

REGISTERED COMPANY NUMBER: SC209296 (Scotland)
REGISTERED CHARITY NUMBER: SC029160

Report of the Trustees and
Financial Statements For The Year Ended 31 March 2025
for
Lanarkshire Carers Centre Ltd

Robb Ferguson
Chartered Accountants & Statutory Auditors
Regent Court
70 West Regent Street
Glasgow
G2 2QZ

Lanarkshire Carers Centre Ltd

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For The Year Ended 31 March 2025

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Lanarkshire Carers Centre Ltd
Report of the Trustees
For The Year Ended 31 March 2025

The trustees who are also directors of the charity for the purposes of the Companies Act 2006, present their report with the financial statements of the charity for the year ended 31 March 2025. The trustees have adopted the provisions of Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019).

Lanarkshire Carers presents our annual report for the operational year April 2024 to March 2025.

Task and Transformation

Lanarkshire Carers has grown from humble beginnings to become a nationally and locally trusted resource for carers. We have navigated many challenges, including a pandemic, system change, working to secure the necessary resources and transformation to meet the increased and new demands for our work. We adapted to the new landscape, including technological advances and recruiting staff to provide the expertise, passion, and dedication required for their field of work to achieve our goals. Our commitment to carers has remained unwavering throughout.

As we celebrate 30 years of caring, we look forward to and are poised for the next 30 years, during which we will continue to innovate, adapt, and support carers to the best of our abilities and beyond. Our task is to focus on further enhancing our services and to ensure we meet the diverse needs of adult unpaid carers. We will further strengthen our partnerships and collaboration to create stronger, more supportive communities for carers. We recognise our work is far from complete, so we will continue to strive for a society where carers receive the recognition, support, and care they deserve, as without carers our economy and society would be under even more pressure.

My personal journey with Lanarkshire Carers has been for approximately 25 years. A connection with a staff member led to a discussion about my caring role and their work at the Princess Royal Trust for Carers, which is what Lanarkshire Carers was known as at the time. I was impressed by the organisation's work and asked about volunteering as paid work was not an option for me at that time due to a heavy caring role. I soon got involved in the care talk service, phoning isolated and hard-to-reach carers and contacting minority ethnic carers on a weekly basis. I helped overcome language and other cultural barriers that affected their access to services. Carers told me how much they benefited from the calls, a chance to explore their thoughts, feelings and experiences of being a carer with someone who understood what they were dealing with. I would speak in Punjabi, Urdu, and English. I am proud that Lanarkshire Carers Calls continue today along with Carer Wellbeing Calls, supported by the team of volunteers who donate their time to our organisation.

After a period of volunteering at Lanarkshire Carers, I was asked if I might express an interest in joining the Board. Initially hesitant to accept this task, my interest was sparked, and I joined the Board of Directors. I was then nominated for the role of chairperson but questioned whether I was equal to the task of such a prestigious role. I was elected, and it has been a privilege to be in this position of influence for many years with the opportunity to give back and try to improve the lived experience of carers in Lanarkshire.

Thank you to all my fellow Board members and to the staff team, past and present, without whom Lanarkshire Carers would not have reached this important milestone in such a strong position for the future. It is always good to spend time with each of you at Board meetings and activities, including our celebration of Trustees Week. We are in the process of refreshing our Strategic Framework and have had a Board discussion about this. This opportunity to consider our achievements, what new opportunities and risks exist, and reconfirm our vision, mission, and values will continue our transformation in the years that follow. Established Workstreams: Partnership, Plans, Provision, Practice, Partnership. People and Performance remain in place with an additional one that documents our Progress. This is a key document that will continue to guide our governance of the organisation and ensure we plan for every task ahead.

Lanarkshire Carers highlighted the invaluable role of unpaid carers and advocated for greater levels of investment as we marked the annual Carers Rights Day on 21 November 2024. Local elected representatives were invited to our Elected Members Open Doors Day for Carers Rights Day in Lanarkshire Carers Centre: Airdrie and Lanarkshire Carers Centre: Hamilton. Thank you to those who made the time to attend, learn more about what we do and connect with carers.

Lanarkshire Carers Centre Ltd

Report of the Trustees **For The Year Ended 31 March 2025**

Thanks to Linda Craig, who stepped down as South Lanarkshire IJB Carer representative in December 2024, and welcome to Brian Murphy, one of our full members who has stepped into the role. The highlight of our Annual General Meeting (AGM) in 2024 was the full member participation and contribution to the governance of our organisation. Lanarkshire Carers has embedded the Scottish Council for Voluntary Organisations (SCVO) Good Governance code, and the transformation of our membership structure supporting our full member involvement is a key aspect of this. The Board of Directors are accountable for the decisions we make, and our AGM each year is an important event. 65 full members joined us in 2024 sharing their stories of participation and ideas for future activities. Throughout the year, they have been part of many engagement activities including lived experience panels, carers parliament, technology and sensory impairment study, disability benefits research, hospital replacement project, local strategic planning consultation, and many more. Thank you to every carer who contributes in this way, giving carers a voice and influence.

Information about all our services and the full annual report can be found on our website.

