased from 15 hours per week to 18.5 hours per week, at an estimated annual cost of €11.6m. This is estimated to benefit 1,200 carers.

We also welcomed a significant (€52m) increase in resources for home care support, which, after allowing for general increases in costs, will also allow for an additional one million hours of additional home care. This should have some effect on the size of waiting lists and the duration of waiting periods, and begin to address the 4 million deficit in home care hours identified in our 2018 report on home care. Some modest new initiatives in dementia services, mental health services and disability services are also welcome.

Following on from our securing of nominating rights to Seanad Éireann in 2017, in 2019 we again used this position to engage more with Senators. A general election in early 2020 promises new progressive developments for family carers. Time will tell if they are delivered.

We now report in greater detail on how we achieved our objectives, with reference to our five priorities as outlined in our Strategic Plan (2019–2024).

## **1. Work with member organisations and other stakeholders**

In all our interactions with our members we seek to support and encourage them to be more focused on delivering quality interventions for the family carers they work with. We did this in 2019 by having conversations with them; sharing the latest relevant

research reports; and seeking to collaborate with them on specific projects. In 2019 a number of members contacted us seeking support and or guidance with carer-specific challenges and/or ideas. Members appear to be using online methods more and more in their work, notwithstanding the emerging data protection concerns.

### ***Stakeholder Feedback***

In response to the distribution of one of our publications on an international listserv of those with an interest in family carer research:

*"Pleased to be able to promote the excellent work you are doing."*

***Mary Larkin, Senior Lecturer, Open University***

Our innovative online peer support Friendsourcing Project encountered significant data protection challenges as it progressed in 2019. We took the decision to end the project in August following feedback from the Data Protection Commission (DPC). An alternative project proposal submitted was not accepted by funders. We have a concern that an overly restrictive interpretation by the DPC of the definition of data subjects may have a negative impact on the delivery of innovative online family carer support initiatives. We are concerned that the increased resources now required to conduct data protection impact assessments prior to undertaking primary research will have a disproportionate impact on small not-for-profit organisations. In 2020 we will bring together the key health and social care agencies with an interest in this area to discuss how to appropriately manage the issue of data protection without loss of the opportunity to use innovative online interventions into the future.

We revamped our website to bring more clarity about our work to our stakeholders. We created a short video outlining the main features of the website.

We re-established some old connections with relevant organisations that had weakened in recent times.

Our work in the #InvestInHomeCare campaign arguably had the greatest impact in terms of enhanced public resourcing for home care.

In October we delivered a virtual carer café on Facebook Live, focusing on how to access home care supports.

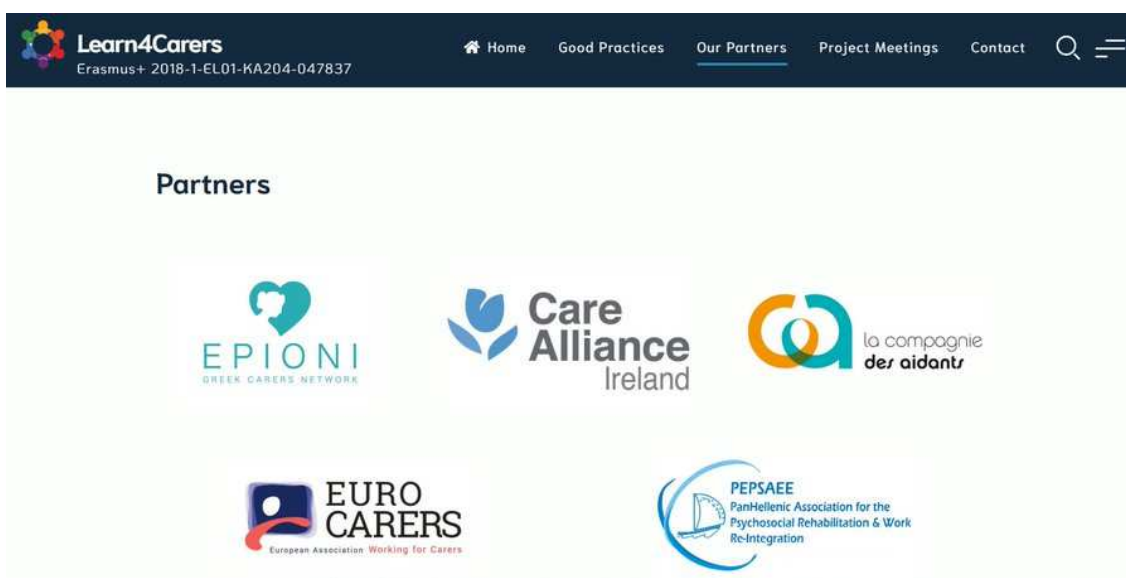
## Stakeholder Feedback

*"Congratulations on your inaugural virtual café – it is a really good idea to provide advice to those who find it difficult to get to public meetings, and can be streamed by people who want to access the info at the later stage."*

**Michael Wright, Director of Public Affairs, Home Instead**

In 2019 we remained active internationally, most significantly through our Executive Director's role as Honorary Treasurer with the International Alliance of Carer Organizations (IACO). We also attended meetings of Eurocarers and provided input to a number of their submissions to key European institutions.

We believe that we have a role to play in supporting the development of the carers movement internationally, and we give modest but specific support and encouragement to emerging carers organisations in other countries. In 2019 this took the form of participating in a small European knowledge-exchange project called Learn4Carers.



## 2. Bring cohesion to the family carer sector

In 2019 a number of our member organisations delivered new and enhanced carer support projects, thanks to funding from Dormant Accounts funds. We are using this

opportunity to engage with them at a deeper level including securing new representation from them on our Board of Directors.

There were few new national policy documents published in 2019. It is now clear that rather than a refreshed carers' strategy, we will likely see a new Social Care strategy that will encompass a number of existing health and social care strategies. This may be a good result, with the possibility that a more cohesive policy direction will emerge.

The ongoing delay in the use of Carer Needs Assessments is of concern. So too is the slow progress in the area of regulation of home care.

We are heartened by the high level of public coverage that carer stories get across the media. We play a role in this by encouraging and supporting a number of articulate carer advocates to voice their experiences in the media and at other fora. We are grateful for the effort and time they as volunteers put into this important work.

We are disappointed with the small number of applications we received for membership in 2019. In early 2020 we began a new membership development initiative and we already have a number of new members joining our alliance.

We continued to deliver on our representative function in a number of ways in 2019, most significantly through our pre-Budget submissions to government, participation in a number of representative fora (for example, the HSE-led National Patients Forum) and policy-related submissions (for example, the cost of disability and care, national patient safety strategy, dementia research prioritisation strategy).

### ***Stakeholder Feedback***

In response to our providing feedback about the SafeMeds campaign led by the HSE:

*"Thank you for taking the time to review the material we sent you. We value your time and appreciate your interest in the Know, Check, Ask campaign. The timing of your feedback is ideal because over the next couple of weeks we will be reviewing and updating the website. At our team meeting next Tuesday, I'll also highlight your feedback in relation to the medicines list."*

***Caroline Lennon-Nally, Quality Improvement Adviser***

Active engagement by our members on our submissions and policy documents remains low. Funders are extremely reluctant to resource policy and research personnel, preferring to fund direct services to clients. There is some evidence in recent months however that more of our members are taking a more active approach to research and policy work and we look forward to seeing this progress in 2020.

We produced four newsletters in 2019; however, readership levels are not what we want them to be. This may be inevitable as the range of online information sources continues to proliferate.

The 13th National Carers Week (2019) took place from 10 to 16 June and again proved a successful event. This annual event has now matured, with a large and growing group of partners, supporters and event organisers, together with consistently high levels of media coverage through all media fora. In 2019 we invested more in merchandise, which was distributed to family carers across Ireland. We also supported the distribution of almost 1,000 *Helping you Care* Irish Red Cross Handbooks. This year we used online competitions to ensure that large numbers of family carers who did not take part in face-to-face events got complimentary merchandise. We also hosted a live virtual carer café through Facebook.

