EAST MIDLANDS CROSSROADS-CARING FOR CARERS

England & Wales · Charity number 1051649

Details

Other names	CROSSROADS CARE EAST MIDLANDS, TuVida
Status	Registered
Legal form	Charitable company
Company number	03128681
Registered	1995-12-22
Register	View on the Charity Commission register

Contact

Address	19 Pelham Road Nottingham NG5 1AP
Phone	01159628920
Email	hello@tuvida.org
Website	www.tuvida.org

Activities

Objects: THE COMPANY'S OBJECTS ARE SPECIFICALLY RESTRICTED TO THE FOLLOWING:-(A) THE RELIEF OF THOSE IN NEED BY REASONS OF AGE, ILL HEALTH, DISABILITY, FINANCIAL HARDSHIP OR OTHER DISADVANTAGE THROUGH THE PROVISION OF COMPREHENSIVE SUPPORT SERVICES FOR CARERS; AND(B) THE ASSISTANCE OF CARERS IN NEED INCLUDING BY RAISING AWARENESS OF ISSUES AFFECTING CARERS.

Activities: Carers Trust East Midlands provides short breaks for carers across England. Our charitable objective is to relieve the stresses experienced by carers and their beneficiaries. We achieve this by delivering the highest quality of care to people in their own homes, which allows the carer to take a short break from their caring responsibilities.

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Classification

- **How:** Provides Human Resources, Provides Services
- **What:** The Advancement Of Health Or Saving Of Lives, Disability
- **Who:** Children/young People, Elderly/old People, People With Disabilities, Other Defined Groups

Geography

- **Area of benefit:** NATIONWIDE
- Throughout England And Wales

Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£12,279,797	£12,382,448	£609,309	441
2024-03-31	£12,165,331	£12,776,208	£711,960	502
2023-03-31	£12,853,070	£12,606,681	£1,322,428	571
2022-03-31	£12,054,017	£12,245,010	£1,076,039	504
2021-03-31	£12,874,127	£13,444,413	£1,267,032	614

Trustees

Name	Role	Appointed
Emily Convery	Chair	2016-04-04
ANNE ROBERTS		2018-04-09
Dr David Tek Yung Liu		2014-06-02
IAN TURNBULL		2013-01-03
Kylie Cook		2023-05-10
NICK STRINGFELLOW		2013-01-03

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EAST MIDLANDS CROSSROADS-CARING FOR CARERS

England & Wales - Charity number 1051649

Accounts

Charity registration number 1051649

Company registration number 03128681 (England and Wales)

EAST MIDLANDS CROSSROADS-CARING FOR CARERS

TRADING AS TUVIDA

ANNUAL REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2025

EAST MIDLANDS CROSSROADS-CARING FOR CARERS TRADING AS TUVIDA
LEGAL AND ADMINISTRATIVE INFORMATION

Trustees	Mrs E Convery (Chair) Mrs K Cook Mr D T Y Liu Mrs A Roberts (Vice-Chair) Mr N Stringfellow (Treasurer) Mr I Turnbull
Key Management Personnel	Mrs C Alexander (Chief Executive Officer) Mrs J Finn Ms K Keward-Bright Mr A Taylor Mr S Tetley
Charity number (England and Wales)	1051649
Company number	03128681
Registered office	19 Pelham Road Nottingham NG5 1AP
Auditor	Rogers Spencer Newstead House Pelham Road Nottingham NG5 1AP
Bankers	Natwest Bank Nottingham City Branch 148-149 Victoria Centre Nottingham NG1 3QT
Solicitors	Shoosmiths The XYZ Building 2 Hardman Boulevard Spinningfields Manchester M3 3AZ

EAST MIDLANDS CROSSROADS-CARING FOR CARERS TRADING AS TUVIDA
CONTENTS

	Page
Trustees' report	1 - 11
Statement of trustees' responsibilities	12
Independent auditor's report	13 - 16
Statement of financial activities	17
Balance sheet	18
Statement of cash flows	19
Notes to the financial statements	20 - 35

EAST MIDLANDS CROSSROADS-CARING FOR CARERS TRADING AS TUVIDA
TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT)
FOR THE YEAR ENDED 31 MARCH 2025

The trustees present their annual report and financial statements for the year ended 31 March 2025.

The financial statements have been prepared in accordance with the accounting policies set out in note 1 to the financial statements and comply with the charity's governing document, the Companies Act 2006 and "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).

Objectives and activities

The charity known as TuVida, is affiliated with Carers Trust, a national charity with a membership of local carer organisations like TuVida and collectively are called Network Partners.

TuVida supports unpaid carers and the people they care for. It is a not-for-profit, charitable organisation working in England and Wales.

The trustees have paid due regard to guidance issued by the Charity Commission on public benefit when reviewing our aims and objectives and in planning our activities.

We provide one-to-one care and group support for adults and children with a wide variety of needs and conditions at home and in the community. This also provides unpaid carers with a valuable break.

We deliver three key services:

- Community Care
- Hospital Discharge
- Information and Guidance

The services are delivered by our teams based in the heart of our communities. We pride ourselves on providing high quality and inclusive services that make a difference to people’s lives.

We will**:**

Aim to provide services of the highest possible quality, working to achieve the Excellence for Carers quality mark, and outstanding ratings through the Care Quality Commission.

Ensure people who access our services can do so in the way they want, whether face to face, virtually, or digitally. This will be through the development of regional hubs and access to innovative virtual carers services that will be shaped by the voice of those receiving support.

Enable the people we support to inform us about the difference our services make to them through the development of an organisational wide impact framework.

Our service objectives are: To provide practical and emotional support to people living with a disability, their carers, and their families.

- To help prevent unnecessary and unwanted admissions to hospital and residential care.
- To maintain and preserve the exacting standards and reputation associated with TuVida.
- To work in partnership with statutory and voluntary organisations and other stakeholders to meet the needs of our most vulnerable in society.
- To foster in those for whom we care a sense of belonging to the wider community by increasing choice and enhancing quality of life.
- To promote both patient and carer involvement, ensuring their ideas and opinions form an integral part of the care service.
- To further enhance and develop mutual learning programmes between TuVida, other voluntary sector organisations, health, and local authority services.

How our activities deliver public benefit

- Carers supported by TuVida experience reduced levels of stress and feel more able to manage their caring role.
- Carers can regain / maintain a foothold into their social / economic environments as a result of the care TuVida provides.
- TuVida develops and diversifies its care services, ensuring the organisation remains representative of the carers it serves.
- TuVida, statutory and voluntary organisations together with all other stakeholder bodies embrace and develop a culture of “mutual learning.”
- Service users and their carers take the lead in developing a care package from TuVida.

Achievements and performance

The financial year began with a stable budget position and a planned refresh of TuVida’s organisational strategy, supported by the most extensive consultation exercise ever undertaken by the charity. Alongside ongoing focus on financial recovery, several key projects commenced to ensure the organisation remained robust and future-focused.

Strategic and Operational Developments

One of the year’s largest operational projects was the procurement of a replacement for the Webroster rostering system, following notification from the Access Group that further system developments would cease. After a competitive demonstration and evaluation process, CareCloud, provided by One Advanced, was selected as the preferred solution. An implementation team was established, with an anticipated go-live date of May 2025.

During this period, the Home First Response Hospital Discharge Service in Nottinghamshire continued as TuVida’s largest national contract. Despite the complexity of the delivery model, the service consistently met performance targets throughout the year.

Strategic Consultation

During the first half of the year, senior leaders commenced a comprehensive, nationwide consultation to shape the refreshed TuVida strategy. Engagement activity included surveys, group meetings, telephone interviews, and virtual (Teams) discussions with employees, volunteers, people using services, commissioners, and wider stakeholders.

The intention of this consultation was to ensure the new strategy was fully representative of the needs and expectations of all those connected with TuVida. The emerging strategy reflects not only stakeholder priorities but also the broader context of a strained national health and care system and the challenges many people face in accessing home-based support.

Organisational Capacity and Service Expansion

As part of annual budget planning, recruitment was undertaken to appoint a Finance Director, enabling the Chief Financial Officer to operate at a more strategic level.

Additionally, two large Continuing Healthcare (CHC) packages commissioned by the ICB in the North West commenced during the year, each requiring dedicated staff teams. A qualified nurse was recruited to oversee clinical quality and practice. Together, these packages represent approximately £1.2 million in annual income. Trustees also began their own development programme, completing Clarity4D profiling to strengthen governance effectiveness. This was designed to underpin a joint trustee–senior management team development initiative planned for later in the year.

Contract Loss and Organisational Impact

In August 2024, as the organisation entered the second half of the financial year, Nottinghamshire County Council issued 30 days' notice of termination for Lot 6 of the Home First Hospital Discharge Service. This represented a full-year financial impact of approximately £1.2 million, and an in-year impact of £600k. With no opportunity to plan a phased withdrawal or undertake workforce consultation, the charity faced immediate and significant operational and financial risk.

Recognising that TuVida did not have the cash reserves required to absorb such rapid service closure, emergency discussions were convened with the Board of Trustees to consider options. Although Nottinghamshire County Council subsequently extended the notice period to November 2024 and later agreed wind-down funding through to March 2025, decisive action was still required within days to ensure the organisation's survival.

Restructure and Leadership Changes

The Trustees approved a charity-wide restructure to rapidly reduce costs. As part of this process:

- The longstanding Chief Executive Officer, Deputy CEO, and Chief Commercial Officer stepped down with immediate effect.
- The Chief Operating Officer was appointed as the new CEO.
- Several other senior posts were made redundant.

To support stability and continuity, the outgoing CEO and Deputy CEO joined the Board of Trustees. All non-essential programmes, including the rollout of the new strategy, were paused.

