

Young Carers Development Trust

Business Plan 2020 - 2023



Contents

Executive summary	2
About the Young Carers Development Trust.....	3
History.....	4
About Young Carers	4
Working with the Young Carer Services.....	5
The Role of a Development Manager (DMs)	5
Supporting our young carers	6
Ambassadors.....	6
How do we raise awareness about Young Carers?.....	6
The Impact of Covid 19 on YCDT.....	7
YCDT Expansion Plans	8
Fundraising and Diversification.....	9
Impact Analysis	10
Key Relationships	11
Financial Summary.....	12
Legal and Statutory Compliance	13
People, management and governance	14
Public Benefit Statement	14
Schedule 1 Statement of Financial Activity.....	15
Schedule 2 Impact Measurement Review - April 2020	16

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The Young Carers Development Trust is a charity (1150197) and a company limited by guarantee (England and Wales No. 07771110).

Executive summary

The Trustees believe the overall objective of improving the life chances of Young Carers who are providing care for disabled or seriously ill family members will be achieved by establishing and continually developing a network of high-achieving Young Carers.

The Young Carers Development Trust ('YCDT') provides support, mentoring and activities which develop the skills, capacities and capabilities of our beneficiaries. They will then become active and inspiring ambassadors for others from backgrounds similar to their own.

Young carers as well as supporters, funders and the general public alike, are now choosing to engage with our charity due to the proven impact we have had on our beneficiaries. YCDT continues to develop ways to measure this success.

With the increased number of young carers who are now involved, YCDT employs part time a Charity Manager and a Youth Work Manager.

Business Plan overview:

This business plan sets a path for the development and sustainability of the Young Carers Development Trust ('YCDT') from October 2020 – 2023.

An Operational plan has been prepared with milestones and timelines to build and expand on our success summarised as:

- **Aim 1:** YCDT will support the educational development and wider learning opportunities for young carers.
- **Aim 2:** YCDT will diversify our income streams
- **Aim 3:** YCDT will raise awareness and support of young carers and the work of YCDT through effective external and internal communications and marketing.

This document explains the background to the Operational plan and how it will be implemented

Covid-19

Covid – 19 has materially impacted the operations and activities of YCDT including the lives and families of our young carers and the way that we work day to day.

This plan also sets out the risks and challenges that YCDT faces in dealing with the pandemic, how we have changed our operating policies and procedures to protect families, and the impact on our finances.

About the Young Carers Development Trust

Our Vision

For young carers to reach their potential.

Our Mission

The provision of intensive one to one support to enable young carers to achieve their potential
The Trust's principal objectives will be achieved, by encouraging them to strive for ambitious goals, to advance in life and to become active, inspiring models for others from backgrounds similar to their own.

Our Values

Young Carers are at the centre of everything we do. We aim to inspire and nurture them to achieve their potential.

Additional values integral to YCDT are:

Respect:	Mutual respect between YCDT and the young carer
Integrity:	A non-judgemental approach which aims to support each young carer's aspirations
Commitment:	A commitment from YCDT and the young carers to support a successful long term partnership.
Creativity:	Using all networks, resources and tools available to support the development of the young carer.
Transparency & accountability:	YCDT is transparent, efficient and accountable in the use of funds and deployment of human resources.

History

YCDT was established in 2012 to address a need identified by staff within Wiltshire Young Carers Services. In 10 years only one young carer from Wiltshire had gone on to university, despite there being many young carers with great potential.

A board of committed trustees was brought together and two initial referrals were invited from Wiltshire Young Carers Service. First funding was provided by The Ray Harris Trust and The Rank Foundation.

Over the years, volunteer Development Managers (**DMs**) were recruited to support the growing number of Beneficiaries. In 2017 a Charity Manager was employed to manage these initial relationships and to recruit further DMs, build processes and create relationships with other Young Carers Services. In 2019 a Youth Manager was employed to help manage the increasing number of young carers now supported by YCDT

The Trustees' vision has been shaped by their practical experience as senior executives in charitable, industrial, commercial, and professional organisations and by the success of the Rank Foundation's School Leadership Award scheme, founded in 1978. Since its inception, YCDT has grown significantly and to date has supported 21 young carers into higher education or meaningful employment. The numbers are steadily increasing year by year.