### **Stakeholder Feedback**

*"WOW, I'm just in the door and so impressed and happy with my post from you. It was my lucky day last week when I found a bit of time (and broadband connectivity) to watch your virtual coffee morning. Thank you so much for the gifts and the Red Cross book looks brilliant, I can't wait to read it. And your lovely card, it's amazing the boost that a little 'thank you' can give. As a carer (and working 14hrs pw), time is my enemy, it's hard to find enough time for everything. Normally I'd look up stuff, and be on the ball with things but I never got to check out the supports available for carers. My eyes have been opened to options, and I just have to find the time to look up more info. That is all thanks to you both. With sincere thanks and best wishes to you both and continued success in your roles. Thank you."*

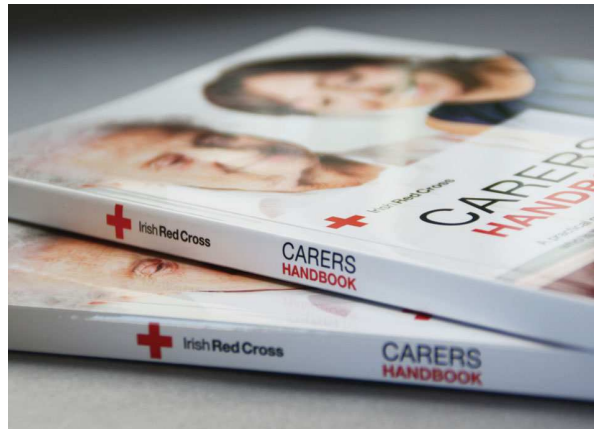
**Family carer**



*National Carers Week partners in 2019*

In addition, during Carers Week we launched a research report on family carers' use of online supports.

As part of the week, our social media activities remained strong, primarily through the NationalCarersWeek Facebook page that we manage. Twitter also became more relevant for the project this year. The Facebook page continued to be one of the most active Facebook pages within the NGO sector in Ireland. By late May we had surpassed 20,000 followers, with over 18,000 engagements, and a reach of over 197,000 during the peak 28-day period. Specifically, on 10<sup>th</sup> June, the launch day for Carers Week 2019, one competition had a reach of over 27,000 and over 41,000 impressions. Mindful of the limitations of engaging people through social media, we nonetheless believe it to be an effective and very efficient way of offering occasional support, information and at times inspiration to Ireland's family carers – throughout the year. We are delighted to report that modest once-off funding for Carers Week 2020 has been secured from a philanthropic source.



*Carers Week merchandise in 2019*

### **Stakeholder Feedback on Carers Week**

*"We held an event for Carer Advocates to mark Carers Week. Next year we hope to build on this and the number of carers who engage with our organisation."*

*"The IRC Booklet, Battery pack and travel mug were great additions to this year's Carers Week"*

*"I think all of the team at Care Alliance were exceptionally professional, hugely supportive and very dedicated in their roles for Carers Week 2019. For a team of three, the significant workload was achieved without fault. The team were incredibly supportive of our Carer Advocate event and very giving of their time. It was a pleasure to work with them."*

*"FCI are fully behind Carers Week and feel it is a great way to recognise the work that family carers do on a daily basis."*

### 3. Provide up-to-date relevant information

In collaboration with University College Dublin (UCD), we completed the Health Research Board (HRB)-funded research on dementia caregiver resilience and published a number of reports on the project.

Our analysis of carer statistics, published in October, was well received. We identified 391,260 family carers using the latest CSO population data. We look forward to new official carer prevalence data emerging in late 2020.

We continued to update our research depository through the Wakelet platform.



[View Collection](#)

#### Practice with Family Carers

6 items



#### Family Carers in the news

60 items



#### Disability & Family Care

12 items



#### Intl. Family Carer research

58 items



#### Family Carers- Irish Policy

12 items



#### Irish Family Carer Research

26 items



#### Home Care in Ireland

36 items

In 2019, our staff published in a number of peer-reviewed journals including the *Journal of Aging and Health* and the *Journal of Technology in Human Services*. In June our Policy and Research Officer was awarded a 'Research Contribution to Practice' prize by the Irish Association of Social Workers.

We notice that our organisation's publications are being increasingly referenced. We are also increasingly being invited to consult on various policy initiatives and reviews.

The number of downloads from our three websites remained high in 2019. The most popular downloads were:

<b>Title/Resource</b>	<b>No. of Downloads</b>
Online Resources: What Family Carers Think	917
Department of Social Protection payments for family carers (List of Payments)	660
Family Caring in Ireland (2015 Overview Report)	559
The Way Ahead (Booklet for former carers)	517
Family Caring in Ireland (2013 Overview Report)	487
Trends in Family Caring in Ireland in 2017	416
Defining Carers	366
Rural Caring in Ireland	364
Disability and Family Carer Policy – Challenges and Responses	335
2019 Conference Call for Papers	330

New collaborations in 2019 included a joint application with University College Cork to develop the work of our Family Carer Research Group, including greater involvement by current and former family carers.

With the support of HRB funding, in November we organised a now bi-ennial family carer research conference in collaboration with UCD. Involving family carers, early stage researchers, practitioners and others, this event has become a major focal point for emerging research and practice. The presentations delivered at the conference are available to listen to on our website.

## **Stakeholder Feedback**

*"I very much enjoyed the conference. I especially enjoyed the piece given by the carer Aisling. She really spoke from her heart and I related completely with all she said."*

**Family Carer**

*"Thank you so much for all the work you put into yesterday's seminar, everything was perfect."*

**Marita O'Brien, Consultant**



*Speakers and participants at the Care Alliance Ireland Research Conference, November 2019*

Throughout the year we continued to manage a large and growing Facebook following on our NationalCarersWeek Facebook page. This following has grown from approximately 4,500 in early 2014 to over 20,000 currently. We constantly review this activity to ensure that it is in keeping with our core principles.

We have an active Twitter account (@CareAllianceIrl); we have tweeted over 4,800 times, have over 2,000 followers, and monthly impressions regularly exceeded 50,000

as the year progressed. The account is now proving to be a useful way to engage internationally with academics and others with an interest in improving the delivery of supports for family carers.

#### **4. Drive the research agenda on family caring**

We continue to assist researchers, students, the media and the general public with queries in relation to family carers, both by email and telephone. We receive occasional calls from individual family carers and we advise and redirect as appropriate. All member organisations and over 660 other organisations and individuals involved in supporting family carers received regular communications from us, primarily in electronic format, on issues relating to support, practice, policy and research.

Our Policy and Research Officer continued to be active in a range of areas, as well as providing material for the Eurocarers research depository.

Our organisation is also represented on the Social Policy Network – a group of NGOs that meets quarterly. The Family Carer Research Group met three times in 2019 and its membership continued to increase and became more diverse throughout the year.

#### ***Stakeholder Feedback***

*"Thanks very much and thanks for the opportunity to present the research at the FCRG meeting. As always it was a very stimulating meeting. I look forward to the next one."*

Care Alliance continues to be a key leader in the sector in considering and addressing research gaps. We have ongoing contact with senior academics across a number of third-level institutions regarding their family carer research proposals and projects. During 2019 we undertook regular reviews of new family carer research, policy and practice resources internationally and disseminated these as appropriate.

## **Stakeholder Feedback**

In relation to sharing a research article around family carers of people with muscular dystrophy:

*"Thanks very much for sharing that."*

**Elaine McDonnell, Chief Executive Officer  
Muscular Dystrophy Ireland**

Within a few days of Budget Day we undertook a thorough analysis of Budget 2020 regarding the developments affecting family carers. This was shared widely. We continued in 2019 to publish quarterly briefs analysing quarterly HSE Performance Data Reports.

We engaged in ongoing collaborative work with a range of not-for-profit federations and alliances, including the HomeCareCoalition, Carmichael Ireland, the Disability Federation of Ireland and the Wheel. We also collaborated with a number of HSE personnel from a range of departments/areas.

We continued our work on the HRB-funded Public Patient Involvement (PPI) Ignite Research Award with the University of Limerick and others. In 2019 we began to work on developing a resource to support the NGO sector to become more active partners in primary research rather than limiting the NGO role to that of passive gate-keeper.

The family carer research space looks bright, with UCC announcing a major new initiative in the caring area (ISS21-Care21) thanks to funding from the Carolan Research Institute. Over the coming months, another major university in Ireland will announce a similar carer-focused initiative.

Open Access publications are becoming the norm now and we are delighted that this is happening. It enables wider access to and readership of new research and reflects a shift to a more equal relationship between researchers and family carers, as embodied by the active Public Patient Involvement projects that we remain actively involved in.

## **5. Resourcing and governance**

We were delighted to hear in May 2019 that our application for three-year funding under the Scheme to Support National Organisations 2019–2022 was successful. We secured the maximum funding possible. Multi-annual funding enables us to plan, to offer a level of security to staff and to be ambitious in our activities. We were not successful in a number of other project funding bids in 2019 and thus our plans for income diversification were not fully delivered on. Funding from the HSE remains very modest, and remains 12.5% below that received in 2008, over 12 years ago. Continued funding from these two sources is crucial to our continued work.