Samar Sheikh - Chairperson

Trust and Time

My time at Lanarkshire Carers has flown by and it is now over eleven years since the Board of Directors placed their trust in me to lead this organisation. Throughout this period, we have changed and developed how we work and what we do, while always keeping our core purpose as our compass setting. Helping people who care by delivering the information, advice, and support they need gives hope. This helps to create fair and just communities that value carers and recognise the impact that caring roles can have. It has been a journey of learning, tough at times, and extremely rewarding. Every day we are reminded of the difference we make to the lives of carers in Lanarkshire, and it is always humbling that people make time in their busy lives to thank Lanarkshire Carers for the things that we do.

We have experienced an increase in new referrals and our case management work which was difficult to imagine a few years ago. Our membership has grown by almost 200% over the past ten years. Our new membership structure enables carers to choose how they want to get involved with Lanarkshire Carers. The growth and development of full members supports our work with and for carers, ensuring carers are involved in shaping services and are consulted at local and national levels. We celebrate the achievements of carers who complete our Participate with Confidence session, giving recognition awards during Carers Week 2024 and again at our AGM in 2024. Our full member involvement work creates opportunities for carers to contribute, ask questions, and share their experiences, ideas, and suggestions.

The culture and values of the organisation are central to our work. We support a positive working environment and deliver services that are caring and kind, with a rights-based approach to helping carers to have healthy, happy, and fulfilled lives. We have a progressive approach to ensuring the best value from the investment made in our small organisation. The Excellence for Carers standards continue to guide our work, with the reassurance of this external verification of the quality of what we do. This quality assurance has been developed with contributions from everyone at Lanarkshire Carers. Building on the previous achievement of Performance and Quality Assurance System for Small Organisations (PQASSO) Level 1 Award, we achieved PQASSO Level 2 Award at the end of 2017 and progressed to the Carers Trust Excellence for Carers Award in 2023. This has been a rewarding journey of system change, evidence gathering, and ongoing commitment to continuous improvement and high standards. Looking back, it is inspiring to see just how far Lanarkshire Carers has come, and a privilege to have contributed to this progress and success.

This reporting year, we received a Carer Positive 10th Anniversary Award for the best small or medium-sized employer for overall carer support. As a Carer Positive Exemplary employer, we were invited to an event at the Scottish Parliament in May 2024, which highlighted the importance of supporting carers in employment, examples of good practice, and the new law giving all carers the right to five days unpaid carers leave. Two carers from Lanarkshire Carers told their story at the event, which was attended by MSPs.

Three Decades of Caring provides a record of our journey, celebrates that we are thriving at thirty, and thanks every carer in Lanarkshire for continuing to care. This annual report highlights our activities, achievements, and challenges throughout a very busy year (April 2024 to March 2025). We will continue to work with and for carers to deliver services that make a positive difference to their lives. We will embrace change and innovation to deliver outcomes that empower carers.

Lanarkshire Carers Centre Ltd

Report of the Trustees
For The Year Ended 31 March 2025

I am immensely proud of Lanarkshire Carers and everyone who is part of this organisation, and thankful for the trust placed in me. I am confident that the organisation will continue to thrive for carers of the future, and to be good ancestors and pioneers for the delivery of the right support at the right time, whatever that might look like in the years to come.

Vision

Lanarkshire Carers works with and for carers in Lanarkshire to develop and deliver services that make a positive difference to their lives.

Mission

To ensure carers in Lanarkshire are identified, engaged, well informed, involved, supported, and empowered.

Values

Accountability, Transparency, Integrity, Responsibility, Respect, Trust, Fairness, Honesty, Equality and Diversity.

Barbara McAuley - Chief Executive Officer

OBJECTIVES AND ACTIVITIES

Objectives and aims

The company is established for charitable purposes only and to provide benefit to unpaid adult carers residing in North and South Lanarkshire. An adult carer is an individual who provides care for another person. An adult carer is at least 18 years of age. The care may be provided to a friend, relative (including a child with additional support needs) or a partner. The person requiring care may have an illness, disability, poor mental health or substance misuse issues. The company's objects are the prevention or relief of poverty, the advancement of education, the advancement of health, the advancement of citizenship or community development, the promotion of equality and diversity and the relief of those in need by reason of age, ill health, disability, financial hardship or other disadvantage.

- Carers in Lanarkshire are identified to ensure that they are engaged, well informed, involved, supported and empowered to manage and sustain their caring roles.
- Carers can access breaks from their caring role and enjoy a life outside caring.
- Preventative, practical and emotional support is available to carers at an early stage and ongoing throughout their caring journey.
- Carers have a voice which is heard, listened to and effective.
- Carers receive training and development relevant to their caring role.
- Communities and partner organisations are aware of carers and the issues that impact on them.
- Carers are aware of their rights and are recognised and valued as equal partners in care.

Report of the Trustees
For The Year Ended 31 March 2025

ACHIEVEMENTS AND PERFORMANCE

Charitable activities

Fully detailed in the annual report for the period 'Three Decades of Caring' published on our website. Quarterly performance monitoring reports detail the achievement and performance of the organisation throughout the year for the Board of Directors, Commissioners and Funders.

Adequate Staffing

Lanarkshire Carers service delivery model supports hybrid working, co-location in health and social care and two carer centres. The staffing structure is subject to ongoing review to ensure it is fit for purpose and that there are sufficient staff in place to comply with all contracts awarded and additional project activity. Lanarkshire Carers is committed to ensuring that the health, wellbeing and development of their staff remains a key priority for their organisation, ensuring their diverse workforce is highly skilled and able to meet the needs of carers. Lanarkshire Carers has grown and developed over the years whilst maintaining its stability and being carer-driven over all that time.