About Young Carers

Nationally, young carers miss on average 10 weeks of school per year, they achieve nine grades lower in their GCSEs, they are twice as likely to be not in education, employment or training (NEET) and drop out of university. ¹YCDT aims to reduce the negative impact of caring and help that has affected young carers so that they can fulfil their potential.

According to a survey by Nottingham University and the BBC, there are an estimated 700,000 young carers in the UK who are the primary carer for a sick, incapacitated or addicted parent or sibling². Recent research by the Carers Trust (January 2018) shows that 73% of these young carers take time off school to look after a family member. This can equate to an average of 10 weeks of missed schooling per year as a direct result of their caring role.

The difficulties they experience as a result of their caring role can have significant and long-term negative impact on their engagement with education and employment and their overall physical and emotional wellbeing. Contextually, this sits alongside a rising threshold of social care eligibility.

Public awareness of young carers and young carer issues was growing prior to Brexit but has now lost momentum due to public and media interest being diverted to the Pandemic. This has negatively impacted the funding YCDT can raise through grants and donations.

¹ https://carers.org/sites/default/files/time_to_be_heard_report_final.pdf

² <https://www.nottingham.ac.uk/news/pressreleases/2018/september/children-england-care-sick-family.aspx>

Young carer organisations all differ in their provision for young carers. Some offer statutory Young Carer Assessments, some also provide individual support or respite activities. However the number of identified young carers is increasing. As a result of funding cuts, support has been reduced in recent years. This has changed the way the statutory sector works with young carers working with a larger number but less funding and therefore less intensively.

Working with the Young Carer Services

Focussed on the South West of England, YCDT works in partnership with Local Authority based young carers services and organisations, predominantly non-profit organisations, to promote awareness and a clear understanding of the Trust's philosophies and objectives. This assists young carer support workers to identify young inspirational individuals with potential who meet our criteria but are unlikely to succeed without targeted support.

Young carer support workers will identify a number of young carers, who clearly demonstrate their ambition and drive but who are struggling or unable to reach their potential due to their caring responsibilities and wider home lives. YCDT also ask that referrals are made for young carers that will engage well with the support.

The system is straightforward and designed to protect potential beneficiaries from facing unnecessary disappointment. These organisations understand the process and our objectives so that the Trust is introduced to the brightest but so that the Trust is introduced to the most appropriate young carers. All of our current young carers come from areas with high levels of social deprivation.

The Charity Youth Manager and Charity Manager will make recommendations to the Trustees and subject to the committed financing being in place, will make offers to the beneficiaries.

To our knowledge, the service YCDT provides young carers is entirely unique and there are no other charities attempting to bridge the gap of lost education and opportunities of young carers by providing such intensive support and resource.

The Role of a Development Manager (DMs)

DMs are the principal resource for mentoring, encouraging and developing Young Carers. They will work one on one with their young carer from the beginning of year 11 to their first year of University or equivalent (4 years, ages 15 - 19).

DMs are identified and recruited because they have the necessary life experience, empathy and time to devote to carers and families. DM's come from all spheres of life and professions and therefore some need reimbursement for expenses and other costs. They are paid an honorarium although in some cases they may choose not to take this payment.

DMs are offered regular training which includes: young carer awareness training; safeguarding; motivational interviewing; enabling work experience; UCAS application processes etc. As well as offering training in important areas identified by YCDT, through monitoring and surveys, we identify gaps in DM knowledge or confidence and offer training to bridge these gaps.

Over a period of 4 to 5 years the Development Manager becomes a strong and constant mentor and support. By very virtue of their caring roles, young carers are often more capable and demonstrate a higher degree of emotional intelligence than their peers but are often overlooked and fail to thrive in their school environment. The influence and importance of our DMs working with them over this period cannot be overstated.

Supporting our young carers

Once a young carer has been formally approached by YCDT and has accepted the conditions of a grant, they will be matched with a DM who has experience in a relevant sector and/or working with young people and is able to offer the skills and networks necessary for that young carer. The DM offers sustained support and advice throughout their relationship.