We continue to operate demanding governance standards and the Board approved a new Environmental Sustainability policy in November. A number of other policies were reviewed and updated to reflect emerging good practice. In 2020 we will adopt the Charity Regulator's new governance code.

In 2019 we welcomed two new board members, Martin Ryan (via Boardmatch) and Laura Reid (nominated by The Alzheimer Society of Ireland). We thank Annie Dillon for her service as a director; Annie resigned from the Board in September after serving with us for three years.

Regulatory and funder requirements place demands on our organisation, but not at a level that we believe to be overly burdensome. We make regular reports to funders on lobbying activities and complaints, as well as activity reports. Eight policies were reviewed/updated by the Board in 2019. Our *Corporate Governance Handbook* is central to our governance.

In September we also welcomed our member organisations to our AGM and on the same day we listened to a paper on respite care.

## Our Staff



Liam O'Sullivan



Zoe Hughes



Kevin Deegan

Both staff and board members availed of appropriate training opportunities that arose during the year. Specifically, our Policy and Research Officer continued with her part-time Doctorate in Social Science (UCC). A number of our board members took part in governance training throughout 2019, specifically in the area of Roles and Responsibilities of Directors, Chairing an Organisation and Data Protection. In addition to our Board of Directors, all of whom are volunteers, Care Alliance was supported by other volunteers, including current and former family carers. These volunteers support our work through their participation in working groups, publicity events and fora. For example, two carer advocates represented us at a carers parliament meeting in Scotland.

Our staff are highly qualified and skilled at delivering on our objectives. Their skills include project management, analysis, communication, report writing and the facilitation of collaboration. Two of our staff have professional qualifications in Social Work. Other qualifications within the team include Social Research, Implementation Science, Social Policy, History and Politics, Computer Science and Psychology. All staff positions, roles and biographies are on our website. Collectively they have demonstrated an ongoing openness to learning and Continued Professional Development. A culture of sharing and mentoring is encouraged by the leadership of the organisation.

All staff undertake performance appraisals and are provided with regular staff support and supervision. Salary increments are not part of any staff employment contracts and any changes to remuneration are based on funds available, performance and sectoral norms.

## Financial Review

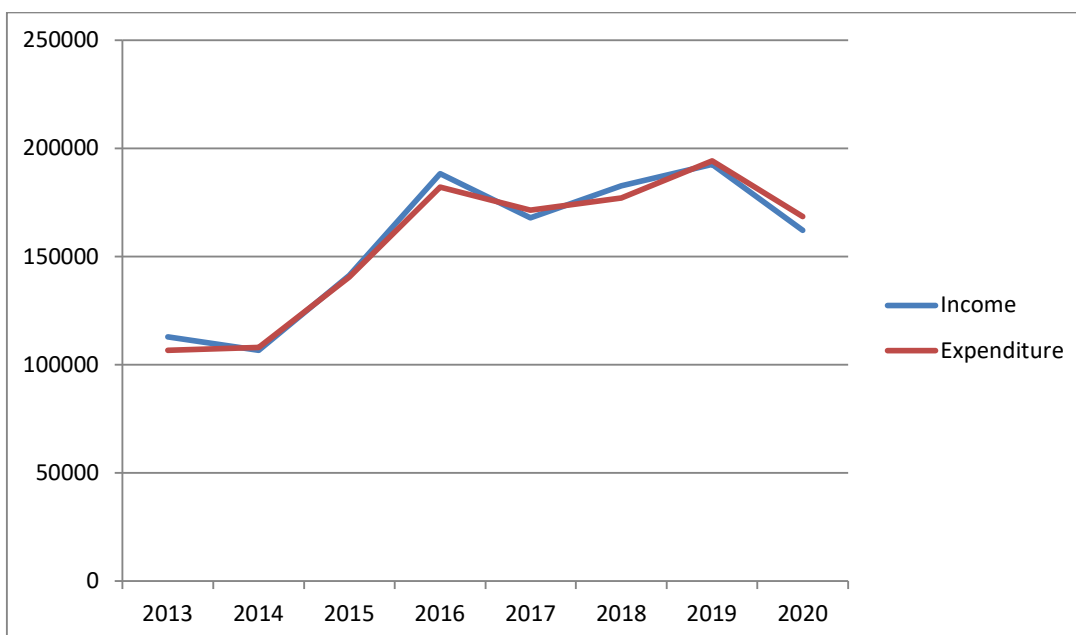
The results for the year show a net operating deficit of €4,417 for 2019 (2018 – €5,581 surplus ).

Our organisation's income for 2019 was €192,739 and our expenditure was €197,156.

The results were somewhat different to the budget approved by the Board in June 2019. Our overall income was approximately €11k (5%) under budget, and our expenditure was approximately €2k (1%) under budget. This variance was almost entirely due to the early ending of the Friendsourcing Project. The early ending of this project will also have a knock-on effect on income and expenditure of approximately €30k for 2020.

We have budgeted conservatively for 2020 but hope that our overall income will remain stable for 2020 year on year. A modest deficit for 2020 has been approved by the Board.

We continue to seek ways to diversify our income streams. Our four biggest funders in 2019 were the Department of Rural and Community Development (46%), DEASP/Pobal (21%), the Health Service Executive (12%) and the Health Research Board (8%). Other sources of income in 2019 included the European Commission, National Lottery Grants, Carers Week partner contributions, consulting fees and membership fees. On the expenditure side, staff salaries were the biggest outlay (64%), followed by project expenditure (20%).



*Eight-year Financial Summary – Income and Expenditure 2013–2019, and 2020 projections*

## **Risk Management**

The Board recognises and regularly reviews the major risks to which we could be exposed. A comprehensive risk matrix was reviewed by the Board twice in 2019. Key risks identified through 2019 included financial risk to our three-year funding stream (which did not materialise) and a risk to a specific project funding (which did materialise). Risks are assessed under a number of categories: Personnel, Finances, Projects, Membership, Governance, Operations/IT and Legal. Relevant actions were taken to mitigate but not eliminate these risks. The Directors are satisfied that a comprehensive set of policies and procedures are in place to mitigate exposure to major risks. Using a risk classification and matrix based on likelihood and impact, high, medium and low risks were identified. Actions undertaken or proposed to ameliorate risks are included in the risk register.

## **Reserves Policy**

The Board of Directors has set a reserves policy that reserves be maintained at four months' expenditure based on the previous year's audited accounts. Care Alliance had reserves of €39,633 at 31 December 2019 and this was insufficient to meet the four

months' expenditure requirement of its reserves policy. The Directors note that while the current level of reserves (two-and-a-half months) is not in keeping with the official policy, the policy itself remains adequate. The organisation is committed to attempting to gradually build up the reserves over the coming years by securing a modest level of additional unrestricted funding from a range of sources. Restrictions placed by many funders make this a real challenge.

### ***Investment Policy***

The Board's policy is to keep significant surplus cash on short-term deposit providing a market rate of interest. The ongoing historically low interest rates for deposit accounts has continued to result in minimal investment income. The Board does not consider it prudent to place its surplus funds in other asset classes.

### ***Legacy Income***

It is our view that we are unlikely to receive legacy income. For this reason, we do not currently have a legacy income policy.

### ***Donated Facilities/Goods/Services Policy***

It is our view that the level of such services is small overall, and as such does not warrant a policy.

### ***Deferred Income Policy***

Calculations are based on length of contracts that straddle a number of years and the work plans in respect of each project.

## ***Appointment of Solicitors***

In light of the small size of the organisation and its low risk profile, the Board has taken the view that there is no need to have named solicitors appointed at this stage. Should there be a need in the future, the Board will appoint appropriate solicitors accordingly.

## **Future Developments and Plans for Future Periods**

Our Strategic Plan 2019–2024 was developed following extensive consultation with key stakeholders. The resources available for its implementation have and will directly influence the scope, reach and likely impact of the plan. Specific collaborative research projects will continue; our focus on maximising the use of information and communications technology (ICT) and social media will also remain. We will do better in engaging with our members. We will continue to produce evidence-informed and analytically rigorous policy and research briefings, discussion documents and overview reports. We will also continue to create opportunities for successful collaboration and engagement in research across the academic, statutory and not-for-profit sectors, both nationally and internationally. The new Strategic Plan is also clearer on how we will know we are making progress in our key strategic priorities.

## **Events Since the End of the Year**

Activities from January to April 2020 advanced the targets established in our 2020 work plan and we are confident of meeting the majority of our goals for 2020.

In the context of the resources available, we are continuing to implement the Strategic Plan 2019–2024 approved by the Board in March 2019. Details of all our activities and projects continue to be communicated through our website/newsletter/social media channels, and reported to our funders at required intervals.