Recovery and Stabilisation

The new CEO and Executive Leadership Team developed a comprehensive Recovery Plan to safeguard the charity's ongoing viability. Implementation and progress were monitored at every Board meeting, with Trustees and staff working collectively to ensure the successful delivery of all required actions.

Despite the challenging circumstances, the organisation remained operationally resilient and focused on delivering high-quality services to the people and communities it supports.

Financial review

Following a total deficit in the previous year of £610k with an unrestricted deficit of £733k the plan for FY2025 was to deliver a small surplus to build the charities unrestricted levels back up and get the organisations finances back on track following the challenges in the previous year.

The deficit in the previous year was mainly due to the challenges in doubling the output for the Nottinghamshire County Council HomeFirst hospital discharge service and the additional funding allocated to the charity to grow the service even more.

This was following tendering for the service in the previous year, FY2024, for this new contract that started 1st April 2024.

It took some investment to get the service up to the new contracted levels, including the additional funds, which the funder was driving us to deliver but it was achieved in FY2024 and following some restructure put the charity on course to make a surplus in FY2025.

Financial planning for the year identified some key challenges including an increase in staff wages costs of c£377k, a requirement of £15k for Staff and Client welfare grants, £45k Senior Leadership Training and £10k to continue the work with Cuidadores.

Despite these challenges the charity started the year with a budgeted unrestricted surplus of £41k, which, while small, did indicate a swing of £651k on the previous year back into surplus.

At the end of the year the charity delivered a deficit of £103k with a small unrestricted deficit of £19k. This represents a £507k improvement swing in total and £714k improvement with unrestricted funds.

Despite missing the unrestricted budgeted surplus by £60k the overall improvement on the previous year is huge and is down to the hard work and sacrifice of all the staff employed by the charity.

This was achieved despite the charity being given notice on the additional funding for the Home First service, (lot 6), funded by Nottinghamshire County Council. This was cut in the second half of the year. The charity was informed of this in August 2024 and that additional element of the contract ceased in November 2024. This income represented £1.2m of the organisation's overall income, which is almost 10%.

This was very disappointing news especially considering the pressure placed on the charity (by the funder) in the previous year to recruit staff and deliver these additional services, which at the time, the charity was informed would last till March 2026 at the earliest.

As a significant contributor to the charity's corporate costs and surplus targets the loss of these funds, long term, presented a serious financial challenge for the charity.

To off-set the impact to the bottom line the charity went through a significant restructure of the organisation which led to 15 office staff members being made redundant, including three of the five members of the Chief Officer Group.

In the year the charity generated £12.3m of income which was £728k less than the budget and stayed flat on the previous year.

Income came in below budget for a number of reasons:

- IAG (Hub) income came in £311k above budget due to additional contracts awarded in year for the Bridgend area and the new area of coverage Cardiff and The Vale.
- Health projects came in £458k below budget due to Nottinghamshire County Council reducing funding for their HomeFirst Hospital Discharge service by c£1.2m from November 2024 at short-notice.
- Traditional Homecare services came in £622k below budget with hours of care down by 10% due to challenges or recruitment of care staff for these services.

Expenditure reduced by 3.1% on the previous year, driven by the reduced delivery of care hours, office staff headcount reduction following the restructure in September.

Overall staff costs decreased by 3.8% compared to the previous year despite income staying the same. This improvement is due to the reduction in office staff heads in the second half of the year.

None staff related costs decreased by 3.17%, as expected in the budget, with costs reducing for mobile phones and other such IT costs following the merger with Crossroads Together and removal of some inherited contracts.

In summary, it was another incredibly challenging year. However, the organisation has been able to navigate these and other challenges of the ever-changing external global environment, in particular the health and social care sector.

The future of Health and Social care is still one of financial concern with costs and staffing pressures being a significant concern as they are largely outside of our control. This will continue with the anticipated budget cuts national and local government are having to make.

Despite the continuing financial challenges, we have been able to continue to invest in carer's services and in our workforce. We remain committed to ensuring balance between financially driven decision making and increased margins, set against decisions to invest in charitable services and rewarding our workforce. We know we must remain vigilant and agile as the environment continues to change around us.

Going Concern

During August 2025 Nottinghamshire County Council indicated they were going to give TuVida 90 days' notice to cancel their HomeFirst contract following the immediate withdrawal from the ICB that funded it. They also informed the charity that due to the legal structure of the funding that TUPE did not apply due to them stopping this part of the hospital discharge services. Therefore TuVida would have to pay out the c£180k in redundancy costs.

Following further conversations they confirmed they were very happy with the service TuVida were providing in terms of quantity and quality but the bottom line was the ICB needed to make savings and this is one of the cuts being made.

The news that a c£3.6m income per annum, which makes up c25% of the charity's income was going to stop in 90 days put the charity in an immediate financial crisis and as part of their planning they did seek the advice of Insolvency Experts.
They advised that if the notice came immediately then the charity would struggle to survive. However that notice did not come straight away.

Following a co-ordinated campaign with the support of Carers Trust (TuVida's National umbrella organisation) to influence decision makers, TuVida finally got confirmation the contract was ending but that would happen on the 31st March 2026 as the three year break clause comes up in the contract. This notification was provided on the 14th November 2025 almost three months after the initial phone call informing TuVida this was happening.

When TuVida had the call with Nottinghamshire County Council and the ICB, where notice was provided, both organisations were clear that they did not want this impact to lead to the closure of the charity. They indicated they would do whatever they can to support the charity through this transition including finding alternative employment for staff affected wherever possible.

During the three month gap between the original notification and then the official one twelve staff had resigned from the charity due to this threat to the organisation. This included the new CEO, who had been in post about six months and their entire senior management team including the FD.

As a result the Trustee's took quick and decisive action to bring back into TuVida the previous CEO and CFO to lead the organisation for a minimum of twelve months to work on securing the long term future of the charity.

Following the confirmation that the contract was ending the immediate financial challenge was the loss of c£3.6m of income and £1.2m of contribution to corporate costs from April 2026.

As a result to this reduction in income during the year the charity put into action its contingency plans that have been developed to respond to such a situation. The loss of this contract has been a concern to the Trustee's for a number of years, due to the fragility of the market, and had therefore worked with the previous leadership team to put together plans if this was to happen.

This resulted in an organisation wide restructure, including significant back office and senior management redundancies. The restructure enabled a clear refocus on operational service delivery with limited impact on front line services. The achievement of this was done with little cost and cash outlay due to the twelve staff who had resigned and therefore only a handful of posts were replaced, included the CEO and FD.

The quick and decisive actions taken by Trustee's and the new interim senior leadership team to implement a number of actions to counter the future loss of income has ensured forecasts have been prepared which indicate the charity can continue as a going concern with a focus on rebuilding reserves and cash balances over time.

Reserves Policy
At 31 March 2025 our general free reserves were £409k, being our unrestricted reserves less fixed assets.

Our target level of reserves is £1,969k with a tolerance of + or – 5% which gives an acceptable band of £1,871k-£2,067k. This has been set by looking at our working capital requirements and the certainty of our income streams in the foreseeable future in order to ensure that we continue to meet current obligations to beneficiaries.

There is a shortfall of £1,560k between our target and actual general free reserves. We plan to make up the shortfall by continuing to generate a surplus for the next two financial years. This will be achieved through our growth plans for our trading activities which includes our Health Projects. Development of Charitable objectives will continue to grow however some surplus must be held back to achieve our Reserves target.

Principal Funding Sources

TuVida received funds from the below public sources through service agreements or contracts

Bridgend County Council	263,950
Buckinghamshire County Council	50,416
Bury County Council	70,885
Cardiff Council	215,390
Carers Trust	19,739
Cheshire Community Action	12,696
Cheshire West & Chester Council	157,421
Derbyshire County Council	2,009
Essex County Council	19,313
Greater Nottinghamshire and Nottingham ICB	50,383
Havering Borough Council	64,824
Herefordshire Council	160,000
London Borough of Redbridge	204,529
Manchester City Council	2,499
Marie Curie	39,088
Milton Keynes Council	95,089
NHS Cheshire & Merseyside ICB	61,297
NHS Greater Manchester ICB	594,487
NHS North East London ICB	132,519
NHS Sussex ICB	58,824
North Northamptonshire Council	1,467,648
Northamptonshire Carers Association	223,200
Nottingham City Council	320,381
Nottinghamshire County Council	5,067,596
Salford County Council	77,147
Stockport Council	32,106
West Northamptonshire County Council	1,275
West Sussex County Council	649,300
Wirral Council	286,566
Others (Below £1,000)	33,110

Risk Management
The Risk Register is overseen by the Strategy & Culture Sub-Committee, with reports going to Board on an annual basis and other times when significant changes are required.
Regular financial and operational reports to quarterly sub-committee and Board meetings include risks where relevant including safeguarding and health & safety.

Plans for future periods

Budget Setting and Financial Stewardship

Following the major funding withdrawal by Nottinghamshire County Council in late 2024, the budget for FY 2025/26 was developed with particular care and caution. The Trustees and senior management remained committed to the recovery plan approved in the previous year and incorporated further cost-saving measures to reinforce financial sustainability.

A comprehensive contract-by-contract review was undertaken. Contracts operating at a deficit were scheduled either for closure or for return to commissioners, ensuring that charitable funds were used responsibly and in the public interest. Additional efficiency measures included:

- Establishing a Business Development function, designed to recover costs within year one and generate surplus from year two.
- Implementing CareCloud as the new rostering and care management platform, improving operational efficiency.
- Restructuring the Central Area (Milton Keynes and Northamptonshire), including handing back loss-making services and closing the regional office.
- Streamlining the North West area team and reducing IT costs through supplier realignment.
- Relocating the Young Carers Hub to the Sherwood headquarters, enabling closure of the Mansfield office by March 2026.
- Investing in the capability of mid-level managers through the “Leading to Succeed” development programme.
- Supporting service quality by ensuring all frontline training was up to date.
- Expanding Complex Care services, including the implementation of an additional 24-hour package and pursuit of further opportunities aligned to organisational expertise.