The DM will provide one to one mentoring either in person, by phone or social media approximately once a month but varying according to the needs or academic timetable of the Young Carer and will enable each individual to reach their potential by organising and monitoring targeted tuition where needed, providing any necessary resource or equipment, and act as a contact between school representatives or family as authorised and appropriate. They will also prepare quarterly progress reports for submission to the Youth Manager.

The individual support provided to Beneficiaries is not necessarily restricted to improving academic grades, but will inevitably help to raise levels of aspiration. The DM will also help to identify other support that is available to the Young Carer so that they can pursue their ambitions without impacting their family situation.

Ambassadors

Towards the end of the 4 year programme, YCDT will invite a young carer to become an Ambassador for the charity. Our Ambassadors give back to other young people by telling their story and providing advice and information to inspire others from similar backgrounds to overcome common barriers.

They can also assist in fundraising, raising awareness of young carers and YCDT and support current Beneficiaries.

Through this they have a platform to showcase their personal success. By sharing their stories they inspire others and help overcome barriers within society and within the organisations that are working with young carers (e.g. schools)

How do we raise awareness about Young Carers?

YCDT offers workshops to young carers (aged 14-18) that aim to raise aspirations amongst this demographic and give them insight into further education, higher education, employment and their rights as young carers. These workshops are now regular features as a result of Covid-19 (see below).

YCDT will also hold events for all local young carers to attend where they will have access to experts in carers' rights, further education, higher education and employment.

YCDT works with local educational institutions to raise awareness of young carers and the barriers they face to achievement. Where possible we work to challenge negative perceptions and affect change within a range of institutions.

As part of our fundraising plans, some of our young carers have now made the presentation to donors, supporters and local organisations. The personal explanation of the work of our charity coupled with the story of their own family experiences has proved to be one of the most effective ways to raise awareness.

The Impact of Covid 19 on YCDT

Covid – 19 has materially impacted the operations and activities of YCDT effecting

- the lives and families of our young carers including the risks to families during lockdown and school closures.
- the ways that we can contact, support, mentor and safeguard them
- the variety and range of face-to-face enrichment opportunities
- the ability of the charity to build on its sustainable fundraising streams such as events and community funding
- generally to reduce the number of fundraising channels as funding shifts towards support for causes relating to the pandemic

YCDT has been able to adapt its operational methods and procedures to compensate for these difficulties and in some cases has been able to improve its methods. A major positive benefit has been the accelerated and increased use of webinars with participants across the UK including many Young Carers who had not previously been aware of our activities. Examples of this are on our website.

Throughout the lockdown, YCDT and CSC (The Carers Support Centre) have been hosting coronavirus Q & A webinars every Wednesday at 2pm aimed at young adult carers (14-25) and professionals working with young adult carers. Subjects have included Grants and Funding, school closing, testing and looking after your health.

New procedures have been put in place to encourage continued communication between DMs and their young carer by video link with additional emphasis on identifying any problems arising from the lockdown

Financially it has affected our fundraising abilities and we have had to postpone events and community funding projects. While our financial reserves policy (set out in the financial summary section) has protected our beneficiaries, fundraising for our grant oversight and beneficiary management remains critical. There is direct evidence of financial support from traditional donors and funds being directed to the NHS and other pandemic front line organisations.

The Business Plan reflects a decline in our fundraising for the rest of 2020, a slower growth in 2021 and then a more normal trend in 2023

YCDT Expansion Plans

	ACTUAL 2017-18	ACTUAL 2018-19	Projected 2019-20	Projected 2020 -21	Projected 2021 -22	Projected 2022 -23
Number of new beneficiaries in the year	3	4	4	6	6	8
Number of active young carers in the year	6	10	18	22	25	29
Cumulative number of young carers	12	17	21	27	33	41
Number of Ambassadors	3	5	8	9	10	12

Between 2020 and 2023 YCDT aims to:

- Sustainably grow and expand our annual beneficiary intake numerically and geographically through our one to one DM support.
- Expand the reach of YCDT to support a larger number of young carers who are not our beneficiaries through workshops aimed to improve their ambitions and give practical advice and support on how to achieve them.
- Raising awareness of young carers and our cause through communications, increased participation and networking.