Although the medium-term effects of Covid-19 cannot be fully determined, the board of directors are confident that Care Alliance Ireland will emerge strong and well funded

when the Covid-19 pandemic ends. They are of the view that the organisation will continue to be able to operate into the coming years.

We have robust income streams, based largely on multi-annual contracts with the government. We entered into 2020 with modest but fully adequate unrestricted reserves. In early April 2020, in consultation with the Treasurer, an updated Risk Register was completed. This identified a number of new risks, and mitigating actions proposed or already taken. As the pandemic emerged in early March 2020, with the support and knowledge of the board of directors, the operations and activities of Care Alliance Ireland pivoted immediately to meet the direct needs of family carers and to input into national emergency fora. Specifically, we set up an online family carer support group, launched a campaign to encourage family carers to devise an Emergency Back Up plan; as well as continued to deliver the usual supports to our member organisations. Key funders have indicated their approval of these temporary changes and new funders have emerged to support this increased online focus.

We do not anticipate any material financial impairments in light of Covid-19. However, should the economy not bounce back quickly, the wider funding environment will undoubtedly become more difficult.

## **Structure, Governance and Management**

We are registered as a charitable company limited by guarantee. In the event of Care Alliance being wound up, the liability in respect of the guarantee is limited to €1 per member. Care Alliance has a constitution and is a registered charity (CHY 14644, Charity Registration No: 20048303). Care Alliance's goals and approaches are guided by its charitable objectives as laid out in these documents.

The Board of Directors, elected and co-opted under the terms detailed in the *Company Governance Handbook*, has overall responsibility for strategic development, in close liaison with the Executive Director. Donal McKenna is the Board Chairperson, Fergus O'Rourke is the Board Treasurer and Barbara Barrett is the Company Secretary. Liam O'Sullivan, the Executive Director, manages the operations and is not a member of the Board. The Board is responsible for providing leadership, setting strategy and ensuring

control. It comprises of 11 non-executive Directors. Currently, five of the Directors have been nominated to the Board by our member organisations. Others have been recruited through Boardmatch Ireland and through other recommendations. The Board's Directors are drawn from diverse backgrounds in not-for-profit organisations, business and the professions. They bring to board deliberations the significant business and decision-making skills developed in their respective fields, together with a broad range of experience and views. The Company Secretary, Barbara Barrett, is an office manager by profession and a former family carer, and holds qualifications in counselling and psychotherapy. The incoming Treasurer, Martin Ryan, is an accountant by profession and a fellow of the Institute of Certified Public Accountants in Ireland (CPA Ireland), and has nine years' experience working in the not-for profit area. Another board member, Laura Reid, is also a former family carer, working as Advocacy, Engagement and Participation Officer for The Alzheimer Society of Ireland.

All our current Directors' biographies are available on our website. The majority have experience as family carers.



Donal McKenna -  
Chairperson



Rosemary Daynes



Deirdre Shanagher



Fergus O'Rourke -  
Treasurer



Phil Dunne



Hazel Mulligan



Ann Walsh



Barbara Barrett



Martin Ryan



Laura Reid



Talent Nyamakope

*Our 11 volunteer Directors, January 2020*

Suitable potential Directors are identified in three ways: first, by member organisations, secondly, through Boardmatch Ireland, and thirdly through professional contacts. The

Chair manages this process, which includes review of CVs, interviews and follow-up of references.

The role of Chairperson and Executive Director are separate. The Directors are committed to maintaining the highest standard of corporate governance and they believe that this is a key element in ensuring the proper operation of Care Alliance's activities. Conflicts of interest and loyalty are considered through statements of interests, and through standing items at board meetings. All Directors are required to sign a Conflict of Interests Compliance Statement in which they state that they are aware of their obligations as a member of the Board of Directors of Care Alliance Ireland.

They also undertake to furnish to the Company Secretary full particulars of their interests, which include their employment, all business interests and community involvement, including voluntary work for charities that might involve a conflict of interest or might materially influence them in relation to the performance of their functions as a member of the Board or their partiality. They also undertake to notify the Company Secretary of any changes to these interests.

The Board did not formally reiterate its full compliance with the original Governance Code for Community, Voluntary and Charitable Organisations in 2019, having done so in February 2017. The Board is satisfied that the organisation remains fully compliant, having reviewed a number of policies and procedures throughout 2018. An initial review in mid-2019 of our organisation's compliance with the new Charities Regulator Code suggests that we are largely compliant. In 2020 we will undertake a full review, with a view to being in a position to confirm full compliance by June 2020.

There is clear division of responsibility between the Board and the Executive Director, with the Board retaining control of major decisions under a formal Schedule of Matters Reserved to the Board For Decision, while the Executive Director is responsible for devising strategy and policy within the authority delegated to him by the Board. Care Alliance has a comprehensive process for reporting management information to the Board. The Board meets regularly, as required, and met five times during 2019. While the focus at board meetings is on stewardship, governance, financial reporting and risk, the Board also invites speakers to present on occasions. For example, at the November board meeting a presentation was made by one of the Directors about her work, which

was followed by a lengthy discussion. Furthermore, as part of its governance function, the Board considers applications for membership, using five criteria:

- Does the organisation support family carers?
- Is the organisation not-for-profit?
- Has the organisation supplied the following: Aims and Objectives (or equivalent), Recent Independent Accounts, Annual Report?
- Is the applying organisation likely to attract negative attention to itself and/or the sector?
- Are the applicant's Mission/Values/Aims/Objectives in keeping with those of Care Alliance Ireland?

On appointment, Directors receive a formal induction programme and are provided with comprehensive briefing documents designed to familiarise them with Care Alliance's operations, management and governance structures. Up until September 2017, all Directors were appointed for a six-year term. Our *Corporate Governance Handbook*, approved in September 2018, now stipulates that at the AGM those Directors who have served a three-year term shall retire from office. It also stipulates that all retiring Directors shall be eligible for re-election, provided that no director shall serve more than two consecutive terms of three years.

There was one resignation from and two appointments to the Board in 2019. Based on a 2 × 3-year term of office, four of our current Directors will have served six years as Directors in 2020, three in 2022 and one in 2023, two in 2025 and one in 2026. The appointment of two new Directors in late 2019, and one additional director in early 2020 ensures that the four 6-year limit director resignations scheduled for 2020 will not unduly affect the organisation.

Board attendance averaged 85% over the course of 2019 (2018 was 78%).

A board self-assessment is scheduled for late 2020. Such an assessment was undertaken in early 2018 (boardcheckup.com), and a score of 258/272 was reported. This suggests that the Board is performing well.

Name	March	May	June	Sept.	Nov.	Total	Max. poss.	Attend. Rate (%)
Hazel Mulligan	1	0	1	1	1	4	5	80%
Phil Dunne	1	1	1	1	0	4	5	80%
Donal McKenna	1	0	1	1	1	4	5	80%
Ann Walsh	1	0	1	1	1	4	5	80%
Deirdre Shanagher	1	1	1	1	1	5	5	100%
Rosemary Daynes	0	1	1	1	1	4	5	80%
Fergus O'Rourke	1	1	1	1	1	5	5	100%
Barbara Barrett	0	1	1	1	0	3	5	60%
Annie Dillon	1	1	1	1	n/a	4	4	100%
Martin Ryan	n/a	n/a	n/a	n/a	1	1	1	100%
Laura Reid	n/a	n/a	n/a	n/a	1	1	1	100%
						39	46	85% Ave.
Total	7	6	9	9	8			

Table 1: Board attendance rates 2019

## ***Committees of the Board***

We have two standing board committees, namely the Audit and Risk Committee and the Research Committee. The role of the Audit and Risk Committee is to oversee the efficient financial and risk management of Care Alliance, including the raising, collection, investment, borrowing and outlay of all monies. The committee met once in 2019.

The role of the Research Committee is to support Care Alliance Ireland's strategic priority 'Supporting primary and applied research on family caring and the role of family carers'. The Research Committee is consulted regularly by the Executive Director on matters within its terms of reference. In 2019, the committee considered nine substantial topics, all of which were managed by the Chair of the committee using email correspondence and phone conversations as necessary. A report on the Research Committee's activities is presented at each board meeting. Any items that the Chair judged to require further full board consideration were considered at the next board meeting. The Board believes this method of operation for this committee is appropriate.

A temporary Strategic Plan Committee that was established in March 2018 was disbanded in March 2019 following its recommendation of the new Strategic Plan to the full Board of Directors.