These actions reflected the Trustees’ duty to safeguard the charity’s assets and ensure that resources were deployed effectively to maximise public benefit.

Major External Challenge – Home First Contract Withdrawal

In August 2025, TuVida was notified verbally that the commissioning bodies intended to withdraw full funding for the Home First contract with 90 days’ notice. The contract represented approximately £3.6 million of annual income and employed more than 60 staff. The sudden loss of a contract of this size posed a severe and immediate risk to the charity’s ability to continue as a going concern.

The initial position from commissioners was that TUPE regulations did not apply, leaving potential redundancy costs beyond the charity’s financial capacity. In line with their duty to act prudently and protect the charity’s interests, Trustees sought immediate advice from an insolvency practitioner while senior leaders initiated urgent discussions with the Integrated Care Board (ICB) and Nottinghamshire County Council to explore all viable alternatives.

Governance and Leadership Response

The situation had a significant impact on the stability of the senior leadership team. Resignations included the CEO (previously tendered), the entire Executive Leadership Team, and several mid-level managers.

To ensure continuity of governance and operational control, Trustees appointed the former CEO and former CFO on an interim basis. Their remit was to stabilise the organisation, oversee financial recovery activities, and support Trustees in determining whether the charity could continue trading safely.

Many mid-level managers voluntarily stepped up into interim leadership roles, demonstrating exceptional commitment, professionalism, and alignment with the charity's values. Their contribution was critical to maintaining service continuity and safeguarding the interests of beneficiaries.

Operational Stabilisation and Organisational Resilience

A notable outcome of the leadership changes was a rapid reduction in senior staffing expenditure, which delivered immediate financial relief. Under strengthened oversight from interim leadership and Trustees, it became clear that—with careful management—the charity could remain solvent and continue to deliver its core services.

Despite repeated expectation of formal notice, written confirmation of contract termination was not received until 14 November 2025, setting an end date of 31 March 2026. This delay created additional operational uncertainty, but also provided marginally more time for planning an orderly exit.

With support from the national body Carers Trust, constructive discussions were held with commissioners in November 2025, with commitments secured to work collaboratively to ensure continuity of care for service users and to minimise organisational risk.

Financial Review and Going Concern Assessment

Late in the financial year, and following detailed review of cashflow projections, commitments secured from commissioners, and the updated budget, the Management and Trustees concluded their assessment of going concern was that the Charity was a going concern for a period of one year from signing these accounts. This represented a significant achievement and reinforced Trustee confidence in the charity's resilience and long-term viability.

The former Deputy CEO also agreed to return on a temporary basis to support the managed closure of the Home First contract between December 2025 and March 2026.

Forward Position and Future Plans

TuVida now has a clear and robust plan to exit the Home First contract safely, protect cashflow, and deliver a balanced budget for FY 2026/27. Although the expected surplus is modest, it represents a stable foundation for rebuilding, investment in core strengths, and continued improvement in organisational resilience.

The Trustees are satisfied that the actions taken this year demonstrate the charity's responsibility, agility, and commitment to maintaining services for the people it supports, even under challenging circumstances. The organisation remains focused on recovery, sustainability, and continuing to deliver public benefit in the year ahead.

Structure, governance and management

The organisation is a charitable Company Limited by guarantee incorporated on 21 November 1995, and registered as a charity on 22 December 1995. The governing documents are its memorandum and articles of association as amended by special resolution dated 4 November 2020.

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

Mrs E Convery (Chair)
Mrs K Cook
Mr D T Y Liu
Mrs A Roberts (Vice-Chair)
Mr N Stringfellow (Treasurer)
Mr I Turnbull
Mrs C Alexander (Appointed 29 January 2025 and resigned 1 September 2025)
Mrs J Finn (Appointed 29 January 2025 and resigned 30 November 2025)

The charity recruits Trustees following the guidance set by the National Council for Voluntary Organisations and Charity Commission.

The first stage of recruiting Trustees is to identify any key areas where specific skills and experiences would be beneficial to the organisation. A skills audit of the existing Trustees is carried out to identify any gaps. We also consider the values of potential candidates as important, so they align with the values of the charity and the culture we continue to develop. We are also keen to consider the life skills of potential candidates in addition to their professional experience.

Additional training is offered to our trustees when it is appropriate, and we review our Board development programme each year. Due to the services we provide, all our Trustees attend compulsory safeguarding training with our senior trainer and our safeguarding lead, Mrs E Convery receives additional training and support. We regularly communicate relevant articles, workshops and events to our trustees to keep them informed and updated.

Annually our Chair conducts an appraisal with each trustee to review their role, the committees they participate in, consideration of length of service, additional training and support they may be interested in and to seek their views as to the efficacy of the operation of the Board and wider governance structures and processes. The outcome of these is reported to the full Board and confirms trustee participation in the sub-committee structure and other areas of the organisation e.g. approving welfare fund grants for staff.

TuVida is affiliated to Carers Trust, our national membership organisation and works within the framework of national policies, procedures, and standards to ensure a high-quality service to carers and the people they care for.

TuVida is regulated by the Care Quality Commission for our regulated care services as well as complying with the standards, laws and regulations for all other mandatory requirements, e.g. GDPR, Health and Safety, Charity and Company law.

Decision Making

The Board of trustees provide strategic governance and decision making for the charity's operations supporting the Chief Executive, her Executive Team and senior managers. The Board of trustees provide strategic governance and decision making for the charity's operations supporting the Chief Executive, her Chief Officers and her Executive Team and senior managers to effectively carry out day to day operational activities. During this year, the charity continued to use the 'decision making matrix' for significant decisions taken by the Board. We used this twice during the year related to the under performance of our large HFRS contract and found it to be useful and enhances the minutes where significant decisions are made. The full Board meets quarterly with a robust sub-committee structure in place to deal with detailed discussions and decisions between Board meetings. The terms of reference for these sub-committees are reviewed on an annual basis. All trustees give their time freely and no trustee remuneration was paid in the year.

Key Personnel Remuneration Policy

Salary reviews are carried out each year by the Chief Officer group and reported to the Board. However, a review does not guarantee a pay rise and there is no contractual right to an annual pay rise. We always aim to provide a pay rise across the staff teams if the budget allows us to do so. Staff are informed of the review in writing.

Communication with Employees and Volunteers
Providing employees and volunteers systematically with info or matters of concern to them as employees and volunteers.

We continue with our monthly newsletters to staff, as well as additional newsletters on specialist topics. We upload information and encourage staff to use our staff intranet. We also celebrate cultural and religious events throughout the year.

On a regular basis, we communicate via email and text to update staff, circulate important information and local managers communicate specific information of relevance to their local services and clients.

Consulting employees or their representatives and volunteers on a regular basis so their views can be considered in making decisions likely to affect their interests.

Every year we carry out a staff survey which includes a range of issues including communications, resources to do their job, training and development, support provided and feedback on things we do well as well as areas we could improve on. On a quarterly basis, we hold staff meetings for our field-based teams, also providing an opportunity for consultation and feedback on previous issues and ideas raised. Staff can also email our Communications inbox with any ideas/suggestions.

Encouraging involvement in the company's performance through share scheme/others

As a charity, we don't operate a share scheme. However, we do operate a scheme to encourage staff to 'introduce a friend' to work for us and for this they receive a small payment if the friend is successfully recruited. This scheme encourages staff to be ambassadors for the organisation and recommend other great people to work for us. It also helps with our recruitment which is a sector wide challenge for all health and social care organisations. Our experience and other evidence show that 'refer a friend' or similar schemes are the most successful recruitment tool and provides committed and loyal staff.

The charity runs long service anniversary recognition and reward scheme for loyal and committed staff. Staff are recognised in our staff newsletter and receive a gift voucher on their 5-year anniversary and every five years after that. All staff are recognised in the newsletter for their length of service in the month they joined.

Achieving common awareness on part or all the financial and economic factors affecting performance of the company

Every year, the Chief Officers produce an annual business plan coupled with our budget story which is approved by the Trustees. The budget story highlights the key financial elements of our plan for the year that considers all the factors that positively and negatively affect performance. As the budget story is produced, it is discussed and shared with our wider teams to enable greater awareness of the environment in which we operate. Throughout the year, there are regular reviews of the performance against this budget story with regular updates being made when circumstances change. We produce monthly management accounts shared with our Trustees and senior leadership team. Through our regular team meetings coupled with KPI performance, these are regularly discussed with our teams including input into reforecasting based on local and national economic factors.

Disabled Employees
Applications for employment by disabled persons are always fully and fairly considered, bearing in mind the aptitude and ability of the applicant concerned and the role they are applying for. The large proportion of our field-based team roles involve assisting individuals with moving and handling, personal care and other activities which may not be possible for some disabilities to perform.

In the event of members of staff becoming disabled, every effort is made to ensure their employment within the charity continues and that appropriate training and/or resources/equipment are provided. It continues to be the policy of the charity that training, career development and promotion of disabled persons should as far as it is feasible, identical to that of other employees. We also ensure that our managers have awareness training and the skills to provide appropriate support and guidance to any disabled employee they line manage**.**

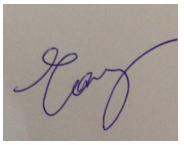
Auditor

In accordance with the company's articles, a resolution proposing that Rogers Spencer be reappointed as auditor of the company will be put at a General Meeting.

Disclosure of information to auditor

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

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



.....
Mrs E Convery (Chair)
Trustee

Date: ..15/12/2025.....