The Ambassador programme will be incorporated into this expansion, and will include (wherever possible and appropriate) training for Ambassadors to become DMs in the area of their Higher Education institution.

This will be especially relevant in areas where YCDT has not been represented. Therefore strong links with potential regional referrers will be needed to ascertain whether there is a need and later to ensure the quality and detail of referrals and support.

YCDT has a number of young carers approaching the end of their education who have succeeded in their aspirations as a direct result of our support. These young carers are keen to give back to the charity and to tell their story to other young carers showing how they also can do this. YCDT want to expand geographically and using individuals that YCDT knows well provides a safer route.

YCDT plan to offer a conference that aims to raise aspirations amongst young carers, allowing them to identify the skills they've gained from caring and how these transfer into higher education and meaningful employment. We aim to run these events once every two years whilst there is a gap in targeted provision.

Additionally, using volunteers, YCDT plan to contribute to improved access to university for all young carers. This will include working with local and national universities to highlight the need for targeted support for young carers pre-higher education and whilst in higher education. Additionally, we will work with the Office for Students to campaign for and develop a centralised database or search engine of Universities' Access Programs where being a young carer is part of the eligibility criteria. These are already available for care leavers and estranged students.

Fundraising and Diversification

TABLE OF INCOME	ACTUAL 2017-18		ACTUAL 2018-19		Projected 2019-20		Projected 2020-21		Projected 2021-22		Projected 2022-23	
	£		£		£		£		£		£	
Community Fundraising	2,509	4%	575	1%	1,828	2%	5,400	5%	6,000	5%	6,000	4%
Sponsorship	-		-		-		-		3,000	3%	3,000	2%
Events	30,625	43%	1,200	1%	-	0%	20,000	17%	5,000	4%	25,000	18%
Total Donations	8,499	12%	8,330	9%	5,675	7%	5,000	4%	6,000	5%	7,000	5%
Total Restricted Grants	12,900	18%	27,240	30%	19,640	24%	22,000	19%	28,000	25%	29,000	21%
Total Unrestricted Grants	13,900	20%	51,615	57%	52,160	64%	60,000	52%	62,000	54%	66,250	47%
Gift Aid Recovery	1,955	3%	1,168	1%	2,000	2%	2,500	2%	3,000	3%	3,500	2%
Financial Income	28	0%	132	0%	217	0%	700	1%	800	1%	1,000	1%
	£70,416	100%	£90,260	100%	£81,520	100%	£115,600	100%	£113,800	100%	£140,750	100%

YCDT is a growing charity with a relatively small number of individual donors and supporters which initially were principally Trusts and Foundations. YCDT receives no statutory funding. While this funding model allowed the Trust to start its activities, the Trustees have recognised that this is not a sustainable business model.

In 2017 YCDT implemented a strategic plan to establish a more sustainable funding model. The plan included the recruitment of a Charity Manager with professional fundraising experience.

In 2018 YCDT ran a successful fundraising event, raising over £30,000 which increased awareness of YCDT's activities within the region and also contributed to higher community and individual income. Building on the success of this event, plans were in place for a series of music and community events over the next 2 years. YCDT recognises that these events are key to the realisation of the Charity's expansion plans. However these have now been postponed for the time being.

It is intended that YCDT will diversify these funding streams and continue to grow existing funding streams. This diversification is set out in the Operational Plan as AIM 2 and in a detailed marketing and brand proposal which has been presented to the Trustees for approval.

The marketing plan sets out the following actions

- Identification of new marketing channels on top of existing channels
- Better management of YCDT support organisations, stakeholders and donor base with new technology
- Improved and consistent brand management
- Expansion of local business sponsorship
- Detailed impact and feedback analysis demonstrating the success of our mission
- Budget and funding allocated to support all these actions

The key messages that YCDT will convey are:

- Inspire: We believe that the young carers we work with are often inspirational and we want to support them to inspire others.
- Nurture: We behave with integrity and nurture those we work with. We make a long term commitment to their wellbeing and we are a supportive organisation.