## ***Directors' Responsibilities Statement***

The Directors (who are also Directors of Care Alliance Ireland for the purposes of company law) are responsible for preparing the Directors' Report and the financial statements in accordance with applicable law and Irish/UK Accounting Standards (Irish/UK Generally Accepted Accounting Practice).

Irish company law requires the Directors to prepare financial statements for each financial year. Under the law the Directors have elected to prepare the financial statements in accordance with the Companies Act 2014 and Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic

of Ireland' (including Charities SORP (FRS 102)) as issued by the Financial Reporting Council.

Under company law, the Directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the assets, liabilities and financial position of the charitable company as at the financial year end date, and of the surplus or deficit of the charitable company for the financial year, and that they otherwise comply with the Companies Act 2014. In preparing these financial statements, the Directors are required to:

- Select suitable accounting policies for the Company's financial statement 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 the financial statements have been prepared in accordance with applicable accounting standards, identify those standards, and note the effect of and reasons for any material departure from those standards and
- Prepare the financial statements on the going-concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

The Directors are responsible for ensuring that the charitable company keeps or causes to be kept adequate accounting records which correctly explain and record the transactions of the charitable company; enable at any time the assets, liabilities, financial position and income and expenditure of the charitable company to be determined with reasonable accuracy; enable them to ensure that the financial statements and Directors' Report comply with the Companies Act 2014; and enable the financial statements to be audited. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The directors are responsible for the maintenance and integrity of the corporate and financial information included on the Company's website. Legislation in Republic of

Ireland governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

### ***Declaration of Interests***

All members of the Board declare relevant interests on an annual basis. At the beginning of each board meeting, all Directors are invited to declare any conflicts of interests or loyalty in respect of agenda items.

### ***Thanks***

We are very grateful to all our funders for both new and continued support. The following organisations and supporters provided grants and/or contracts that contributed to our success in the last year: the Department of Rural and Community Development, the Health Service Executive, the Department of Employment Affairs and Social Protection, the Health Research Board, the National Lottery, the European Commission. We also thank Carmichael Ireland for their continued support and specifically for the provision of mentoring and shared premises.

### ***Independent Auditor***

The auditors, Duignan Carthy O'Neill Limited, Chartered Accountants and Statutory Audit Firm, have expressed their willingness to continue in office in accordance with the Companies Act 2014.

### ***Accounting Records***

The measures taken by the Directors to secure compliance with the requirements of sections 281 to 285 of the Companies Act 2014 with regard to the keeping of accounting records are the implementation of necessary policies and procedures for recording transactions, the employment of appropriately qualified accounting personnel with appropriate expertise, the provision of adequate resources to the financial function and the maintenance of computerised accounting systems. The

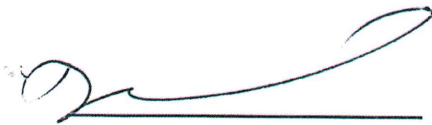
Company's accounting records are maintained at the Company's registered office at Coleraine House, Coleraine Street, Dublin 7.

***Statement on Relevant Audit Information***

In the case of each of the persons who are Directors at the time this report is approved in accordance with section 332 of the Companies Act 2014:

- so far as each Director is aware, there is no relevant audit information of which the Company's statutory auditors are unaware, and
- each Director has taken all of the steps that he or she ought to have taken as a Director in order to make himself or herself aware of any relevant audit information and to establish that the Company's statutory auditors are aware of that information.

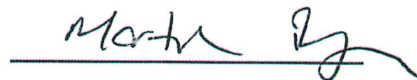
This report was approved by the Directors:



**Donal McKenna**

Director

Date: 6<sup>th</sup> May 2020



**Martin Ryan**

Director

Date: 6<sup>th</sup> May 2020

## **Independent Auditors' Report to the members of Care Alliance Ireland**

### **Opinion**

We have audited the financial statements on pages 43 to 63 of Care Alliance Ireland for the year ended 31 December 2019 which comprise the Statement of Financial Activities, the Balance Sheet, Statement of Changes in Funds, Statement of Cashflows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is Irish law and FRS 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland'.

This report is made solely to the company's members as a body in accordance with Section 391 of the Companies Act 2014. Our audit work has been undertaken so that we might state to the company's members those matters that we are required to state to them in the audit 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 company or the company's members as a body for our audit work, for this report, or for the opinions we have formed.

In our opinion the financial statements:

- give a true and fair view of the assets, liabilities and financial position of the Company's affairs as at 31st December 2019 and of its result for the year then ended;
- have been properly prepared in accordance with Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' ; and
- have been prepared in accordance with the requirements of the Companies Act 2014

### **Basis for opinion**

We conducted our audit in accordance with International Standards on Auditing (Ireland) (ISAs(Ireland)) and applicable law. Our responsibilities under those standards are further described in the Auditors' responsibilities for the audit of the financial statements section of our report. We are independent of the company in accordance with the ethical requirements that are relevant to our audit of financial statements in Ireland, including the Ethical Standard issued by the Irish Auditing and Accounting Supervisory Authority (IAASA), 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.

## **Independent Auditors' Report to the members of Care Alliance Ireland**

### **Conclusions relating to going concern**

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

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

### **Other information**

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

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

We have nothing to report in this regard.

## **Independent Auditors' Report to the members of Care Alliance Ireland**

### **Opinion on other matters prescribed by the Companies Act 2014**

Based solely on the work undertaken in the course of the audit, we report that:

- in our opinion, the information given in the Directors' Report is consistent with the financial statements; and
- in our opinion, the Directors' Report has been prepared in accordance with the applicable legal requirements.

We have obtained all the information and explanations which we consider necessary for the purposes of our audit.

In our opinion the accounting records of the Company were sufficient to permit the financial statements to be readily and properly audited, and financial statements are in agreement with the accounting records.

### **Matters on which we are required to report by exception**

Based on the knowledge and understanding of the Company and its environment obtained in the course of the audit, we have not identified material misstatements in the Directors' Report.

The Companies Act 2014 requires us to report to you if, in our opinion, the disclosures of directors' remuneration and transactions required by sections 305 to 312 of the Act are not made. We have nothing to report in this regard.

### **Respective responsibilities**

#### **Respective responsibilities of directors for the financial statements**

As explained more fully in the Directors' Responsibilities Statement on pages 35 - 36, the directors 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 directors determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

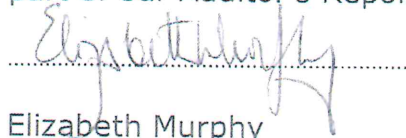
In preparing the financial statements, the directors are responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the management either intends to liquidate the Company or to cease operations, or has no realistic alternative but to do so.

## **Independent Auditors' Report to the members of Care Alliance Ireland**

### **Auditors' 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 (Ireland) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

A further description of our responsibilities for the audit of the financial statements is located on the IAASA's website at: [https://www.iaasa.ie/Publications/ISA-700-\(Ireland\)](https://www.iaasa.ie/Publications/ISA-700-(Ireland)). The description forms part of our Auditor's Report.



Elizabeth Murphy  
for and on behalf of

**Duignan Carthy O'Neill Limited**

Chartered Accountants

Registered Auditors

84 Northumberland Road

Dublin 4

Date:

6th May 2020

## Care Alliance Ireland

### Statement of Financial Activities for the year ended 31 December 2019

#### Income and Expenditure

		<b>Restricted Funds 2019 €</b>	<b>Unrestricted Funds 2019 €</b>	<b>Total Funds 2019 €</b>	<b>Restricted Funds 2018 €</b>	<b>Unrestricted Funds 2018 €</b>	<b>Total Funds 2018 €</b>
<b>Incoming Resources</b>	<b>Note</b>						
Revenue Funding Grants	2.12	111,865	-	111,865	109,582	-	109,582
Projects	2.12	74,419	-	74,419	67,700	-	67,700
Other Income		-	6,455	6,455	-	5,354	5,354
<b>Total Incoming Resources</b>		<b>186,284</b>	<b>6,455</b>	<b>192,739</b>	<b>177,282</b>	<b>5,354</b>	<b>182,636</b>
<b>Resources Expended</b>							
Expenditure on Charitable Activities	3	193,466	3,690	197,156	173,383	3,690	177,073
<b>Total Resources Expended</b>		<b>(193,466)</b>	<b>(3,690)</b>	<b>(197,156)</b>	<b>(173,383)</b>	<b>(3,690)</b>	<b>(177,073)</b>
<b>(Deficit)/surplus on ordinary activities before interest</b>		<b>(7,182)</b>	<b>2,765</b>	<b>(4,417)</b>	<b>3,899</b>	<b>1,664</b>	<b>5,563</b>

**Care Alliance Ireland**


**Statement of Financial Activities  
for the year ended 31 December 2019**

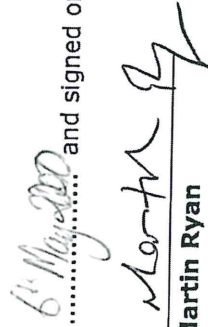
**Income and Expenditure (continued)**

	Note	Restricted Funds 2019 €	Unrestricted Funds 2019 €	Total Funds 2019 €	Restricted Funds 2018 €	Unrestricted Funds 2018 €	Total Funds 2018 €
<b>(Deficit)/surplus on ordinary activities before interest</b>		(7,182)	2,765	(4,417)	3,899	1,664	5,563
Interest receivable and similar income		-	17	17	-	18	18
<b>Net (Expenditure)/Income for the year</b>	13	(7,182)	2,782	(4,400)	3,899	1,682	5,581

All activities are in respect of continuing operations.