EAST MIDLANDS CROSSROADS-CARING FOR CARERS TRADING AS TUVIDA
STATEMENT OF TRUSTEES' RESPONSIBILITIES
FOR THE YEAR ENDED 31 MARCH 2025

The trustees, who are also the directors of East Midlands Crossroads-Caring For Carers for the purpose of company law, are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

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

In preparing these financial statements, the trustees are required to:
- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and estimates that are reasonable and prudent; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

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

EAST MIDLANDS CROSSROADS-CARING FOR CARERS TRADING AS TUVIDA
INDEPENDENT AUDITOR'S REPORT

TO THE MEMBERS OF EAST MIDLANDS CROSSROADS-CARING FOR CARERS

Opinion

We have audited the financial statements of East Midlands Crossroads-Caring For Carers (the 'charity') for the year ended 31 March 2025 which comprise the statement of financial activities, the balance sheet, the statement of cash flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 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.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

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

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

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

Matters on which we are required to report by exception

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

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

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

Responsibilities of trustees

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

Auditor's responsibilities for the audit of the financial statements

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

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

The extent to which the audit was considered capable of detecting irregularities including fraud
Our approach to identifying and assessing the risk 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 group through discussions with trustees and other management, and from our knowledge and experience of the charity sector and grant providers;
- 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 charity, including the Companies Act 2006, Charities Act 2011, taxation legislation and data protection, anti-bribery, employment, environmental and health and safety legislation;
- 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 charity'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;
- Considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations; and
- Understanding the design of the charity's remuneration policies.

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 in note 2 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, relevant regulators and the 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 trustees 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 is available on the Financial Reporting Council's website at: https://www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Use of our report

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

Melvin Bailey FCCA DChA (Senior Statutory Auditor)
for and on behalf of Rogers Spencer .....

Chartered Accountants
Statutory Auditor

Newstead House
Pelham Road
Nottingham
NG5 1AP

EAST MIDLANDS CROSSROADS-CARING FOR CARERS TRADING AS TUVIDA
STATEMENT OF FINANCIAL ACTIVITIES INCLUDING INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 31 MARCH 2025

	Notes	Unrestricted funds 2025 £	Restricted funds 2025 £	Total 2025 £	Unrestricted funds 2024 £	Restricted funds 2024 £	Total 2024 £
Income from:							
Donations and legacies	**3**	93,791	-	93,791	81,915	235,434	317,349
Charitable activities	**4**	12,180,666	-	12,180,666	11,841,882	-	11,841,882
Investments	**5**	5,340	-	5,340	6,509	-	6,509
Total income		12,279,797	-	12,279,797	11,930,306	235,434	12,165,740
Expenditure on:							
Charitable activities	**6**	12,299,117	83,331	12,382,448	12,663,299	112,909	12,776,208
Total expenditure		12,299,117	83,331	12,382,448	12,663,299	112,909	12,776,208
Net expenditure and movement in funds		(19,320)	(83,331)	(102,651)	(732,993)	122,525	(610,468)
Reconciliation of funds:							
Fund balances at 1 April 2024		484,430	227,530	711,960	1,217,423	105,005	1,322,428
Fund balances at 31 March 2025		465,110	144,199	609,309	484,430	227,530	711,960

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

The notes on pages 20 to 35 form part of these financial statements.

EAST MIDLANDS CROSSROADS-CARING FOR CARERS TRADING AS TUVIDA
BALANCE SHEET
AS AT 31 MARCH 2025

	Notes	2025 £	2025 £	2024 £	2024 £
Fixed assets					
Tangible assets	**13**		55,979		78,770
Current assets					
Debtors	**14**	1,264,929		1,499,956	
Cash at bank and in hand		65,712		122,951	
		1,330,641		1,622,907	
Creditors: amounts falling due within one year	**16**	(563,042)		(772,188)	
Net current assets			767,599		850,719
Total assets less current liabilities			823,578		929,489
Creditors: amounts falling due after more than one year	**17**		(214,269)		(217,529)
Net assets			609,309		711,960
The funds of the charity					
Restricted income funds	**19**		144,199		227,530
Unrestricted funds	**20**		465,110		484,430
			609,309		711,960

The notes on pages 20 to 35 form part of these financial statements.

The financial statements were approved by the trustees on .15/12/2025.....

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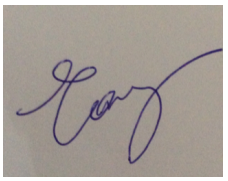
Mrs E Convery (Chair)
Trustee



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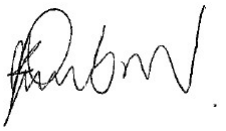
Mr I Turnbull
Trustee



Company registration number 03128681 (England and Wales)

EAST MIDLANDS CROSSROADS-CARING FOR CARERS TRADING AS TUVIDA
STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 MARCH 2025

	Notes	2025 £	2025 £	2024 £	2024 £
Cash flows from operating activities					
Cash absorbed by operations	**28**		(48,919)		(915,387)
Investing activities					
Purchase of tangible fixed assets		(13,660)		(14,806)	
Investment income received		5,340		6,509	
Net cash used in investing activities			(8,320)		(8,297)
Financing activities					
Proceeds of new bank loans		-		236,805	
Repayment of bank loans		-		(74,399)	
Net cash (used in)/generated from financing activities			-		162,406
Net decrease in cash and cash equivalents			(57,239)		(761,278)
Cash and cash equivalents at beginning of year			122,951		884,229
Cash and cash equivalents at end of year			65,712		122,951

1 Accounting policies

Charity information

East Midlands Crossroads-Caring For Carers is a private company limited by guarantee incorporated in England and Wales. The registered office is 19 Pelham Road, Nottingham, NG5 1AP.

1.1 Accounting convention

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

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

The financial statements have been prepared under the historical cost convention. The principal accounting policies adopted are set out below.

1 Accounting policies **(Continued)**

1.2 Going concern

During August 2025 Nottinghamshire County Council indicated they were going to give TuVida 90 days' notice to cancel their HomeFirst contract following the immediate withdrawal from the ICB that funded it. They also informed the charity that due to the legal structure of the funding that TUPE did not apply due to them stopping this part of the hospital discharge services. Therefore TuVida would have to pay out the c£180k in redundancy costs.
Following further conversations they confirmed they were very happy with the service TuVida were providing in terms of quantity and quality but the bottom line was the ICB needed to make savings and this is one of the cuts being made.
The news that a c£3.6m income per annum, which makes up c25% of the charity's income was going to stop in 90 days put the charity in an immediate financial crisis and as part of their planning they did seek the advice of Insolvency Experts.
They advised that if the notice came immediately then the charity would struggle to survive. However that notice did not come straight away.

Following a co-ordinated campaign with the support of Carers Trust (TuVida's National umbrella organisation) to influence decision makers, TuVida finally got confirmation the contract was ending but that would happen on the 31st March 2026 as the three year break clause comes up in the contract. This notification was provided on the 14th November 2025 almost three months after the initial phone call informing TuVida this was happening.

When TuVida had the call with Nottinghamshire County Council and the ICB, where notice was provided, both organisations were clear that they did not want this impact to lead to the closure of the charity. They indicated they would do whatever they can to support the charity through this transition including finding alternative employment for staff affected wherever possible.

During the three month gap between the original notification and then the official one twelve staff had resigned from the charity due to this threat to the organisation. This included the new CEO, who had been in post about six months and their entire senior management team including the FD.

As a result the Trustee's took quick and decisive action to bring back into TuVida the previous CEO and CFO to lead the organisation for a minimum of twelve months to work on securing the long term future of the charity.

Following the confirmation that the contract was ending the immediate financial challenge was the loss of c£3.6m of income and £1.2m of contribution to corporate costs from April 2026.

As a result to this reduction in income during the year the charity put into action its contingency plans that have been developed to respond to such a situation. The loss of this contract has been a concern to the Trustee's for a number of years, due to the fragility of the market, and had therefore worked with the previous leadership team to put together plans if this was to happen.
This resulted in an organisation wide restructure, including significant back office and senior management redundancies. The restructure enabled a clear refocus on operational service delivery with limited impact on front line services. The achievement of this was done with little cost and cash outlay due to the twelve staff who had resigned and therefore only a handful of posts were replaced, included the CEO and FD.

The quick and decisive actions taken by Trustee's and the new interim senior leadership team to implement a number of actions to counter the future loss of income has ensured forecasts have been prepared which indicate the charity can continue as a going concern with a focus on rebuilding reserves and cash balances over time.

1.3 Charitable funds

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

1 Accounting policies **(Continued)**

Designated funds comprise funds which have been set aside at the discretion of the trustees for specific purposes. The purposes and uses of the designated funds are set out in the notes to the financial statements.

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

1.4 Income

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

Income from government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the charitable company has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charitable company; this is normally upon notification of the interest paid or payable by the Bank.

1.5 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. Expenditure is classified under the following activity headings.

Expenditure on charitable activities includes the costs of its activities and services for beneficiaries it includes both costs that can be directly allocated to such activities and those costs of an indirect nature necessary to support them.

Other expenditure represents those items not falling into any other heading.

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

Allocation of support costs

Support costs are those that assist the work of the charitable company but do not directly represent charitable activities and include office costs, governance costs, administrative payroll costs. They are incurred directly in support of expenditure on the objects of the charity and include project management carried out at Headquarters. Where support costs cannot be directly attributed to headings, they have been allocated to cost of raising funds and expenditure on charitable activities on a basis consistent with the use of the resources. Overheads have been allocated pro rata based on staff time.

1.6 Tangible fixed assets

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

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

Leasehold improvements	12.5% straight line
Fixtures and fittings	20% straight line
Computers	33.3% straight line
Motor vehicles	25% straight line

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

1 Accounting policies **(Continued)**

Individual assets costing less than £500 are not generally capitalised.