- Achieve: We support the young people that we work with to raise their levels of aspiration and to achieve those aspirations. The charity itself also aspires to grow and challenge.

Our overall marketing and design budget for the next 3 is £6,680. However in the current - circumstances and with activities being postponed and income less certain this budget will be regularly reviewed.

Impact Analysis

Outcomes provide greater transparency and accountability for the Trust, and allow YCDT to demonstrate achievements and the success of our mission. Positive outcomes also strengthen the case for funding.

YCDT measures success by the following criteria:

- improved academic progress and attainment
- improved access to enrichment opportunities
- higher aspirations
- greater resilience
- engagement in meaningful further education opportunities that relate to the young carer's ambitions
- engagement in higher education or meaningful employment that relates to the young carer's ambitions

YCDT has a long-term relationship with its beneficiaries and over the life of this relationship we are able to measure the successful outcomes using the above criteria and to compare them against national and regional averages

We are currently reviewing how we measure impact to ensure we capture the extent and scope of our support. Additional outcomes will include:

- improved self-confidence
- improved idea of their own strengths and weaknesses
- a greater understanding of the options available to them and what they might be able to achieve in the future

A tool tailored to the needs of YCDT and our young carers will be designed to capture all outcomes.

The Impact Analysis Worksheet is attached as Schedule 3 and details how we currently measure impact and our plans to measure impact moving forward. This will largely be in the format of a "Young Carer portfolio" that, with the support of their DMs, our young carers will contribute to over their 4-year journey with us. Our services are evaluated through continuous monitoring, evaluation and learning including DM and Beneficiary surveys, data collection, case studies and feedback

YCDT Impact Results

After 8 years there is clear evidence of success for the young carers we support, in terms of exam results, success in higher education, presentations, workshops and their own visible personal development.

Since the commencement of our activities in 2012, YCDT has been able to:

- support 88% of our young carers into university (50% of which were Russel Group);
- support 12% of our young carers into meaningful employment in line with their aspirations;
- support 4 of our young carers to obtain scholarships for fee-paying schools;
- provide young carers tuition (of which 88% received Math's tuition) resulting in an overall improvement of 2.6 grades (average) in each subject.
- 100% of our young carers have remained in education, employment and training at all times
- 66% of our young carers have agreed to continue their relationship with us and become Ambassadors for the charity
- 1 young carer has become a Development Manager and is mentoring a young carer from a similar background to herself

Key Relationships

YCDT understands that the success of the Charity relies on a number of key relationships, namely:

- Ensuring the Carer Services understand our mission, operations and processes so that they have confidence to refer their young carers to us
- Managing the partnership and support of a number of organisations that have made a long term commitment to the Charity
- Creating new relationships that can assist in financing and practical support to us

AIM 3 in the operational plan sets out the milestones and timelines and the important relationships and potential new channels including educational entities and 3rd parties who work with YCDT that will be approached and supported. These will be managed through the marketing and communications plan.

The partnerships that we have established with educational establishments (e.g. private schools, colleges, universities) and organisations supporting young carers into university (widening participation organisations) will continue to be nurtured to strengthen the breadth of opportunities available to our young carers. The new relationships in this area will strengthen the support we are able to offer young carers

Financial Summary

Statement of Financial Activities	ACTUAL 2017-18	ACTUAL 2018-19	Projected 2019-20	Projected 2020 -21	Projected 2021 -22	Projected 2022 -23
No of new beneficiaries	3	4	4	6	6	8
	£	£	£	£	£	£
INCOME	70,416	90,260	81,520	115,600	113,800	140,750
Grants to Individuals	- 33,173	- 35,895	- 23,000	- 35,800	- 35,850	- 47,400
Expenditure on raising funds	- 11,198	- 4,018	- 90	- 11,700	- 4,700	- 13,000
Grant Oversight Support	- 25,403	- 35,086	- 54,250	- 65,635	- 69,127	- 77,411
Governance	- 828	- 1,220	- 1,569	- 1,700	- 1,800	- 1,850
PROFIT/LOSS FOR THE YEAR	<u>-£186</u>	<u>£14,041</u>	<u>£2,611</u>	<u>£765</u>	<u>£2,323</u>	<u>£1,089</u>

The Trust's financial strategy has allowed YCDT to continue its work through the Covid-19 crisis. This strategy is governed by a firm commitment to ensure there are sufficient actual and committed funds available to support Beneficiaries through the development programme, which may last for four or five years including a year of post programme support. The Trust holds cash reserves designated for beneficiaries sufficient for this purpose.