The financial statements were approved by the Board of Directors on 6th May 2020 and signed on its behalf by:

  
**Donal McKenna**  
Director

  
**Martin Ryan**  
Director

**Care Alliance Ireland**


**A Company Limited by Guarantee and not having a Share Capital**

**Balance Sheet  
as at 31 December 2019**

	Notes	2019 €	2018 €
<b>Fixed Assets</b>			
Tangible assets	7	1,367	1,864
		<u>1,367</u>	<u>1,864</u>
<b>Current Assets</b>			
Debtors	8	633	623
Cash at bank and in hand	9	99,347	62,529
		<u>99,980</u>	<u>63,152</u>
<b>Creditors: amounts falling due within one year</b>	10	(61,714)	(20,983)
<b>Net Current Assets</b>		<u>38,266</u>	<u>42,169</u>
<b>Total Assets Less Current Liabilities</b>		<u>39,633</u>	<u>44,033</u>
<b>Reserves</b>			
Reserves	12	39,633	44,033
<b>Funds</b>	13	<u>39,633</u>	<u>44,033</u>

The financial statements were approved by the Board of Directors on ..... *6<sup>th</sup> May 2020*  
and signed on its behalf by:

  
**Donal McKenna**  
Director

  
**Martin Ryan**  
Director

# Care Alliance Ireland

## Statement of Changes in Funds for the year ended 31 December 2019

	<b>Funds account €</b>	<b>Total Funds €</b>
<b>At 1 January 2019</b>	44,033	44,033
Retained deficit for the year	(4,400)	(4,400)
<b>At 31 December 2019</b>	<u>39,633</u>	<u>39,633</u>

In respect of prior year:

	<b>Funds account €</b>	<b>Total Funds €</b>
<b>At 1 January 2018</b>	38,452	38,452
Retained deficit for the year	5,581	5,581
<b>At 31 December 2018</b>	<u>44,033</u>	<u>44,033</u>

## Care Alliance Ireland

### Statement of Cash Flows for the year ended 31 December 2019

	<b>2019</b>	<b>2018</b>
	<b>€</b>	<b>€</b>
<b>Cash flows from operating activities</b>		
Net income/(expenditure) for the year	(4,417)	5,581
Depreciation	497	125
(Increase)/Decrease in debtors	(10)	(154)
Increase/(Decrease) in creditors	40,731	(6,853)
Interest during the year	-	(18)
<b>Net cash flows from operating activities</b>	<u>36,801</u>	<u>(1,319)</u>
<b>Cash flows from investing activities</b>		
Interest received	17	18
Capital Expenditure	-	(1,989)
<b>Net cash flows from investing activities</b>	<u>17</u>	<u>(1,971)</u>
<b>Net (Decrease)/ Increase in cash and cash equivalents</b>	<u>36,818</u>	<u>(3,290)</u>
<b>Reconciliation of net cash flow to movement in net funds (Note 21)</b>		
<b>(Decrease)/ Increase in cash and cash equivalents in the year</b>	36,818	(3,290)
<b>Net Cash at 1 January 2019</b>	<u>62,529</u>	<u>65,819</u>
<b>Net Cash at 31 December 2019</b>	<u>99,347</u>	<u>62,529</u>

## **Care Alliance Ireland**

### **Notes to the Financial Statements for the year ended 31 December 2019**

#### **1. Statement of Compliance**

These financial statements have been prepared in compliance with FRS 102, 'The Financial Reporting Standard applicable in the UK and Republic of Ireland', Charities SORP (FRS 102) and the Companies Act 2014.

#### **2. Accounting Policies**

##### **2.1. Basis of preparation of financial statements**

The financial statements have been prepared in accordance with accounting standards generally accepted in Ireland and Irish statute comprising the Companies Act 2014, and the Charities SORP (FRS 102). Accounting Standards generally accepted in Ireland in preparing financial statements giving a true and fair view are those published by Chartered Accountants Ireland and issued by the Financial Reporting Council.

Care Alliance Ireland is constituted under Irish company law as a company limited by guarantee and is a registered charity and has adopted and reported its performance in accordance with the format provided for in the Charities SORP and in particular reports its performance for the financial year in the format of the SORP's Statement of Financial Activities (SOFA).

Companies Act 2014 which became effective in law on 1 June 2015 and from that date applied the format and content of financial statements requirements appropriate for a company trading for the profit of its members to a company that is a not for profit organisation. In order to provide information relevant to understanding the stewardship of the directors and the performance and financial position of the charity, Care Alliance Ireland has prepared its financial statements in accordance with the formats provided for in the Charities SORP (FRS 102) consistent with the prior year.

The directors consider the adoption of the SORP requirements is the most appropriate accounting to properly reflect and disclose the activities of the organisation. Had the Companies Act format and content of financial statements requirements suitable for a company trading for the profit of its members been presented instead, a profit and loss account with related notes showing items such as Turnover and Cost of Sales would have been reported along with a "profit" on ordinary activities before taxation.

## **Care Alliance Ireland**

### **Notes to the Financial Statements for the year ended 31 December 2019**

..... continued

#### **2.2. Judgments and key sources of estimation uncertainty**

The preparation of these financial statements requires management to make judgements, estimates and assumptions that affect the application of policies and reported amounts of assets and liabilities, income and expenses.

Judgements and estimates are continually evaluated and are based on historical experiences and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

The company makes estimates and assumptions concerning the future. The resulting accounting estimates will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below.

The directors have prepared budgets and cash flows for a period of at least twelve months from the date of the approval of the financial statements which demonstrate that there is no material uncertainty regarding the company's ability to meet its liabilities as they fall due, and to continue as a going concern. On this basis the directors consider it appropriate to prepare the financial statements on a going concern basis. Accordingly, these financial statements do not include any adjustments to the carrying amounts and classification of assets and liabilities that may arise if the company was unable to continue as a going concern.

#### **2.3. Company name**

The company received approval under section 1180(1) of the Companies Act 2014 to omit the word 'Company Limited by Guarantee' from its name.

#### **2.4. Functional and presentation currency**

Items included in the financial statements of the company are measured using the currency of the primary economic environment in which the company operates ("the functional currency"). The financial statements are presented in euro, which is the company's functional and presentation currency and is denoted by the symbol "€".

## Care Alliance Ireland

### Notes to the Financial Statements for the year ended 31 December 2019

..... continued

#### **2.5. Tangible fixed assets and depreciation**

Tangible fixed assets under the cost model are stated at cost less accumulated depreciation and any accumulated impairment losses. Historical cost includes expenditure that is directly attributable to bringing the asset to the location and condition necessary for it to be capable of operating in the manner intended by management.

The company adds to the carrying amount of an item of fixed assets the cost of replacing part of such an item when that cost is incurred, if the replacement part is expected to provide incremental future benefits to the company. The carrying value amount of the replacement part is derecognised. Repairs and maintenance are charged to income or expenditure during the period in which they are incurred.

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

Office Equipment	-	20% Straight Line
Computer Equipment	-	25% Straight Line

The assets' residual values, useful lives and depreciation methods are reviewed, and adjusted prospectively if appropriate, or if there is an indication of a significant change since the last reporting date.

Gains and losses on disposals are determined by comparing the proceeds with the carrying amount and are recognised within 'other operating income' in the Statement of Financial Activities.

#### **2.6. Going concern**

Care Alliance Ireland is reliant on continuing support from Government Bodies in the form of Grant Assistance and Corporate Support to ensure that the Company remains in operation for the foreseeable future.

Noting Covid-19, the directors have prepared budgets for the upcoming 12 months which show that the company will continue as a going concern.