1.7 Impairment of fixed assets

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

1.8 Cash and cash equivalents

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

1.9 Financial instruments

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

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

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

Basic financial assets

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

Basic financial liabilities

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

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

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

Derecognition of financial liabilities

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

1.10 Employee benefits

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

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

1 Accounting policies **(Continued)**

1.11 Pensions

The pension costs charged in the financial statements represent the contribution payable by the charitable company during the year and are apportioned pro-rata across activities based on staff time.

1.12 Redundancy and termination payments

Redundancy and termination costs are recognised as an expense in the Statement of Financial Activities and a liability on the Balance Sheet at the point the charity is demonstrably committed to either terminate the employment of an employee or group of employees or provide termination benefits as a result to encourage voluntary redundancy.

2 Critical accounting estimates and judgements

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

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

3 Income from donations and legacies

	Unrestricted funds 2025 £	Restricted funds 2025 £	Total 2025 £	Unrestricted funds 2024 £	Restricted funds 2024 £	Total 2024 £
Donations and gifts	93,791	-	93,791	81,915	235,434	317,349
Donations and gifts						
Donations and legacies	93,791	-	93,791	75,815	2,000	77,815
Donations on merger	-	-	-	-	233,434	233,434
Grant income	-	-	-	6,100	-	6,100
	93,791	-	93,791	81,915	235,434	317,349

4 Charitable activities

	Regulated Care 2025 £	Carers Hub 2025 £	Total 2025 £	Regulated Care 2024 £	Carers Hub 2024 £	Total 2024 £
Direct billing	1,665,009	-	1,665,009	2,039,568	-	2,039,568
Spot contracts	765,651	-	765,651	873,085	-	873,085
Service agreements	8,454,717	1,213,585	9,668,302	7,814,193	1,089,751	8,903,944
Other income	81,704	-	81,704	25,285	-	25,285
	10,967,081	1,213,585	12,180,666	10,752,131	1,089,751	11,841,882

5 Income from investments

	Unrestricted funds 2025 £	Unrestricted funds 2024 £
Interest receivable	5,340	6,509

6 Expenditure on charitable activities

	Regulated care 2025 £	Carers Hub 2025 £	Other 2025 £	Total 2025 £	Regulated care 2024 £	Carers Hub 2024 £	Other 2024 £	Total 2024 £
Direct costs								
Staff costs	6,492,456	-	-	6,492,456	6,494,933	-	-	6,494,933
Mobile telephones	107,652	6,614	26,448	140,714	186,667	6,360	25,431	218,458
Care assistants recruitment expenses	39,460	-	-	39,460	77,287	-	-	77,287
Care assistants travel expenses	554,177	-	-	554,177	555,593	-	-	555,593
Care assistants protective clothing / alarms	19,347	-	-	19,347	15,769	-	-	15,769
Day centre costs	9,645	-	-	9,645	10,339	-	-	10,339
Hub direct costs	-	249,079	-	249,079	-	178,805	-	178,805
Training & confrerences	30,669	-	-	30,669	34,754	-	-	34,754
Raising funds	-	-	216	216	-	-	216	216
	7,253,406	255,693	26,664	7,535,763	7,375,342	185,165	25,647	7,586,154
Share of support and governance costs (see note 7)								
Support	2,024,847	674,748	1,986,573	4,686,168	2,161,812	652,043	2,248,726	5,062,581
Governance	-	-	160,517	160,517	-	-	127,473	127,473
	9,278,253	930,441	2,173,754	12,382,448	9,537,154	837,208	2,401,846	12,776,208
Analysis by fund								
Unrestricted funds	9,194,922	930,441	2,173,754	12,299,117	9,424,245	837,208	2,401,846	12,663,299
Restricted funds	83,331	-	-	83,331	112,909	-	-	112,909
	9,278,253	930,441	2,173,754	12,382,448	9,537,154	837,208	2,401,846	12,776,208

7 Support costs allocated to activities

	2025	2024
	£	£
Staff costs	3,450,065	3,861,477
Depreciation	36,450	32,529
Admin travel	116,119	156,851
Establishment	436,503	463,555
Computer software	462,689	378,250
Marketing	5,618	3,040
Bad debts	8,795	(3,021)
Admin recruitment expenses	-	4,755
Other costs	169,929	165,145
Governance costs	160,517	127,473
	4,846,685	5,190,054
Analysed between:		
Regulated care	2,024,847	2,161,812
Carers Hub	674,748	652,043
Other	2,147,090	2,376,199
	4,846,685	5,190,054

Governance costs comprise:	2025 £	2024 £
Staff costs	60,978	48,305
Audit fees	21,094	15,613
Legal and professional	35,449	36,188
Bank charges	22,700	18,301
Loan interest	20,296	9,066
	160,517	127,473

8 Net movement in funds

	2025	2024
	£	£
The net movement in funds is stated after charging/(crediting):		
Fees payable to the charity's auditor:		
- for the audit of the charity's financial statements	15,600	13,080
- for other financial services	5,494	2,533
Depreciation of owned tangible fixed assets	36,450	32,529

9 Auditor's remuneration

Fees payable to the charity's auditor and associates:	2025	2024
	£	£
For audit services		
Audit of the financial statements of the charity	15,600	13,080
For other services		
All other non-audit services	5,494	2,533

10 Trustees

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

Mrs C Alexander stepped down from her role as Chief Executive Officer and became a Trustee on 29 January 2025. She subsequently resigned as a Trustee on 1 September 2025 to return as Chief Executive Officer on an interim basis.

Mrs J Finn stepped down from her role as Deputy Chief Executive Officer and became a Trustee on 29 January 2025. She subsequently resigned as a Trustee on 30 November 2025 to return as Deputy Chief Executive Officer on a temporary basis.

11 Employees

The average number of employees during the year was:

	2025	2024
	Number	Number
Care support workers	340	376
Support staff	101	126
Total	441	502

Employment costs	2025	2024
	£	£
Wages and salaries	8,962,714	9,139,275
Social security costs	726,406	753,032
Pension costs	190,590	199,010
Termination payments	84,505	85,734
Apprenticeship levy	29,737	29,004
	9,993,952	10,206,055

11 Employees **(Continued)**

The number of employees whose annual remuneration was more than £60,000 is as follows:

	2025 Number	2024 Number
60,000 - 69,999	4	3
80,000 - 89,999	1	1
100,000 - 109,999	1	1
110,000 - 119,999	1	1
120,000 - 129,999	1	1

Remuneration of key management personnel

The remuneration of key management personnel is as follows:

	2025 £	2024 £
Aggregate compensation	708,057	649,966

During the year the charity operated a defined contribution pension scheme in respect of 376 employees (2024: 294 employees).

12 Taxation

The charity is exempt from taxation on its activities because all its income is applied for charitable purposes.

13 Tangible fixed assets

	Leasehold improvements	Fixtures and fittings	Computers	Motor vehicles	Total
	£	£	£	£	£
Cost					
At 1 April 2024	111,064	293,543	307,141	2,625	714,373
Additions	1,320	4,450	7,890	-	13,660
At 31 March 2025	112,384	297,993	315,031	2,625	728,033
Depreciation and impairment					
At 1 April 2024	82,817	265,289	284,873	2,625	635,604
Depreciation charged in the year	8,465	11,844	16,141	-	36,450
At 31 March 2025	91,282	277,133	301,014	2,625	672,054
Carrying amount					
At 31 March 2025	21,102	20,860	14,017	-	55,979
At 31 March 2024	28,247	28,254	22,269	-	78,770

14 Debtors

	2025	2024
Amounts falling due within one year:	£	£
Trade debtors	1,104,155	1,098,744
Other debtors	2,374	253,157
Prepayments and accrued income	158,400	148,055
	1,264,929	1,499,956

15 Loans and overdrafts

	2025	2024
	£	£
Bank loans	257,500	257,500
Payable within one year	43,231	39,971
Payable after one year	214,269	217,529

16 Creditors: amounts falling due within one year

	Notes	2025 £	2024 £
Bank loans	**15**	43,231	39,971
Other taxation and social security		144,398	181,191
Deferred income	**18**	11,778	37,563
Trade creditors		101,203	236,292
Other creditors		122,631	157,723
Accruals		139,801	119,448
		563,042	772,188

17 Creditors: amounts falling due after more than one year

	Notes	2025 £	2024 £
Bank loans	**15**	214,269	217,529

18 Deferred income

	2025 £	2024 £
Other deferred income	11,778	37,563

Deferred income is included in the financial statements as follows:

	2025 £	2024 £
Deferred income is included within:		
Current liabilities	11,778	37,563
Movements in the year:		
Deferred income at 1 April 2024	37,563	83,105
Released from previous periods	(37,563)	(83,105)
Resources deferred in the year	11,778	37,563
Deferred income at 31 March 2025	11,778	37,563

19 Restricted funds

The restricted funds of the charity comprise the unexpended balances of donations and grants held on trust subject to specific conditions by donors as to how they may be used.

	At 1 April 2024	Incoming resources	Resources expended	At 31 March 2025
	£	£	£	£
Home From Home	227,530	-	(83,331)	144,199

Previous year:	At 1 April 2023	Incoming resources	Resources expended	At 31 March 2024
	£	£	£	£
Wheatley Donation	105,005	-	(105,005)	-
Respite Care Relief - Carers of Dementia Clients	-	2,000	(2,000)	-
Home From Home	-	233,434	(5,904)	227,530
	105,005	235,434	(112,909)	227,530

Home from Home

During the financial year ending 31 March 2024, a merger took place with Home From Home and they donated their cash in the bank of £233,434. These funds are being utilised to support the development of services to support carers and people with care needs in Havering and surrounding areas where the majority of beneficiaries are from the London Borough of Havering.
During the financial year ending 31 March 2025, £83,331 was utilised in the support care services in that area.

Wheatley Donation - Legacy received to be applied in the Worthing area

This fund was fully utilised during the financial year ending 31 March 2024 to support care services in the West Sussex area.