The YCDT process is fully scalable and it intends to give grants to as many individuals as long as there are funds available and resources are able to give proper oversight. To the extent that income or expense levels change, the Trustees will alter the number of young carers in any year.

Additionally YCDT will hold further free reserves up to 6 months to cover Grant Oversight Support Costs.

As YCDT expands its activities and increases the number of young carers it is supporting, the designated balance of protected funds held for beneficiaries will increase.

Designated Funds for young carers	ACTUAL 2017-18	ACTUAL 2018-19	Projected 2019-20	Projected 2020 -21	Projected 2021 -22	Projected 2022 -23
No of Active Young Carers	6	10	18	22	25	29
	£	£	£	£	£	£
Balance brought forward	13,000	38,939	62,813	70,813	80,213	86,063
Grants to Individuals in the year	33,173	35,895	23,000	35,800	35,850	47,400
Actual expenditure for beneficiaries	- 7,234	- 12,021	- 15,000	- 26,400	- 30,000	- 34,800
Balance carried forward	<u>£38,939</u>	<u>£62,813</u>	<u>£70,813</u>	<u>£80,213</u>	<u>£86,063</u>	<u>£98,663</u>

The Trust's investment policy for these funds is cautious and risk averse. Funds are either held in cash deposits or more recently in the Charities Aid Foundation Investment Platform.

Detailed financials are attached as Schedule 1.

YCDT employees work from home and fixed costs are minimal. Overheads currently total on average less than 5% of our projected turnover. YCDT will not seek to open its own offices.

The core activity of YCDT is to support and protect our young carers and ensure that the grants awarded are spent prudently and effectively. The main expense is the Grant Oversight Support which is principally the cost of the 2 part time staff.

In 2019 this cost represent 32% of our Income and our grants to individuals represents 40% of Income.

Legal and Statutory Compliance

YCDT ensures that:

- All staff, Trustees and DMs have safeguarding training and are subject to Enhanced DBS checks.
- New Employees, DMs and Trustees will have a formal induction process.
- The Company Handbook with its policies is available and understood by all relevant parties. The handbook includes a Child Protection Policy, Lone Working Policy, Whistleblowing Policy and Safer Recruitment Policy.
- The Charity adheres to GDPR legislation and enforces a robust Privacy Policy.
- Public and Employers liability Insurance is in place
- A risk management paper has been prepared and is regularly reviewed by Trustees

People, management and governance

Our team

Charity Manager – Karina has worked in the charity sector for many years, including health, educational and arts charities, with previous management roles varying from managing outreach education projects to fundraising and marketing. Her experience in these areas mean she is able to lead on Aim 2 and 3 of the Operational Plan: to diversify the income streams and to develop a marketing and communications plan.

Youth Work Manager - Leah has worked in the third and charitable sectors, supporting young people for many years. She has first-hand experience of supporting young carers from her work at Bristol and South Glos. Young Carers' service. She has volunteer and personnel management experience and has run and managed numerous projects, each looking to improve the lives of disadvantaged young people. Her experience in these areas mean she is able to lead on Aim 1 of the Operational Plan: to support the educational development and wider learning opportunities of young carers.

The Trustees

The Trustees come from varied backgrounds including business, education, charity management and Youth Care Services.

A skills audit has recently been completed and in 2020 new Trustees were appointed to recognise identified skills gaps.