Ongoing Activities

Lanarkshire Carers works with and for carers to develop and deliver services that make a positive difference to their lives. The work of the charity is informed by our Strategic Framework - 'Celebrating 25 years in Lanarkshire: Our Journey Route and Plan to 2025'. The process of refreshing the Strategic Framework has begun and this is the opportunity to consider our achievements, what new opportunities and risks exist, and reconfirm the vision, mission, and values which will continue the transformation in the years that follow. Established Workstreams: Partnership, Plans, Provision, Practice, Partnership, People and Performance remain in place with an additional one that documents Progress. This is a key document that will continue to guide the governance of the organisation and ensure a plan for every task ahead.

Lanarkshire Carers is commissioned by University Health and Social Care North Lanarkshire (UHSCNL) and South Lanarkshire University Health and Social Care Partnership (SLUHSCP) to provide information, advice, direct support and representation services for unpaid carers. We provide services across each locality in Lanarkshire. We deliver personalised, and case managed, emotional and practical help through meaningful, outcome focussed conversations with trusted, skilled and experienced professionals.

Many things have been developed over the years including the services, the staff, the premises, the carer training, short break bureau, creative breaks, the staffing structure, terms and conditions, and much more. Changing the ways in which we contact, inform, and advise carers has shifted from organising meetings and groups to more emphasis on person-centred help and reliance on digital media.

Resilience Plan

The finances of the company continue to be robust enough to provide stability and flexibility to meet ongoing needs. Lanarkshire Carers aim to be an Employer of Choice in Lanarkshire and has a well-developed range of policies and practices that support flexible working and work/life balance.

Capital Expenditure Planned

No major capital expenditure is planned in the next 12 months.

Report of the Trustees
For The Year Ended 31 March 2025

FINANCIAL REVIEW

Finance review

Over the past 5-6 years, Lanarkshire Carers has benefitted from longer-term contracts with partners and commissioning authorities. This has provided the organisation with the stability required to grow and develop, supported by an infrastructure and the core systems and processes required. Lanarkshire Carers has been through transformational change and development that ensures that we are able to meet new demands, needs, and the circumstances of carers in innovative and responsive ways.

University Health and Social Care North Lanarkshire (UHSCNL) retendered for carer services in September 2024. Lanarkshire Carers was successful in securing the contract for Support for Unpaid Carers Lot 1 - Direct Carer Support and Breaks from Caring. This new contract is for 3 years (plus the potential to extend for a further 3 years) and was mobilised from 1 March 2025. This new contract value is £1,050,000 per year and includes an annual allocation for North Lanarkshire Carer Outcome Grants.

Lanarkshire Carers is currently in Year 5 of the South Lanarkshire University Health and Social Care Partnership (SLUHSCP) contract, awarded in 2020. We have been offered and accepted the plus one-year extension (3+2+1) for this contract that will run from 1 June 2025 to May 2026. Discussions are ongoing with South Lanarkshire regarding the value of this contract to meet increased costs and confirmation regarding the contract and/or commissioning intentions for the provision of services beyond May 2026. This represents a period of uncertainty for the organisation; however, we have confidence in the quality, impact reports, and value of the carer support services we provide.

These two contracts provide the main income of the organisation that covers most of the staff salary and operational costs, and our thanks go to both our main funding partners. We have continued to demonstrate the difference our services make, our contract compliance with and beyond the service specifications, added value we leverage into Lanarkshire, efficiencies achieved, and carer feedback reports that evidence the outcomes from our work.

Carer Flexible Support micro grant funding, which also supports our carer supermarket voucher scheme, is funded by both our main commissioners. These funds create further capacity to support carers in financial hardship and are one of the ways the organisation has responded to the financial challenges many carers face.

Lanarkshire Carers is Shared Care Scotland's trusted local delivery partner in Lanarkshire for Creative Breaks Time to Live funding, funded by the Scottish Government. This supports micro grants to carers and young carers living in Lanarkshire and helps to meet carer outcomes identified through Adult Carer Support Plan conversations. This includes an allocation for the development, and delivery of this additional work, which has significantly increased this year. Lanarkshire Carers Short Breaks Bureau is an integrated part of our service offering and supports the delivery of a broad range of activities that help carers access breaks from caring.

Shared Care Scotland has confirmed our funding allocation for 2025-2026 with a significant uplift agreed by the Scottish Government. This additional funding for the organisation will enable us to support many more carers with grants to access a short break, and recruitment is taking place to increase our capacity to deliver this work. Thanks to Shared Care Scotland for their ongoing support and guidance and for securing this increased allocation for local delivery partners and carers.

Our thanks go to the Respite providers who donate breaks and to the providers who offer discounts and services as part of our Lanarkshire Carers Card Scheme.

We also want to thank Carers Trust for the continued benefits that we access as a local network partner and to all the individuals and community groups who donate to the organisation.

Lanarkshire Carers distributed a total of £507,842 across several grant funds and initiatives for carers in Lanarkshire this financial year, equating to £9,766 of direct carer grants per week. The impact that grants have on carers' lives is evidenced through the achievement of agreed personal outcomes, extensive evaluation activity, and the feedback received. We have a well-established conversation-first approach, and carer grant funding is part of a full support package informed by personalised plans.