Respite Care Relief - Carers of Dementia Clients

A donation from Chester Lions Club of £2,000 was received and fully utilised during the financial year ending 31 March 2024. The donation was used to support respite for Carers of dementia clients.

20 Unrestricted funds

The unrestricted funds of the charity comprise the unexpended balances of donations and grants which are not subject to specific conditions by donors and grantors as to how they may be used. These include designated funds which have been set aside out of unrestricted funds by the trustees for specific purposes.

	At 1 April 2024	Incoming resources	Resources expended	At 31 March 2025
	£	£	£	£
Building improvements	9,122	-	-	9,122
General funds	475,308	12,279,797	(12,299,117)	455,988
	484,430	12,279,797	(12,299,117)	465,110

Previous year:	At 1 April 2023	Incoming resources	Resources expended	At 31 March 2024
	£	£	£	£
Building improvements	36,088	-	(26,966)	9,122
General funds	1,181,335	11,930,306	(12,636,333)	475,308
	1,217,423	11,930,306	(12,663,299)	484,430

Building Improvements

The fund is being held to meet future dilapidation costs in the event of the closure of TuVida offices.

21 Analysis of net assets between funds

	Unrestricted funds 2025	Restricted funds 2025	Total 2025
	£	£	£
At 31 March 2025:			
Tangible assets	55,979	-	55,979
Current assets/(liabilities)	623,400	144,199	767,599
Long term liabilities	(214,269)	-	(214,269)
	465,110	144,199	609,309

21 Analysis of net assets between funds **(Continued)**

	Unrestricted funds 2024 £	Restricted funds 2024 £	Total 2024 £
At 31 March 2024:			
Tangible assets	78,770	-	78,770
Current assets/(liabilities)	623,189	227,530	850,719
Long term liabilities	(217,529)	-	(217,529)
	484,430	227,530	711,960

22 Operating lease commitments

Lessee
At the reporting end date the charity had outstanding commitments for future minimum lease payments under non-cancellable operating leases, which fall due as follows:

	2025 £	2024 £
Within one year	151,244	165,290
Between two and five years	74,836	64,722
In over five years	1,692	3,948
	227,772	233,960

23 Related party transactions

There were no disclosable related party transactions during the year (2024 - none).

24 Affiliated Organisations

The charity is affiliated to Carers Trust, a network of charities with similar objectives. The address for Carers Trust is 32-36 Lowman Street, London, SE1 QEH.

25 Company Limited by Guarantee

Each of the members of the company are liable to contribute to the assets of the charity in the event of the charity being wound up an amount not exceeding £1. At the date of these accounts there were 5 guarantee members.

26 Investment

A gift aid donation of £26,500 (2024: £21,000) has been provided as a debtor in these financial statements. This represents the share of profits owed to East Midlands Crossroads – Caring for Carers at 31st March 2025.

27 Analysis of changes in net (debt)/funds

	At 1 April 2024	Cash flows	At 31 March 2025
	£	£	£
Cash at bank and in hand	122,951	(57,239)	65,712
Loans falling due within one year	(39,971)	(3,260)	(43,231)
Loans falling due after more than one year	(217,529)	3,260	(214,269)
	(134,549)	(57,239)	(191,788)

28 Cash generated from operations

	2025	2024
	£	£
Deficit for the year	(102,651)	(610,468)
Adjustments for:		
Investment income recognised in statement of financial activities	(5,340)	(6,509)
Depreciation and impairment of tangible fixed assets	36,450	32,528
Movements in working capital:		
Decrease/(increase) in debtors	235,027	(107,640)
(Decrease) in creditors	(186,621)	(177,756)
(Decrease) in deferred income	(25,785)	(45,542)
Cash absorbed by operations	(48,920)	(915,387)

EAST MIDLANDS CROSSROADS-CARING FOR CARERS

England & Wales - Charity number 1051649

Accounts

Charity registration number 1051649

Company registration number 03128681 (England and Wales)

EAST MIDLANDS CROSSROADS-CARING FOR CARERS

TRADING AS TUVIDA

ANNUAL REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2024

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EAST MIDLANDS CROSSROADS-CARING FOR CARERS TRADING AS TUVIDA
LEGAL AND ADMINISTRATIVE INFORMATION

Trustees	Mrs E Convery	
	Mrs K Cook	(Appointed 10 May 2023)
	Mr D T Y Liu	
	Mrs A Roberts (Vice-Chair)	
	Mr N Stringfellow (Treasurer)	
	Mr I Turnbull (Chair)	
Secretary	Mr S Tetley	
Key Management Personnel	Mrs C Alexander	
	Mrs J Finn	
	Mr G Howells	
	Ms J Park	
	Mr A Taylor	
	Mr S Tetley	
Charity number	1051649	
Company number	03128681	
Registered office	19 Pelham Road Nottingham NG5 1AP	
Auditor	Rogers Spencer Newstead House Pelham Road Nottingham NG5 1AP	
Bankers	Natwest Bank Nottingham City Branch 148-149 Victoria Centre Nottingham NG1 3QT	
Solicitors	Shoosmiths The XYZ Building 2 Hardman Boulevard Spinningfields Manchester M3 3AZ	

EAST MIDLANDS CROSSROADS-CARING FOR CARERS TRADING AS TUVIDA
CONTENTS

	Page
Trustees' report	1 - 12
Statement of trustees' responsibilities	13
Independent auditor's report	14 - 17
Statement of financial activities	18
Balance sheet	19
Statement of cash flows	20
Notes to the financial statements	21 - 35

EAST MIDLANDS CROSSROADS-CARING FOR CARERS TRADING AS TUVIDA

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT)

FOR THE YEAR ENDED 31 MARCH 2024

The trustees present their annual report and financial statements for the year ended 31 March 2024.

The financial statements have been prepared in accordance with the accounting policies set out in note 1 to the financial statements and comply with the charity's governing document, the Companies Act 2006 and "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).

Objectives and activities

The charity known as TuVida, is affiliated with Carers Trust, a national charity with a membership of local carer organisations like TuVida and collectively are called Network Partners.

TuVida supports unpaid carers and the people they care for. It is a not-for-profit, charitable organisation working in England and Wales.

The trustees have paid due regard to guidance issued by the Charity Commission on public benefit when reviewing our aims and objectives and in planning our activities.

We provide one-to-one care and group support for adults and children with a wide variety of needs and conditions at home and in the community. This also provides unpaid carers with a valuable break.

We deliver three key services:

- Community Care
- Hospital Discharge
- Information and Guidance

The services are delivered by our teams based in the heart of our communities. We pride ourselves on providing high quality and inclusive services that make a difference to people's lives.

We will:

Aim to provide services of the highest possible quality, working to achieve the Excellence for Carers quality mark, and outstanding ratings through the Care Quality Commission.

Ensure people who access our services can do so in the way they want, whether face to face, virtually, or digitally. This will be through the development of regional hubs and access to innovative virtual carers services that will be shaped by the voice of those receiving support.

Enable the people we support to inform us about the difference our services make to them through the development of an organisational wide impact framework.

Our service objectives are: To provide practical and emotional support to people living with a disability, their carers, and their families.

- To help prevent unnecessary and unwanted admissions to hospital and residential care.
- To maintain and preserve the exacting standards and reputation associated with TuVida.
- To work in partnership with statutory and voluntary organisations and other stakeholders to meet the needs of our most vulnerable in society.
- To foster in those for whom we care a sense of belonging to the wider community by increasing choice and enhancing quality of life.
- To promote both patient and carer involvement, ensuring their ideas and opinions form an integral part of the care service.
- To further enhance and develop mutual learning programmes between TuVida, other voluntary sector organisations, health, and local authority services.

How our activities deliver public benefit

- Carers supported by TuVida experience reduced levels of stress and feel more able to manage their caring role.
- Carers can regain / maintain a foothold into their social / economic environments as a result of the care TuVida provides.
- TuVida develops and diversifies its care services, ensuring the organisation remains representative of the carers it serves.
- TuVida, statutory and voluntary organisations together with all other stakeholder bodies embrace and develop a culture of "mutual learning."
- Service users and their carers take the lead in developing a care package from TuVida.

Achievements and performance

Financial year 2023-24 continued to be a challenging year financially for many of our beneficiaries and staff. The cost-of-living crisis continued, with a health and social care system that is broken with no prospect of a long-term solution being put in place and continued considerable recruitment challenges for our sector. All these challenges, affect those most vulnerable in society and they are the people TuVida support every day and we know they will continue to need us now more than ever. The number of people who will require care and support at home as well as advice, information and support for adult and young carers is increasing every day resulting in an increased demand for our services, while resources for our work remains static as Government funding is cut year on year.

This was a year of transition and planning. We embarked on our largest engagement plan ever; talking to our staff, partners, experts and, crucially, the people that received our services about what they wanted from TuVida in the future and how we deliver that. This engagement plan informed our Strategy for the next three years and was the most comprehensive one we have done for a long while. We completed our engagement plan and produced our Strategy document for 2024-2027.

Along with the development of our new strategy we also delivered the following strategic priorities.

Financial Plans

We saw a rise of 9.7% in the National Living Wage and significant cost increases across most of our suppliers and funders, who are mainly local authorities, and are strapped for cash.

While public sector organisations budgets were tight, we actively engaged with them to seek increases to match the rising the cost of care and in line with the recommendations and analysis by Homecare Association UK and achieved some success with this in some locations.

New Home First Reablement Service (HFRS) Contract

We implemented the successfully re-tendered hospital discharge service with Nottinghamshire County Council, (NCC).

We:

- Increased levels of care by 100% for the same income.
- Increased our focus on reablement so patients can return to independence more quickly.
- Worked in partnership with NCC and all hospitals in the "Transfer of Care Hubs" for quicker discharge and assessment.