The Board of Trustees comprise

- Charles Hignett – Chair and self-employed businessman
- Jenny Bower – former young carer and property manager
- William Feeny – Treasurer and Senior Financial Professional
- Sonia Hutchison – Staff supervisor and former CEO of Bath and NES Carers' Centre
- Pamela Iyer – legal background and experience in the youth care sector
- Linda Packard – non practicing solicitor and business owner
- Katy Phillips – Safeguarding Lead Trustee and Pastoral Lead at sixth form college
- Tim Young – Director of Education at the Rank Foundation

Public Benefit Statement

In setting YCDT's objectives and planning its activities, the Trustees have given careful consideration to the Charity Commission's public benefit guidance. In particular, we have considered how our planned activities will contribute to our vision and mission. All our charitable activities focus on supporting and encouraging Young Carers who are providing a 'significant level of care' for a disabled or seriously ill family member and they are undertaken to further our charitable purposes for the public benefit.

Schedule 1 Statement of Financial Activity

STATEMENT OF FINANCIAL ACTIVITIES for YOUNG CARERS DEVELOPMENT TRUST

TABLE OF INCOME	ACTUAL 2017-18	ACTUAL 2018-19	Projected 2019-20	Projected 2020-21	Projected 2021-22	Projected 2022-23
	£	£	£	£	£	£
Community Fundraising	2,509	575	1,828	5,400	6,000	6,000
Sponsorship	-	-	-	-	3,000	3,000
Events	30,625	1,200	-	20,000	5,000	25,000
Total Donations	8,499	8,330	5,675	5,000	6,000	7,000
Total Restricted Grants	12,900	27,240	19,640	22,000	28,000	29,000
Total Unrestricted Grants	13,900	51,615	52,160	60,000	62,000	66,250
Gift Aid Recovery	1,955	1,168	2,000	2,500	3,000	3,500
Financial Income	28	132	217	700	800	1,000
	£70,416	£90,260	£81,520	£115,600	£113,800	£140,750
	-	-	-	-	-	-
TABLE OF CASH OUTFLOW & EXPENSES	ACTUAL 2017-18	ACTUAL 2018-19	Projected 2019-20	Projected 2020-21	Projected 2021-22	Projected 2022-23
No of new beneficiaries	3	4	4	6	6	8
	£	£	£	£	£	£
Grants to Individuals	33,173	35,895	23,000	35,800	35,850	47,400
Expenditure on raising funds	11,198	4,018	90	11,700	4,700	13,000
	-	-	-	-	-	-
Grant Oversight Support						
Wages and Salaries	14,730	29,317	46,064	52,924	54,992	60,591
Governance	828	1,220	1,569	1,700	1,800	1,850
Travel	2,295	127	2,000	1,000	3,000	3,500
Insurance	304	304	356	367	378	389
Web site and IT Costs	3,298	1,496	1,596	2,010	2,128	3,147
Telephone and home office costs			1,124	1,124	1,174	1,174
Postage and Stationery	424	663	1,105	1,155	1,190	1,235
Training	1,653		600	1,500	2,000	2,500
Design and Marketing	975		840	3,550	1,560	1,570
Bank Charges	94	212	205	205	205	205
Sundry	1,630	2,967	360	1,800	2,500	3,100
	-	-	-	-	-	-
Total Expenditure on Charitable Activities	£70,602	£76,219	£78,909	£114,835	£111,477	£139,661
	-	-	-	-	-	-
NET SURPLUS/LOSS FOR THE YEAR	-£186	£14,041	£2,611	£765	£2,323	£1,089
Designated Funds for young carers	ACTUAL 2017-18	ACTUAL 2018-19	Projected 2019-20	Projected 2020-21	Projected 2021-22	Projected 2022-23
No of Active Young Carers	6	10	18	22	25	29
	£	£	£	£	£	£
Balance brought forward	13,000	38,939	62,813	70,813	80,213	86,063
Grants to Individuals in the year	33,173	35,895	23,000	35,800	35,850	47,400
Actual expenditure for beneficiaries	- 7,234	- 12,021	- 15,000	- 26,400	- 30,000	- 34,800
Balance carried forward	£38,939	£62,813	£70,813	£80,213	£86,063	£98,663
Projected Bank balance as at year end	ACTUAL 2017-18	ACTUAL 2018-19	Projected 2019-20	Projected 2020-21	Projected 2021-22	Projected 2022-23
	£	£	£	£	£	£
Balance b/f	40,287	60,204	99,030	109,641	119,806	127,979
Profit /Loss for the year	- 186	14,041	2,611	765	2,323	1,089
Net movement on beneficiaries	25,939	23,874	8,000	9,400	5,850	12,600
Change in working capital	- 5,836	911				
Balance carried forward	£60,204	£99,030	£109,641	£119,806	£127,979	£141,668