Lanarkshire Carers Centre Ltd

Report of the Trustees
For The Year Ended 31 March 2025

We continue to review, refresh, and update our systems for banking, purchasing, invoices, and grant payment, budget planning and monitoring, knowledge transfer documentation, payroll, income, and delegated authority in line with Board approval. This work supports streamlined processes and continued due diligence across a growing organisation. Detailed reports are provided to the Board of Directors, which has oversight and scrutiny in line with their responsibilities for governance of the charity in accordance with OSCR guidance.

We have experienced increased costs across most areas of the organisation, including increased Employer National Insurance costs. Like many organisations, staff turnover and recruitment place additional demands on the resources of the organisation.

Lanarkshire Carers aims to offer a staff salary and benefits package that reflects our commitment to rewarding staff appropriately and competitively, providing an attractive offer for current and future employees. Managing this while maintaining service levels and meeting increased demand requires careful governance.

We have sustained our delivery of excellence for carers, setting high standards and ensuring best value and protecting crucial direct carer support services. Carers must be considered and involved in all aspects of decision-making, and Lanarkshire Carers will continue to advocate on behalf of carers and their rights to continue to care whilst looking after their own health and wellbeing and enjoying a good quality of life. The value of the contribution carers make to the people they care for and in local communities is immeasurable and we must ensure that carers have access to the information, advice, and support they need to continue in their caring role.

This requires continued investment in direct support for carers through carer organisations and delivering the duties set out in the Carers (Scotland) Act 2016.

Linda Craig - Treasurer

Financial position

The outflow of resources for the year was £145,210. A full detailed report of the activities of the charity and how it had achieved its objectives are available from the office.

The Board of Directors is satisfied with the performance of the charity during the year and considers that the charity is in a strong position to continue its activities during the coming year and that the charities assets are adequate to fulfil its obligations.

Reserves policy

Reserves may be held where the Board of Directors feel there is a need to do so to ensure the charity's financial well-being and continuation. The board considers the present level of reserves to be adequate and represent costs that may have to be incurred. Reserves on 31 March 2025 are £1,274,535 of which £698,640 are restricted.

Going concern

The South contract is confirmed to 2026. The North contract has been confirmed for 3 years (plus the potential to extend for a further 3 years). This accounts for the vast majority of our funding for the next year. Carer grant funding is confirmed on a year-by-year basis, as is the development and delivery component of this. Project activity have exit and sustainability plans in place. The business has no liquidity issues.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing document

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

Report of the Trustees
For The Year Ended 31 March 2025

STRUCTURE, GOVERNANCE AND MANAGEMENT

Charity constitution

Lanarkshire Carers is run by carers for carers. The Board of Directors have met throughout the year to oversee the work of the organisation, providing strategic direction and ensuring their legal responsibilities and duties are met. Our membership structure helps to identify those members who want to support the board with their governance role. Lanarkshire Carers recognises that carers are experts by experience, equal partners who need to be at the heart of our work and involved at every stage. We aim to ensure that carers are able to contribute throughout the organisation, helping to shape responsive services. Our membership structure supports new approaches and meaningful carer involvement and participation. We recognise the changing needs and dynamics of caring and a membership level, between full and/or affiliate, can be changed at any time. Engaging with full members is a priority for the Board of Directors.

Recruitment and appointment of new trustees

A list of duties, selection, procedures and training is contained within the Articles of Association. A Board of Director recruitment and induction process and ongoing learning and development programme are in place.

Key management remuneration

The Directors consider the board and chief executive as key personnel in charge of the charity and day to day operation. All Directors give their time freely for no remuneration. The pay of the Chief Executive is reviewed annually.

Related parties

No Directors received remuneration or other benefit from their work with the charity during the year.

Risk management

The Directors review the major risks associated with the activities of the charity on a regular basis and believe that maintaining reserves at current levels, combined with an annual review of internal controls over key systems, will provide sufficient resources in the event of adverse conditions. The Directors have also examined other operational business risks faced by the charity and confirm that they have established systems to mitigate the significant risks.

REFERENCE AND ADMINISTRATIVE DETAILS

Registered Company number

SC209296 (Scotland)

Registered Charity number

SC029160

Registered office

Ground Floor Left, Princes Gate
60 Castle Street
Hamilton
South Lanarkshire
ML3 6BU

Trustees

S Sheikh - Director
W G Lennox - Director
L A Craig - Director
F Hughes - Director
L M O'Hara Director
C Toal - Director
N Johnson- Co-opted 25/11/2025

Company Secretaries

S Sheikh
A J Duffy-Lawson

Lanarkshire Carers Centre Ltd

Report of the Trustees
For The Year Ended 31 March 2025

REFERENCE AND ADMINISTRATIVE DETAILS

Auditors

Robb Ferguson
Chartered Accountants & Statutory Auditors
Regent Court
70 West Regent Street
Glasgow
G2 2QZ

STATEMENT OF TRUSTEES' RESPONSIBILITIES

The trustees (who are also the directors of Lanarkshire Carers Centre Ltd for the purposes of company law) are responsible for preparing the Report of the Trustees and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing those financial statements, the trustees are required to

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charity SORP;
- make judgements and estimates that are reasonable and prudent;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

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

In so far as the trustees are aware:

- there is no relevant audit information of which the charitable company's auditors are unaware; and
- the trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

AUDITORS

The auditors, Robb Ferguson, will be proposed for re-appointment at the forthcoming Annual General Meeting.