However, we experienced a challenge in the first quarter delivering the volume required due to the complexity of the contract and transition from the previous KPIs, workflows and staff utilisation of the previous contract. This resulted in less income which impacted on cash flow exacerbated by the fact we were paid in arrears rather than in advance as previously.

To mitigate further risk to the organisation, the executive team and Board took decisive action and implemented a robust recovery plan which included:

- A redundancy programme
- Additional scrutiny of income, costs both pay and non-pay, debt recovery process to mitigate cash flow
- New reporting suite developed including daily stats reports
- Deep dive into current processes, systems and staff utilisation to drive up efficiencies
- Increased oversight and support to the operations teams by Directors and Chief Officers
- Established weekly calls with the Commissioner to share recovery plans in an open and transparent manner and maintain our trusted relationship with them
- Implemented monthly Board meetings to provide governance oversight and decision making

The successful implementation of the recovery plan in the second quarter, ensured we were back on track to deliver the full contract requirements by October 2023.

Throughout the year, we also delivered our ambitious priorities and core programmes of work.

Identified new opportunities to support more carers and people with care needs.

- Started to develop our private work in North Northamptonshire, utilising clients that are leaving the short-term hospital discharge services.
- Successfully tendered the Nottingham Young Carers Hub contract and expanded this work into Nottingham City bringing additional income into TuVida. However, we were unsuccessful with the adult carers contract for the County and the City which we had delivered for a long time. We successfully managed TUPE in and TUPE out with these contracts and were delivering all the KPIs by the end of the financial year for the YC contract.

Grow our services through new partnerships across the UK.

- Worked closely with Home from Home in Havering (our Essex location) and completed the transfer. This is continuing into the new financial year.
- Expanded our partnerships in Wales with a successful tender for the Bridgend Carers Hub, and transfer of two services for Cardiff and The Vale in the last two weeks of March due to another provider closing.

Attract and retain the best talent available in our sector.

- Increased our investment in our recruitment and talent team providing more support to local delivery teams and improving our success rates.
- Developed our recruitment practices and processes enabling a better experience for candidates and internal managers and improved inter-departmental working and understanding.

Focus on becoming an employer of choice.

- Developed our retention and engagement strategy that focussed on wellbeing, voice and values. This included the continuation of the staff welfare fund, wellbeing hints and tips in every staff newsletter, improved staff meetings and establishment of a staff well-being group via Whatsapp and video calls to share ideas, experiences and support.
- Invested £40k in a new HR system that will enable our people to feel engaged and valued. The system was established to meet the specific needs of TuVida, all existing documentation and details were uploaded and all staff trained. With other 450 staff in the organisation at any time, this was no small task. This will be fully implemented in the next financial year.

Continuously improve the technology and systems that support the delivery of services.

- Carried out a root and branch review of our IT infrastructure to ensure it is fit for the future overseen by a new Systems Oversight Group. This work is continuing into the next financial year. Along with the new HR system, continuous improved use of access care planning, we also installed a new organisation-wide telephone system, Horizon. With all offices on a single system, we saved expenditure on multiple contracts and improved communication between our locations and head office.

Demonstrate the Impact of our work.

- Developed delivery and mobilisation plans for existing services and new services through tenders and fundraising. Templates and guidance developed to support future business opportunities.

- Work began to improve our reporting capabilities for our Hub services along with development of case studies for social media and contract monitoring demonstrating the impact of our work. More work is required in this area of work and will be included in our new strategy. A top-level impact report was produced and shared across the organisations, with stakeholders and posted on our website.

Develop our Foundations.

- We carried out the largest engagement plan to inform our new strategy speaking to and consulting our beneficiaries, staff, stakeholders and partners and the public through an online survey. Our three-year strategy was completed by the end of the year and included our new vision and 'the TuVida way' to enhance our culture and values. This will be implemented from April 2024.

- We continued to develop relationships with funders and commissioners via partnerships and stakeholder engagement, in West Northamptonshire, West Sussex and with Carers Trust and other Network Partners.

Support our Leaders to Succeed

- Preparation for a new leadership programme across our senior leadership team started but the programme was put on hold due to the impact of the redundancies and financial situation. Mentoring took place with some operational managers to improve their commercial awareness and understanding in preparation for developing the private care market in their locations. Two staff were trained as accredited Clarity 4D facilitators to deliver the tool as part of a leadership and team training programme over the next two years.

Our participation in the work of our key partner Carers Trust continued including the Enhanced Valuation Proposition Project, regional Network Partner meetings, the Annual Network Partner Conference and national forums expanding this into Wales with our successful tender in Bridgend. Although the Virtual Carers Centre has been delayed - we also engaged in various Webinars on Impact Measurement Framework and Social Return on Investment, and a Safe space for LGBT+ Carers. Through Carers Trust membership, we are able to access grants to support our beneficiaries for a range of issues, including respite breaks, white goods and training. We are also a community member of Carefree which offers free breaks in hotels and holiday accommodation for carers, the only cost being a small admin fee.

Our Partnership with 'Cuidadores' in Portugal has continued to enable them to further develop carers services in and around Porto and raise their national profile. During our years of partnership, we continue to be impressed with the impact they are having, evidenced at their national Carers event where they secure speakers from the Portuguese Government and other key stakeholders. They came to the UK in February 2024, visiting our Bridgend services in Wales, meeting the team and local commissioners. We supported them with a small donation of £10k for their central functions.

We launched our new updated Welfare Fund in April 2023. This removed the focus on Covid related grants and widened the criteria to other financial challenges for our staff including cost of living, car repairs, other significant loss of income, bereavement costs etc. Our Trustees invested £10k and quarterly reports were provided at our Board Meetings.

Strategic and external activity
During this year, we developed our new external strategy, albeit the completion was delayed to April 2024 due to the dealing with the financial issues earlier in the year.

We continued to have a strong external focus, especially with our key strategic partner, Carers Trust. Carers Trust launched their new five-year strategy at their autumn conference and our Deputy CEO participated in the strategic project; Enhanced Value Proposition Project. The focus of this project was to review the relationship between Carers Trust and Network Partners with an outcome of a refreshed focus and agreement on priorities and working relationships.

Our CEO and Deputy CEO continued to participate in events with the Leaders of Great Britain (previously the Leaders Council) gaining insights from well known leaders across a range of disciplines including sport and politics.

Financial review
Following a surplus in the previous year of £246k the plan for FY2024 was to continue to deliver a surplus to build the charities unrestricted levels back up following the Covid 19 pandemic. Financial planning for the year identified some key challenges including a 9.7% increase in the National Living Wage and the need to double output (care hours) for the HomeFirst (HFRS) service from the 1st April 2023 for effectively the same level of income. Despite these challenges a surplus budget for unrestricted activity was set at £164k with significant plans put in place early to address these challenges.

However delivering the new HFRS contract with its increased output and new service structure from the start of the year proved far more challenging than anyone anticipated and in the first quarter there was a £325k deficit.

This was partly down to internal challenges around operational staff having to work in an entirely different way but also external challenges as the local authority and hospitals struggled with the new hospital discharge process being implemented.

This significant deficit in the first quarter was due to the organisation having the same level of care staff compared to the previous year but with less income due to spot income not meeting the levels of block purchased care.

Following the completion of the April 2023 Management Accounts, which had a deficit of £100k, a plan and project team was put together to focus on recovery and move the charity back into a surplus position. That plan had three areas of focus: -

1. Daily, and at times hourly, monitoring of the HFRS hours of care to maximise the income opportunity. This was achieved by November 2023 through this diligent over-sight and ensuring care in the field was delivered in an effective and efficient way.

2. The cutting of costs specifically focused on reducing office-based post in corporate teams. This led to a headcount reduction of 13 positions delivering a monthly saving of £37k. In addition other cost cutting was implemented including: -

    a. Reduction in the senior staffing costs.

    a. Reduction in travel and meeting costs to essential only.

    b. Reduced recruitment activity to essential field-based care staff only.

3. The third and final element of the plan related to cashflow management in the face of the deficit and redundancy costs to deliver the cost savings. To achieve this, negotiations took place with Social Investment Bank (SIB) whom the charity already had a relationship with following the merger with Crossroads Together in FY2023. SIB agreed to a new loan agreement to pay off the old loan and provide the charity with some cash investment to ensure cash reserves were available. The loan agreed was for £250k to be paid back over a 36-month period with the first year being interest only payments.

With the implementation of these key strategies the charity started to see improvements in its monthly financial position from August 2023 with it getting out of deficit in November 2023.

In the year the charity generated £12.2m of income which was £1.4m less than the budget. Due to the challenges in the first half of the year the charity made a deficit of £610k which was £774k worse than the budgeted surplus of £164k.

Income came in below budget for a number of reasons:

- IAG (Hub) income came in £14k below budget due to the loss of the Adult Carers contract in Nottinghamshire. This loss was off-set to some degree by the successful tender for the Young Carers contract in the same area.
- Health projects came in £1.3m below budget due to the challenges of delivering the additional hours required for the HFRS contract in the first half of the year.
- Traditional Homecare services came in £315k below budget with hours of care down by 12% due to challenges or recruitment of care staff for these services.

Off-setting some of this under-performance was the receipt of a cash donation from the charity "Home From Home" in the Essex area of £233k. The Trustees of this charity have donated this cash to TuVida to help support and grow care services in this area. Therefore this income is Restricted with plans for it be used as agreed over the following three years.

Overall compared to the previous year income has reduced by 5%.

Expenditure increased by 1.3% on the previous year, driven by the increased cost of wages and also the full year effect of the merger with Crossroads Together from FY23 where in that year there was only six months of costs.

Overall staff costs increased by 1.4% compared to the previous year despite income reducing by 5%. The variance to income movement is down to the changes with the HFRS contract and the challenges of delivering 100% increase with the same cost base.