## **Care Alliance Ireland**

### **Notes to the Financial Statements for the year ended 31 December 2019**

..... continued

#### **2.7. Trade and other creditors**

Trade and other creditors are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade payables are recognised initially at the transaction price and subsequently measured at amortised cost using the effective interest method.

#### **2.8. Financial instruments**

A financial asset or a financial liability is recognised only when the company becomes a party to the contractual provisions of the instrument.

The company only enters into basic financial instruments transactions that result in the recognition of financial assets and liabilities like trade and other accounts receivable and payable.

Debt instruments like accounts receivable and payable are initially measured at present value of the future payments and subsequently at amortised cost using effective interest method. Debt instruments that are payable or receivable within one year, typically trade payables and receivables, are measured, initially and subsequently, at the undiscounted amount of the cash or other consideration expected to be paid or received.

Cash consists of cash on hand and demand deposits. Cash equivalents consist of short-term highly liquid investments that are readily convertible to known amounts of cash that are subject to an insignificant risk of change in value.

## **Care Alliance Ireland**

### **Notes to the Financial Statements for the year ended 31 December 2019**

..... continued

#### **2.9. Provisions**

Provisions are recognised when the company has a present legal or constructive obligation as a result of past events; it is probable that an outflow of resources will be required to settle the obligation; and the amount of the obligation can be estimated reliably.

Where there are a number of similar obligations, the likelihood that an outflow will be required in settlement is determined by considering the class of obligations as a whole. A provision is recognised even if the likelihood of an outflow with respect to any one item included in the same class of obligations may be small.

Provisions are measured at the present value of the expenditures expected to be required to settle the obligation using a pre-tax rate that reflects current market assessments of the time value of money and the risks specific to the obligation. The increase in the provision due to passage of time is recognised as a finance cost.

#### **2.10. Government grants**

Grants are accounted under the performance model as permitted by FRS 102. Grants relating to expenditure on tangible fixed assets are credited to the Statement of Financial Activities at the same rate as the depreciation on the assets to which the grant relates. The deferred element of grants is included in creditors as deferred income.

Grants of a revenue nature are recognised in the Statement of Financial Activities in the same period as the related expenditure.

#### **2.11. Pensions**

Pension benefits for employees are met by payments to defined contribution executive pensions.

The regular cost of providing retirement pensions and related benefits is charged to the Statement of Financial Activities over the employees' service lives on the basis of a constant percentage of earnings. The benefits made are into a defined contribution plan. The assets of the fund are held separately from the company in independently administered funds.

## Care Alliance Ireland

### Notes to the Financial Statements for the year ended 31 December 2019

..... continued

#### 2.12.Incoming resources

Income represents the total of grants, donations and fundraising activities related to the year.

Income is received by way of donations, gifts, grants and fund-raising events. Donations, gifts, and grants are included in full in the Statement of Financial Activities as soon as they are received. Income collected from fund-raising events is included in the Statement of Financial Activities as soon as it is credited in the bank.

Bank interest received is included in the Statement of Financial Activities as soon as it is credited to the bank account.

All income arose in Ireland.

<b>Grant Funding</b>	<b>2019</b>	<b>2018</b>
	<b>€</b>	<b>€</b>
HSE	23,976	23,976
Pobal - Scheme to Support National Organisations (SSNO)	87,889	85,606
	<u>111,865</u>	<u>109,582</u>

<b>Projects</b>	<b>2019</b>	<b>2018</b>
	<b>€</b>	<b>€</b>
Carers Week	13,181	5,988
National Lottery (Various Publications)	-	7,384
HRB Research	5,767	24,473
Governance & Training Seminars	-	3,326
Erasmus - EPYC	-	15,012
Research Seminar	5,070	-
University of Limerick	4,350	5,400
Erasmus (Caring4Carers)	4,910	410
DAF Friendship Project	41,141	-
Life After Care (Publication/ Nat Lottery)	-	5,707
	<u>74,419</u>	<u>67,700</u>

## **Care Alliance Ireland**

### **Notes to the Financial Statements for the year ended 31 December 2019**

..... continued

#### **Expenditure**

All expenditure is charged in the period to which it relates.

#### **2.13.Taxation**

The company is exempt from taxation due to its charitable status CHY No. 14644.

#### **2.14.Reserves**

Best practice requires that the company make a provision for a contingency fund. The Board of Directors has set a reserves policy which aims for reserves be maintained at a minimum of 4 months' expenditure based on the previous year's audited accounts.

## Care Alliance Ireland

### Notes to the Financial Statements for the year ended 31 December 2019

..... continued

#### 3. Resources Expended

This includes:	<b>2019</b>	<b>2018</b>
<b>Project Expenditure</b>	<b>€</b>	<b>€</b>
Carers Week	13,083	6,034
HRB Project	1,582	2,267
HRB Seminar	969	-
Newsletters	250	370
Seminars & Conferences	557	-
Publications	1,322	3,465
Membership Development Costs	18	-
DAF Friendship Project	22,880	-
Learning4Carers Project	1,501	-
Governance & Training Seminars	-	3,084
Research & Evaluation	-	195
Erasmus - EPYC	-	2,452
University of Limerick	-	39
Life After Care	-	6,529
<b>Total Project Expenditure</b>	<b>42,162</b>	<b>24,435</b>

#### Legal, Professional, Administration & Employment Costs

Wages & Salaries	106,361	102,246
Employer's PRSI Contributions	11,525	10,622
Staff Pension Costs	4,836	5,185
Staff Recruitment	-	90
Board Development & Governance	951	2,348
Meetings	1,286	1,140
Rent	6,873	6,186
Insurance	1,283	1,209
HR Partnership Programme	1,531	1,224
Printing, Postage & Stationery	1,686	1,444
Telephone & Fax	1,332	2,372
Computer Costs	2,455	1,435
Travelling and subsistence	3,820	4,277
Accountancy & Payroll Fees	3,436	4,605
Audit & other professional fees	3,690	3,690
Other legal and professional	1,082	-
Bank Charges	166	98

# Care Alliance Ireland

## Notes to the Financial Statements for the year ended 31 December 2019

..... continued

### Legal, Professional, Administration & Employment Costs (Continued)

	2019	2018
	€	€
Staff Development	1,007	3,155
Sundry Expenses	183	196
Subscriptions	994	991
Depreciation	497	125
	<u>154,994</u>	<u>152,638</u>
<b>Total</b>	<u>197,156</u>	<u>177,073</u>

# Care Alliance Ireland

## Notes to the Financial Statements for the year ended 31 December 2019

..... continued

### 4. Employees

#### Number of employees

The average monthly numbers of employees (excluding the directors) during the year were:

	2019 Number	2018 Number
All employees	3	3

#### Employment costs

	2019 €	2018 €
Wages and salaries	106,361	102,246
Employers social insurance contributions	11,525	10,622
Pension costs	4,836	5,185
	122,722	118,053

Board Director's salary for 2019 was €Nil (2018 : €Nil).

The most senior staff member is the Executive Director. He was paid a whole time equivalent salary of €65,047 (€51,231 based on part-time employment in 2019) His total remuneration including Salary and Pension in 2019 was €54,305.

There were no employees whose salary was in excess of €75,000.

### 5. Auditors Remuneration

	2019 €	2018 €
Statutory audit	3,690	3,690

### 6. Pension costs

Pension benefits for employees are met by payments to individual defined contribution Executive Pensions. Pension costs amounted to €4,836 (2018 - €5,185). The assets of the fund are held separately from the company in independently administered funds.

# Care Alliance Ireland

## Notes to the Financial Statements for the year ended 31 December 2019

..... continued

### 7. Tangible assets

	Fixtures, Furniture & Fittings €	Office Equipment €	Computer Equipment €	Total €
<b>Cost</b>				
At 1 January 2019	896	89	4,241	5,226
Additions	-	-	-	-
At 31 December 2019	896	89	4,241	5,226
<b>Depreciation</b>				
At 1 January 2019	896	89	2,377	3,362
Charge for the year	-	-	497	497
At 31 December 2019	896	89	2,874	2,865
<b>Net book values</b>				
At 31 December 2019	-	-	1,367	1,367
At 31 December 2018	-	-	1,864	1,864

### 8. Debtors: amounts falling due within one year

	2019 €	2018 €
Prepayments	633	623
	633	623

### 9. Cash at Bank and in Hand

	2019 €	2018 €
Current Account	81,046	44,245
Deposit Accounts	18,301	18,284
	99,347	62,529

## Care Alliance Ireland

### Notes to the Financial Statements for the year ended 31 December 2019

..... continued

<b>10. Creditors: amounts falling due within one year</b>	<b>2019</b>	<b>2018</b>
	<b>€</b>	<b>€</b>
Pension	614	614
Other taxes and social security costs	2,991	-
Accruals	4,661	7,421
Deferred Income (a)	20,669	12,948
Provision - DAF Friendsourcing Project (b)	32,779	-
	<u>61,714</u>	<u>20,983</u>
Other taxes and social security costs include:		
PAYE & PRSI	<u>2,991</u>	<u>-</u>

(a) Deferred Income relates to grants received but unused at year-end.