Approved by order of the board of trustees on 25th August 2025 and signed on its behalf by:

.....S. Sheikh.....
S Sheikh - Trustee

**Report of the Independent Auditors to the Trustees and Members of
Lanarkshire Carers Centre Ltd**

Opinion

We have audited the financial statements of Lanarkshire Carers Centre Ltd (the 'charitable company') for the year ended 31 March 2025 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2025 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 and Regulation 8 of the Charities Accounts (Scotland) Regulations 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditors' responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and the provisions available for small entities, in the circumstances set out in note 20 to the financial statements, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

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

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

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

Other information

The trustees are responsible for the other information. The other information comprises the information included in the Annual Report, other than the financial statements and our Report of the Independent Auditors thereon.

Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the Report of the Trustees for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Report of the Trustees has been prepared in accordance with applicable legal requirements.

**Report of the Independent Auditors to the Trustees and Members of
Lanarkshire Carers Centre Ltd**

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Report of the Trustees.

We have nothing to report in respect of the following matters where the Companies Act 2006 and the Charities Accounts (Scotland) Regulations 2006 (as amended) requires us to report to you if, in our opinion:

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

Responsibilities of trustees

As explained more fully in the Statement of Trustees' Responsibilities, the trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

**Report of the Independent Auditors to the Trustees and Members of
Lanarkshire Carers Centre Ltd**

Our 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 a Report of the Independent Auditors that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, was as follows:

- The engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;
- We identified the laws and regulations applicable to the charity through discussions with directors and other management, and from our wider knowledge and experience;
- We focused on specific laws and regulations which we considered may have a direct material effect on the financial statements or the operations of the company, including the The Charities Accounts (Scotland) Regulations 2006 and Financial Reporting Standard 102 Statement of Recommended Practice.
- We assessed the extent of compliance with the laws and regulations identified above through making enquiries of management and inspecting legal correspondence; and
- Identified laws and regulations were communicated within the audit team regularly and the team remained alert to instances of non-compliance throughout the audit.

We assessed the susceptibility of the charitable company's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:

- Making enquiries of management as to where they considered there was susceptibility to fraud, their knowledge of actual, suspected and alleged fraud; and
- Considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations

Audit response to risks of irregularities identified

To address the risk of fraud through management bias and override of controls, we:

- Performed analytical procedures to identify any unusual or unexpected relationships;
- Tested journal entries to identify unusual transactions;
- Assessed whether judgements and assumptions made in determining the accounting estimates set out were indicative of potential bias; and
- Investigated the rationale behind significant or unusual transactions.

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

- Agreeing financial statement disclosures to underlying supporting documentation;
- Reading the minutes of meetings of those charged with governance;
- Enquiring of management as to actual and potential litigation and claims; and
- Reviewing correspondence with HMRC, OSCR and the charitable company's legal advisors.

There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of the directors and other management and the inspection of regulatory and legal correspondence, if any.

Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at www.frc.org.uk/auditorsresponsibilities. This description forms part of our Report of the Independent Auditors.

**Report of the Independent Auditors to the Trustees and Members of
Lanarkshire Carers Centre Ltd**

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006, and to the charitable company's trustees, as a body, in accordance with Regulation 10 of the Charities Accounts (Scotland) Regulations 2006. Our audit work has been undertaken so that we might state to the charitable company's members and the trustees those matters we are required to state to them in an auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Janice Alexander

Janice Alexander CA (Senior Statutory Auditor)
for and on behalf of Robb Ferguson
Chartered Accountants & Statutory Auditors
Eligible to act as an auditor in terms of Section 1212 of the Companies Act 2006
Regent Court
70 West Regent Street
Glasgow
G2 2QZ

Date: 3/9/25

Lanarkshire Carers Centre Ltd

**Statement of Financial Activities
For The Year Ended 31 March 2025**

		Unrestricted funds £	Restricted funds £	2025 Total funds £	2024 Total funds £
	Notes				
INCOME AND ENDOWMENTS FROM					
Donations and legacies	2	2,317	135,599	137,916	136,219
Charitable activities	4				
Charitable activities		612,503	1,343,732	1,956,235	2,329,485
Investment income	3	165	-	165	150
Total		<u>614,985</u>	<u>1,479,331</u>	<u>2,094,316</u>	<u>2,465,854</u>
EXPENDITURE ON					
Charitable activities	5				
Charitable Expenses - Objects		482,323	1,749,667	2,231,990	2,171,887
Governance Costs		7,537	-	7,537	192,449
Total		<u>489,860</u>	<u>1,749,667</u>	<u>2,239,527</u>	<u>2,364,336</u>
NET INCOME/(EXPENDITURE)		125,125	(270,336)	(145,211)	101,518
Transfers between funds	18	15,536	(15,536)	-	-
Net movement in funds		<u>140,661</u>	<u>(285,872)</u>	<u>(145,211)</u>	<u>101,518</u>
RECONCILIATION OF FUNDS					
Total funds brought forward		435,234	984,512	1,419,746	1,318,228
TOTAL FUNDS CARRIED FORWARD		<u><u>575,895</u></u>	<u><u>698,640</u></u>	<u><u>1,274,535</u></u>	<u><u>1,419,746</u></u>