Schedule 2 Impact Measurement Review - April 2020

Outcome	How will we measure?	When?	Tool	What do we use it for?
Young carers will have improved confidence and attainment in the subjects in which they receive tuition resulting in improved GCSE and A Level results	<p>“Working at” grades</p> <p>Tutor progress reports</p> <p>Final grades</p>	<p>Beginning of YCDT intervention recorded within portfolio</p> <p>Quarterly within YC portfolio</p> <p>Exam results day</p>	<p>YC portfolio</p> <p>YC portfolio</p> <p>Exam results</p>	We use this to empower the YC to see their own progress, review the tutor’s effectiveness and notice the impact of tuition.
Young carers will have improved self-confidence and resilience	Ask YCs to give own examples of something they’ve done or achieved in the last 3 months that they wouldn’t have beforehand.	Quarterly within portfolio	YC portfolio guided case study	We use this to empower YCs to identify their own progress and achievements
Young carers will have improved access to extracurricular opportunity	Ask YCs what extracurricular opportunities they’re accessing at the beginning of intervention and quarterly	<p>Beginning of YCDT intervention recorded within portfolio</p> <p>Quarterly within YC portfolio</p>	<p>YC portfolio</p> <p>YC portfolio guided case study</p>	We use this to empower the YCs to identify their own progress and demonstrate the impact of extracurricular opportunities
Young carers will have an improved idea of their own strengths and interests	<p>Ask YCs to identify strengths and interests annually</p> <p>YC survey</p>	<p>Beginning of YCDT intervention and biannually within portfolio</p> <p>Every year (Sept-Aug) at the mid-point (e.g. March/April)</p>	<p>YC portfolio</p> <p>YC portfolio biannual guided case study</p> <p>YC Survey</p>	<p>We use this to empower YCs to identify their own progress and achievements</p> <p>Review suitability of DM and impact of programme</p>

<p>Young carers will have a greater understanding of the options available to them and what they might be able to achieve in the future</p>	<p>Ask YCs what options they feel are open to them and record these.</p> <p>Record the additional options explored with the help of their DM in an activity log</p> <p>YC Survey</p>	<p>Beginning of YCDT intervention and quarterly within portfolio</p> <p>Monthly (with each DM meeting)</p> <p>Every year (Sept-Aug) at the mid-point (e.g. March/April)</p>	<p>YC portfolio</p> <p>YC portfolio activity log</p> <p>YC Survey</p>	<p>To empower YCs to acknowledge their strengths and map their own paths</p> <p>Review suitability of DM and demonstrate the impact of the YCDT programme (e.g. YC had considered one 6th form option vs 3 options due to YCDT intervention)</p>
<p>Young carers will have higher aspirations and will achieve them</p>	<p>Ask YCs about their aspirations and record them</p> <p>YC Survey</p>	<p>Beginning of YCDT intervention and every six months within portfolio</p> <p>Every year (Sept-Aug) at the mid-point (e.g. March/April)</p>	<p>YC portfolio and biannual guided case study</p> <p>YC survey</p>	<p>To empower YCs to acknowledge their strengths and map their own paths</p> <p>Review suitability of DM and to demonstrate the impact of the YCDT programme (e.g. YC had low/few aspirations vs high/many aspirations due to YCDT intervention)</p>
<p>Young carers will progress to high quality, relevant sixth-form or equivalent</p>	<p>Destination data compared to their aspiration recordings</p>	<p>Annually</p>	<p>YC Portfolio</p>	<p>Demonstrate the impact of the YCDT programme</p>
<p>Young carers will progress into higher education and/or</p>	<p>Destination data compared to their aspiration recordings</p>	<p>Annually</p>	<p>YC Portfolio</p>	<p>Demonstrate the impact of the YCDT programme</p>

meaningful employment				