The balance is made up of €16,632 for the 2020 Carers Week, €1,000 for the 2020 update to the Way Ahead publication, project and €2,537 in respect of the Erasmus+ project and €500 from the HSE.

(b) The DAF Friendsourcing Project Provision related to the Agreement between Care Alliance Ireland and Pobal. During the financial year Care Alliance Ireland received grant funding amounting to €82,133, of which they claimed €73,920. However, during the year both parties agreed to terminate the agreement, with Care Alliance Ireland and Pobal agreeing that the unspent amount of the DAF Friendsourcing Grant would be repaid. In total Care Alliance will repay Pobal €32,779 and a provision has been set up accordingly.

## Care Alliance Ireland

### Notes to the Financial Statements for the year ended 31 December 2019

..... continued

<b>11. Financial Instruments</b>	<b>2019</b>	<b>2018</b>
	<b>€</b>	<b>€</b>
<b>Financial Assets</b>		
Financial assets that are debt instruments measured at amortised cost	-	-
	<u>-</u>	<u>-</u>
	<u>-</u>	<u>-</u>
<b>Financial Liabilities</b>		
Financial liabilities measured at amortised cost	(25,330)	(20,369)
	<u>(25,330)</u>	<u>(20,369)</u>
At 31 December 2019	<u>(25,330)</u>	<u>(20,369)</u>

Financial assets measured at amortised cost comprise accrued income.

Financial liabilities measured at amortised cost comprise accruals and deferred income.

## 12. Reserves

The Board of Directors have set a reserves policy which aims for reserves be maintained at a minimum of 4 months' expenditure based on the previous year's audited accounts.

The Organisation had reserves of €39,633 at 31 December 2019 and this was not sufficient to meet the 4 months' expenditure aims of its reserve policy.

## Care Alliance Ireland

### Notes to the Financial Statements for the year ended 31 December 2019

..... continued

#### 13. Reconciliation of movements in funds

Closing Reserves allocated as follows:

	Opening Surplus 01/01/19 €	2019 €	Closing Surplus 31/12/19 €
Restricted Funds	1,652	(7,182)	(5,530)
Unrestricted Funds	42,381	2,782	45,163
	<u>44,033</u>	<u>(4,400)</u>	<u>39,633</u>

	Opening Surplus 01/01/18 €	2018 €	Closing Surplus 31/12/18 €
Restricted Funds	(2,247)	3,899	1,652
Unrestricted Funds	40,699	1,682	42,381
	<u>38,452</u>	<u>5,581</u>	<u>44,033</u>

#### 14. Capital commitments

The company had no capital commitments at 31 December 2019.

#### 15. Contingent liabilities

As outlined, the company has received government grants for revenue purposes. Should these grants not be used for the purpose specified, the grants will become repayable in whole or in part.

## Care Alliance Ireland

### Notes to the Financial Statements for the year ended 31 December 2019

..... continued

#### 16. Related Party Transactions

The company has a policy of reimbursing directors for travel and other approved and legitimate expenses incurred during the course of carrying out their duties. During the year ended 31 December 2019 the total expenses reimbursed amounted to €1,331 (2018: €1,148). No other related party transactions took place during the year.

#### 17. Principal risks and uncertainties

The effect of Covid-19 presents risks for Care Alliance, the effects of which cannot be fully quantified at the time of approving the financial statements. However, our directors have not identified any material risks to our operations and financial stability for 2020.

#### 18. Ultimate parent undertaking

The company is controlled by its Members and the Board of Directors.

#### 19. Post Balance Sheet events

In the first half of 2020, the Covid-19 virus spread worldwide. In common with many other countries, the Irish government issued guidance and restrictions on the movement of people designed to slow the spread of this virus. While this has created additional challenges for Care Alliance, at the time of approving the financial statements, the directors consider that the balance sheet has not been impacted on events since the year end and as a result no adjustment has been made to the financial statements for the year ended 31 December 2019.

#### 20. Key management personnel compensation

There was no compensation paid to key management personnel during the year ended 31 December 2019. Key management are considered to be the Board of Directors.

#### 21. Analysis of changes in net funds

	Opening balance €	Cash flows €	Closing balance €
Cash at bank and in hand	62,529	36,818	99,347
Net funds	<u>62,529</u>	<u>36,818</u>	<u>99,347</u>

## **Care Alliance Ireland**

### **Notes to the Financial Statements for the year ended 31 December 2019**

..... continued

#### **22. The Department of Rural and Community Development**

Care Alliance Ireland received grant funding from The Department of Rural and Community Development, for the period from 1st July 2016 to 30th June 2019. The grant is for the Scheme to Support National Organisations (SSNO). The total monies that will be awarded in respect of the grant are up to €253,036 of which €42,889 was in respect of the current year.

During the year further grant funding was recieved from The Department of Rural and Community Development, for the period from 1st July 2019 to 30th June 2022. The grant is for the Scheme to Support National Organisations (SSNO). The total monies that will be awarded in respect of the grant are up to €270,000 of which €45,000 was in respect of the current year.

These grants have been awarded to assist with staffing and core overhead costs and are not capital in nature.

Care Alliance Ireland have obtained an up to date Tax Clearance Certificate and are in compliance with the relevant circulars, including circular 44/2006.

**Care Alliance Ireland**

**Detailed Income and Expenditure Account  
for the year ended 31 December 2019**

**The following pages are for the directors only  
and do not form part of the statutory financial statements**

## Care Alliance Ireland

### Detailed Trading Income and Expenditure Account for the year ended 31 December 2019

	2019 €	2019 €	2018 €	2018 €
<b>Incoming Resources</b>				
HSE Grant Funding		23,976		23,976
Dept. of the Enviroment, Community & Local Government		87,889		85,606
Membership Fees		1,275		2,025
DAF Friendship Project		41,141		-
National Lottery (Various Publications)		-		7,384
HRB Research		5,767		24,473
Research Seminar		5,070		-
Governance & Training Seminars		-		3,326
Erasmus - EPYC		-		15,012
Life After Care (Publication/ Nat Lottery)		-		5,707
University of Limerick		4,350		5,400
Erasmus (Caring4Carers)		4,910		410
Carers Week		13,181		5,988
Other Income		5,180		3,329
		<hr/> 192,739		<hr/> 182,636
<b>Resources Expended</b>				
Wages and salaries	106,361		102,246	
Employer's PRSI contributions	11,525		10,622	
Staff pension costs	4,836		5,185	
Staff Recruitment	-		90	
Board Development & Governance	951		2,348	
Meetings	1,286		1,140	
Rent	6,873		6,186	
Insurance	1,283		1,209	
HR Partnership Programme	1,531		1,224	
Printing, postage and stationery	1,686		1,444	
Newsletters	250		370	
Seminars & Conferences	557		-	
Publications	1,322		3,465	
Erasmus - EPYC	-		2,452	
Telephone	1,332		2,372	
Computer costs	2,455		1,435	
Carers Week	13,083		6,034	
Membership Development Costs	18		-	
HRB Project	1,582		2,267	
Governance & Training Seminars	-		3,084	
LACP Life After Care Project	-		6,529	
University of Limerick	-		39	

## Care Alliance Ireland

### Detailed Trading Income and Expenditure Account for the year ended 31 December 2019

	2019 €	2019 €	2018 €	2018 €
HRB Seminar	969		-	
Travelling and subsistence	3,820		4,277	
DAF Friendship Project	22,880		-	
Research & Evaluation	-		195	
Other legal and professional	1,082		-	
Learning4Carers Project	1,501		-	
Accountancy & Payroll fees	3,436		4,605	
Audit fees	3,690		3,690	
Bank charges	166		98	
Staff Development	1,007		3,155	
Sundry expenses	183		196	
Subscriptions	994		991	
Depreciation Computer Equipment	497		125	
	<hr/>		<hr/>	
		(197,156)		(177,073)
		(4,417)		5,563
Bank deposit interest	17		18	
	<hr/>		<hr/>	
		17		18
<b>Net (Deficit)/surplus for the year</b>		<hr/> <b>(4,400)</b> <hr/>		<hr/> <b>5,581</b> <hr/>