The notes form part of these financial statements

Lanarkshire Carers Centre Ltd

Balance Sheet
31 March 2025

	Notes	Unrestricted funds £	Restricted funds £	2025 Total funds £	2024 Total funds £
FIXED ASSETS					
Tangible assets	14	15,411	-	15,411	20,548
CURRENT ASSETS					
Debtors	15	110,403	-	110,403	16,191
Cash at bank and in hand		582,557	698,640	1,281,197	1,539,318
		<u>692,960</u>	<u>698,640</u>	<u>1,391,600</u>	<u>1,555,509</u>
CREDITORS					
Amounts falling due within one year	16	(132,476)	-	(132,476)	(156,311)
NET CURRENT ASSETS		<u>560,484</u>	<u>698,640</u>	<u>1,259,124</u>	<u>1,399,198</u>
TOTAL ASSETS LESS CURRENT LIABILITIES		<u>575,895</u>	<u>698,640</u>	<u>1,274,535</u>	<u>1,419,746</u>
NET ASSETS		<u>575,895</u>	<u>698,640</u>	<u>1,274,535</u>	<u>1,419,746</u>
FUNDS	18				
Unrestricted funds:					
General fund				488,611	361,120
Designated fund				87,284	74,114
				<u>575,895</u>	<u>435,234</u>
Restricted funds:					
Restricted fund				560,990	862,398
Designated fund				137,650	122,114
				<u>698,640</u>	<u>984,512</u>
TOTAL FUNDS				<u>1,274,535</u>	<u>1,419,746</u>

The notes form part of these financial statements

Lanarkshire Carers Centre Ltd

Balance Sheet - continued

31 March 2025

These financial statements have been prepared in accordance with the provisions applicable to charitable companies subject to the small companies regime.

The financial statements were approved by the Board of Trustees and authorised for issue on 25/8/25 and were signed on its behalf by:

S. Sheikh
S Sheikh - Trustee

I. A Craig
I. A Craig - Trustee

The notes form part of these financial statements

Lanarkshire Carers Centre Ltd

Cash Flow Statement
For The Year Ended 31 March 2025

	Notes	2025 £	2024 £
Cash flows from operating activities			
Cash generated from operations	1	(258,286)	237,750
Net cash (used in)/provided by operating activities		(258,286)	237,750
Cash flows from investing activities			
Interest received		165	150
Net cash provided by investing activities		165	150
Change in cash and cash equivalents in the reporting period		(258,121)	237,900
Cash and cash equivalents at the beginning of the reporting period		1,539,318	1,301,418
Cash and cash equivalents at the end of the reporting period		1,281,197	1,539,318

The notes form part of these financial statements

Lanarkshire Carers Centre Ltd

Notes to the Cash Flow Statement
For The Year Ended 31 March 2025

1. RECONCILIATION OF NET (EXPENDITURE)/INCOME TO NET CASH FLOW FROM OPERATING ACTIVITIES

	2025 £	2024 £
Net (expenditure)/income for the reporting period (as per the Statement of Financial Activities)	(145,211)	101,518
Adjustments for:		
Depreciation charges	5,137	20,548
Interest received	(165)	(150)
(Increase)/decrease in debtors	(94,213)	10,989
(Decrease)/increase in creditors	(23,834)	104,845
Net cash (used in)/provided by operations	<u>(258,286)</u>	<u>237,750</u>

2. ANALYSIS OF CHANGES IN NET FUNDS

	At 1.4.24 £	Cash flow £	At 31.3.25 £
Net cash			
Cash at bank and in hand	1,539,318	(258,121)	1,281,197
	<u>1,539,318</u>	<u>(258,121)</u>	<u>1,281,197</u>
Total	<u>1,539,318</u>	<u>(258,121)</u>	<u>1,281,197</u>

The notes form part of these financial statements

Lanarkshire Carers Centre Ltd

Notes to the Financial Statements
For The Year Ended 31 March 2025

I. ACCOUNTING POLICIES

Basis of preparing the financial statements

The financial statements of the charitable company, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) 'Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Companies Act 2006. The financial statements have been prepared under the historical cost convention.

Income

All income is recognised in the Statement of Financial Activities once the charity has entitlement to the funds, it is probable that the income will be received and the amount can be measured reliably.

Expenditure

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources.

Grants offered subject to conditions which have not been met at the year end date are noted as a commitment but not accrued as expenditure.

Tangible fixed assets

Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life.

Plant and machinery	- 25% on reducing balance
Fixtures and fittings	- 25% on reducing balance
Computer equipment	- 25% on reducing balance

Taxation

The charity is exempt from corporation tax on its charitable activities.

Fund accounting

Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

Restricted funds can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

Hire purchase and leasing commitments

Rentals paid under operating leases are charged to the Statement of Financial Activities on a straight line basis over the period of the lease.

Pension costs and other post-retirement benefits

The charitable company operates a defined contribution pension scheme. Contributions payable to the charitable company's pension scheme are charged to the Statement of Financial Activities in the period to which they relate.

Lanarkshire Carers Centre Ltd

Notes to the Financial Statements - continued
For The Year Ended 31 March 2025

2. DONATIONS AND LEGACIES

	2025	2024
	£	£
Donations	1,414	590
Grants	135,599	135,599
Other income	903	30
	<u>137,916</u>	<u>136,219</u>

Grants received, included in the above, are as follows:

	2025	2024
	£	£
Other grants	<u>135,599</u>	<u>135,599</u>

3. INVESTMENT INCOME

	2025	2024
	£	£
Interest receivable - trading	<u>165</u>	<u>150</u>

4. INCOME FROM CHARITABLE ACTIVITIES

	2025	2024
	£	£
Grants	<u>1,956,235</u>	<u>2,329,485</u>

Grants received, included in the above, are as follows:

	2025	2024
	£	£
NL Contract - Direct Support Adult Carers Services	710,144	646,902
SL Contract - Contract for Adult Carer & Representation Support Service	615,204	549,950
NL Flexible Carers Support Fund	-	200,000
SL Flexible Carers Support Fund	75,000	75,000
Carers Trust	4,724	15,651
Shared Care Scotland - Creative Breaks (Time to Live)	551,163	545,786
NL Carer Outcome Grant	-	289,728
Other misc grants	-	6,468
	<u>1,956,235</u>	<u>2,329,485</u>

Lanarkshire Carers Centre Ltd

Notes to the Financial Statements - continued
For The Year Ended 31 March 2025

5. CHARITABLE ACTIVITIES COSTS

	Direct Costs £	Grant funding of activities (see note 6) £	Support costs (see note 7) £	Totals £
Charitable Expenses - Objects	1,536,466	507,842	187,682	2,231,990
Governance Costs	-	-	7,537	7,537
	<u>1,536,466</u>	<u>507,842</u>	<u>195,219</u>	<u>2,239,527</u>

6. GRANTS PAYABLE

	2025 £	2024 £
Charitable Expenses - Objects	<u>507,842</u>	<u>814,905</u>

7. SUPPORT COSTS

	Governance costs £
Charitable Expenses - Objects	187,682
Governance Costs	7,537
	<u>195,219</u>

8. NET INCOME/(EXPENDITURE)

Net income/(expenditure) is stated after charging/(crediting):

	2025 £	2024 £
Depreciation - owned assets	5,137	20,548
Hire of plant and machinery	<u>3,519</u>	<u>3,955</u>

9. AUDITORS' REMUNERATION

	2025 £	2024 £
Fees payable to the charity's auditors for the audit of the charity's financial statements	<u>7,110</u>	<u>5,974</u>

Lanarkshire Carers Centre Ltd

Notes to the Financial Statements - continued
For The Year Ended 31 March 2025

10. TRUSTEES' REMUNERATION AND BENEFITS

There were no trustees' remuneration or other benefits for the year ended 31 March 2025 nor for the year ended 31 March 2024.

Key management personnel are the Directors and Chief Executive. No Directors received remuneration during the year (2024: £0).

Trustees' expenses

There were no trustees' expenses paid for the year ended 31 March 2025 (2024: £81).

11. STAFF COSTS

	2025	2024
	£	£
Wages and salaries	1,185,668	1,056,967
Social security costs	109,836	93,651
Other pension costs	57,204	48,363
	<u>1,352,708</u>	<u>1,198,981</u>

The amount of employee benefits received by key management personnel was £59,065 (2024 - £55,547).

The average monthly number of employees during the year was as follows:

	2025	2024
	40	36

No employees received emoluments in excess of £60,000.

12. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES

	Unrestricted funds £	Restricted funds £	Total funds £
INCOME AND ENDOWMENTS FROM			
Donations and legacies	620	135,599	136,219
Charitable activities			
Charitable activities	566,160	1,763,325	2,329,485
Investment income	150	-	150
Total	<u>566,930</u>	<u>1,898,924</u>	<u>2,465,854</u>
EXPENDITURE ON			
Charitable activities			
Charitable Expenses - Objects	343,609	1,828,278	2,171,887
Governance Costs	185,188	7,261	192,449
Total	<u>528,797</u>	<u>1,835,539</u>	<u>2,364,336</u>
NET INCOME	38,133	63,385	101,518

Notes to the Financial Statements - continued
For The Year Ended 31 March 2025

12. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES - continued

	Unrestricted funds £	Restricted funds £	Total funds £
RECONCILIATION OF FUNDS			
Total funds brought forward	397,101	921,127	1,318,228
TOTAL FUNDS CARRIED FORWARD	<u>435,234</u>	<u>984,512</u>	<u>1,419,746</u>

13. GOVERNMENT GRANTS

	2025 £	2024 £
North Lanarkshire Council	710,144	489,728
South Lanarkshire Council	825,803	760,549
Scottish Government	<u>551,163</u>	<u>545,786</u>
	<u>2,087,110</u>	<u>1,796,063</u>

There are no unfulfilled conditions and contingencies attaching to the grants or any indications of other forms of government assistance.

14. TANGIBLE FIXED ASSETS

	Plant and machinery £	Fixtures and fittings £	Computer equipment £	Totals £
COST				
At 1 April 2024 and 31 March 2025	<u>599</u>	<u>79,290</u>	<u>67,837</u>	<u>147,726</u>
DEPRECIATION				
At 1 April 2024	<u>599</u>	<u>64,975</u>	<u>61,604</u>	<u>127,178</u>
Charge for year	<u>-</u>	<u>3,579</u>	<u>1,558</u>	<u>5,137</u>
At 31 March 2025	<u>599</u>	<u>68,554</u>	<u>63,162</u>	<u>132,315</u>
NET BOOK VALUE				
At 31 March 2025	<u>-</u>	<u>10,736</u>	<u>4,675</u>	<u>15,411</u>
At 31 March 2024	<u>-</u>	<u>14,315</u>	<u>6,233</u>	<u>20,548</u>

Lanarkshire Carers Centre Ltd

Notes to the Financial Statements - continued
For The Year Ended 31 March 2025

15. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2025	2024
	£	£
Trade debtors	90,084	-
Other debtors	8,450	8,450
Prepayments	11,869	7,741
	<u>110,403</u>	<u>16,191</u>

16. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2025	2024
	£	£
Trade creditors	17,934	40,375
Social security and other taxes	-	25,129
Pension fund	11,012	9,330
Other creditors	1,836	2,843
Accrued expenses	101,694	78,634
	<u>132,476</u>	<u>156,311</u>

17. LEASING AGREEMENTS

Minimum lease payments under non-cancellable operating leases fall due as follows:

	2025	2024
	£	£
Within one year	22,389	23,914
Between one and five years	799	21,040
	<u>23,188</u>	<u>44,954</u>

18. MOVEMENT IN FUNDS

	At 1.4.24	Net movement in funds	Transfers between funds	At 31.3.25
	£	£	£	£
Unrestricted funds				
General fund	361,120	125,125	2,366	488,611
Designated fund	74,114	-	13,170	87,284
	<u>435,234</u>	<u>125,125</u>	<u>15,536</u>	<u>575,895</u>
Restricted funds				
Restricted fund	862,398	(270,336)	(31,072)	560,990
Designated fund	122,114	-	15,536	137,650
	<u>984,512</u>	<u>(270,336)</u>	<u>(15,536)</u>	<u>698,640</u>
TOTAL FUNDS	<u>1,419,746</u>	<u>(145,211)</u>	<u>-</u>	<u>1,274,535</u>

Lanarkshire Carers Centre Ltd

Notes to the Financial Statements - continued
For The Year Ended 31 March 2025

18. MOVEMENT IN FUNDS - continued

Net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	614,985	(489,860)	125,125
Restricted funds			
Restricted fund	1,479,331	(1,749,667)	(270,336)
TOTAL FUNDS	<u>2,094,316</u>	<u>(2,239,527)</u>	<u>(145,211)</u>

Comparatives for movement in funds

	At 1.4.23 £	Net movement in funds £	Transfers between funds £	At 31.3.24 £
Unrestricted funds				
General fund	397,101	38,133	(74,114)	361,120
Designated fund	-	-	74,114	74,114
	<u>397,101</u>	<u>38,133</u>	<u>-</u>	<u>435,234</u>
Restricted funds				
Restricted fund	921,127	63,385	(122,114)	862,398
Designated fund	-	-	122,114	122,114
	<u>921,127</u>	<u>63,385</u>	<u>-</u>	<u>984,512</u>
TOTAL FUNDS	<u>1,318,228</u>	<u>101,518</u>	<u>-</u>	<u>1,419,746</u>

Comparative net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	566,930	(528,797)	38,133
Restricted funds			
Restricted fund	1,898,924	(1,835,539)	63,385
TOTAL FUNDS	<u>2,465,854</u>	<u>(2,364,336)</u>	<u>101,518</u>

During the year the trustees decided to designate a proportion of both Unrestricted and Restricted funds to fund any potential future redundancies, should they be required.

Lanarkshire Carers Centre Ltd

Notes to the Financial Statements - continued
For The Year Ended 31 March 2025

19. RELATED PARTY DISCLOSURES

There were no related party transactions for the year ended 31 March 2025.

20. FRC ETHICAL STANDARD - PROVISIONS AVAILABLE FOR SMALL ENTITIES

In common with many other businesses of our size and nature we use our auditors to prepare and submit returns to the tax authorities and assist with the preparation of the financial statements.

Lanarkshire Carers Centre Ltd
Detailed Statement of Financial Activities
For The Year Ended 31 March 2025

	2025 £	2024 £
INCOME AND ENDOWMENTS		
Donations and legacies		
Donations	1,414	590
Grants	135,599	135,599
Other income	903	30
	137,916	136,219
Investment income		
Interest receivable - trading	165	150
Charitable activities		
Grants	1,956,235	2,329,485
Total incoming resources	2,094,316	2,465,854
EXPENDITURE		
Charitable activities		
Wages	1,185,668	1,056,967
Social security	109,836	93,651
Pensions	57,204	48,363
Project expenditure	183,758	158,001
Grants to individuals	507,842	814,905
	2,044,308	2,171,887
Support costs		
Governance costs		
Auditors' remuneration	7,110	5,974
Hire of plant and machinery	3,519	3,955
Rent, rates & insurance	53,178	52,385
Light and heat	5,067	5,432
Telephone	29,319	30,154
Postage and stationery	3,990	4,060
Professional fees	13,066	6,466
Travel	4,023	2,733
Computer costs and software	30,961	23,761
Repairs and maintenance	5,898	11,096
Cleaning	1,770	570
Advertising	10,000	8,022
Subscriptions	8,167	6,045
Training costs	6,995	4,472
Carer support events	5,430	2,965
Other office expenses	1,067	1,933
Bank charges	522	1,878
Carried forward	190,082	171,901

This page does not form part of the statutory financial statements

Lanarkshire Carers Centre Ltd

Detailed Statement of Financial Activities
For The Year Ended 31 March 2025

	2025 £	2024 £
Governance costs		
Brought forward	190,082	171,901
Fixtures and fittings	3,579	14,315
Computer equipment	1,558	6,233
	<u>195,219</u>	<u>192,449</u>
Total resources expended	<u>2,239,527</u>	<u>2,364,336</u>
Net (expenditure)/income	<u>(145,211)</u>	<u>101,518</u>

This page does not form part of the statutory financial statements