The staff cost increase is down to wage increases to meet the NLW 9.7% increase and the full year effect of the merger with Crossroads Together. Some of the cost increases are being off-set by the redundancy programme executed in the year leading to a reduction of 13 positions.

None staff related costs increased by 17.15%, as expected in the budget, due to the full year effect of the merger with Crossroads Together in the previous year with property, mobile phones and IT costs all going up significantly.

In summary, it was another incredibly challenging year. However, the organisation has been able to navigate these and other challenges of the ever-changing external global environment, in particular the health and social care sector.

The future of Health and Social care is still one of financial concern with costs and staffing pressures being a significant concern as they are largely outside of our control.. This will continue with the anticipated budget cuts national and local government are having to make.

Despite the continuing financial challenges from the pandemic and the anticipated impact of spending cuts and increasing costs we have been able to continue to invest in carer's services and in our workforce. We remain committed to ensuring balance between financially driven decision making and increased margins, set against decisions to invest in charitable services and rewarding our workforce. We know we must remain vigilant and agile as the environment continues to change around us.

Reserves Policy

At 31 March 2024 our general free reserves were £406k, being our unrestricted reserves less fixed assets.

Our target level of reserves is £2,146k with a tolerance of + or – 5% which gives an acceptable band of £2,039k-£2,254k. This has been set by looking at our working capital requirements and the certainty of our income streams in the foreseeable future in order to ensure that we continue to meet current obligations to beneficiaries.

There is a shortfall of £1,740k between our target and actual general free reserves. We plan to make up the shortfall by new contract income, expansion of income to private customers and cost reductions.

At 31 March 2024 our total funds held were £712k, of which £228k is restricted funds.

Principal Funding Sources

TuVida received funds from the below public sources through service agreements or contracts

Bridgend County Council	226,022
Buckinghamshire County Council	52,412
Bury County Council	137,231
Carers Trust	50,146
Cheshire West & Chester Council	162,647
Greater Nottinghamshire and Nottingham ICB	185,337
Havering Borough Council	62,231
Herefordshire Council	160,000
Leicester County Council	9,259
London Borough of Redbridge	227,676
Marie Curie	39,951
Metropolitan Borough of Wirral	13,750
Milton Keynes Council	95,665
NHS Cheshire & Merseyside ICB	128,207
NHS Greater Manchester ICB	114,280
NHS North East ICB	101,941
NHS Sussex ICB	47,640
NHS Warrington ICB	61,081
North Northamptonshire Council	1,467,648
Northamptonshire Carers Association	223,200
Nottingham City Council	301,597
Nottinghamshire County Council	4,735,401
Reading Borough Council	25,529
Rochdale County Council	54,702
Salford County Council	156,082
Stockport Council	43,482
West Northamptonshire County Council	32,681
West Sussex County Council	670,476
Wirral Council	184,693
Others (Below £1,000)	6,062

Risk Management
A Risk Management system was purchased and implemented in this financial year. A review of the risks was carried out, and it was agreed the Risk Register would be overseen by the Strategy & Culture Sub-Committee, with reports going to Board on an annual basis and other times when significant changes were required.
Regular financial and operational reports to quarterly sub-committee and Board meetings include risks where relevant including safeguarding and health & safety.

Plans for future periods
Our new three year Strategy includes a new vision; everyone we support can, be seen, be heard and be provided for and our values; 'pioneering, uncompromising and compassionate' which are underpinned by four key pillars of work; Our Services, Our People, Our Partnerships and our Business.

We also developed the 'TuVida Way' – it is not *what* we do, it is *how* we do it. It's about our culture, the way we work and the way we treat our people. Each of the four pillars have several priorities which will define our core programmes of work for the next three years.

Our Services:
- Aim to provide services of highest possible quality, working to achieve Excellence for Carers quality mark and outstanding ratings through the Care Quality Commission.
- Ensure people who access our services can do so in the way they want, whether face to face, virtually, or digitally. This will be through the development of regional hubs and access to innovative virtual carers services that will be shaped by the voice of those receiving support.
- Enable the people we support to inform us about the difference our services make to them through the development of an organisational wide impact framework.

Our People:
- Place the wellbeing of our people ahead of anything else - including an employee assistance programme, welfare fund, wellbeing groups and a culture of openness.
- Live and breathe our values in everything we do via a charter that all employees commit to as part of The TuVida Way.
- Be led and guided by our people, creating opportunities for voices to be heard through a people engagement plan that includes a new forum that will help shape The TuVida Way.
- Regularly review our offer of modern, competitive, flexible and cost-effective terms and conditions, including a commitment to at least 50% of any surplus generated going towards improving remuneration.
- Give people the opportunity to continually develop in their roles and careers by having a learning and development programme that embraces The TuVida Way.

Our Partnerships:
- Ensure we don't focus on what we can get from partnerships... but what we can give. By doing so we commit to share our expertise, act as a critical friend to those who seek our support and give what we can.
- Only partner with those who share our values. Look for opportunities to pilot new service delivery models, using technology and systems to enhance our delivery and efficiency.
- Take advantage of opportunities to learn. We will do this by engaging with those inside and outside our sector, taking time to listen to leaders, innovators and those who share our passion for improving and developing services.
- Consider expanding; whether through new contracts or merging services with other charities. We will only do the latter when we are invited to do so, and in the interests of safeguarding services, employees and geographical coverage.

Our Business:

- Ensure the financial strategy is continually reviewed and updated to ensure the right balance between financial sustainability, long term viability and delivery of services to those who need them.
- Always seek growth and new income streams, but only in the interest of financial sustainability. Re-invest in the organisation so we can continue to provide services for carers and those they care for.
- Invest in systems and technology that enhance our effectiveness and efficiency, always ensuring that our beneficiaries and employees are considered and supported where systems and technological advances affect them.
- Improve our ability to measure and forecast impact. We will develop Environmental, Social & Governance (ESG) plans that become embedded in our practice and are evident and understood at the point of delivery by those using our services, and those delivering them.
- Keep under review our governance practice and the monitoring and management of risk. We will do so using the risk management system, improved reporting as well as recording our decision-making protocol.

During August 2024 Nottinghamshire ICB made the decision to withdraw funding from hospital discharge services across the area. For TuVida, this meant an immediate reduction in income of circa £600k for this financial year. We were initially given 30 days notice of the withdrawal of this funding, which meant we had to act fast.

Following a co-ordinated campaign to influence decision makers, we were able to seek an extension of this funding initially through until the end of November 2024, with the further possibility of additional income through until March 2025, which gave us time to respond to the situation, as well as limiting our income reduction in year to.
As a result to this reduction in income during the year the charity put into action its contingency plans that have been developed to respond to such a situation. . This resulted in an organisation wide restructure, including significant back office and senior management redundancies. The restructure enabled a clear refocus on operational service delivery with limited impact on front line services.
The deficit in FY24 ensured that we had robust plans in place to respond to financial challenges should they arise, and the sudden loss of income in August 2024 was responded to promptly, and the actions taken has ensured forecasts have been prepared which indicate the charity can continue as a going concern with a focus on rebuilding reserve levels over time.

These forecasts have also taken into account the increase in Employers NI contributions announced in the November 24 budget with action already being taken to liaise with all funders around the need for increased funding from April 2025.

Structure, governance and management

The organisation is a charitable Company Limited by guarantee incorporated on 21 November 1995, and registered as a charity on 22 December 1995. The governing documents are its memorandum and articles of association as amended by special resolution dated 4 November 2020.

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

Mrs E Convery
Mrs K Cook (Appointed 10 May 2023)
Mr D T Y Liu
Mrs A Roberts (Vice-Chair)
Mr N Stringfellow (Treasurer)
Mr I Turnbull (Chair)

The charity recruits Trustees following the guidance set by the National Council for Voluntary Organisations and Charity Commission.

The first stage of recruiting Trustees is to identify any key areas where specific skills and experiences would be beneficial to the organisation. A skills audit of the existing Trustees is carried out to identify any gaps. We also consider the values of potential candidates as important, so they align with the values of the charity and the culture we continue to develop. We are also keen to consider the life skills of potential candidates in addition to their professional experience.

Additional training is offered to our trustees when it is appropriate, and we review our Board development programme each year. Due to the services we provide, all our Trustees attend compulsory safeguarding training with our senior trainer and our safeguarding lead, Mrs E Convery receives additional training and support. We regularly communicate relevant articles, workshops and events to our trustees to keep them informed and updated.

Annually our Chair conducts an appraisal with each trustee to review their role, the committees they participate in, consideration of length of service, additional training and support they may be interested in and to seek their views as to the efficacy of the operation of the Board and wider governance structures and processes. The outcome of these is reported to the full Board and confirms trustee participation in the sub-committee structure and other areas of the organisation e.g. approving welfare fund grants for staff.

TuVida is affiliated to Carers Trust, our national membership organisation and works within the framework of national policies, procedures, and standards to ensure a high-quality service to carers and the people they care for.

TuVida is regulated by the Care Quality Commission for our regulated care services as well as complying with the standards, laws and regulations for all other mandatory requirements, e.g. GDPR, Health and Safety, Charity and Company law.

Decision Making

The Board of trustees provide strategic governance and decision making for the charity's operations supporting the Chief Executive, her Chief Officers and senior leadersThe Board of trustees provide strategic governance and decision making for the charity's operations supporting the Chief Executive, her Chief Officers and senior leadership team to effectively carry out day to day operational activities. During this year, following advice from our company lawyer, the charity introduced a 'decision making matrix' for significant decisions taken by the Board. We used this twice during the year related to the under performance of our large HFRS contract and found it to be useful and enhances the minutes where significant decisions are made. The full Board meets quarterly with a robust sub-committee structure in place to deal with detailed discussions and decisions between Board meetings. The terms of reference for these sub-committees are reviewed on an annual basis. All trustees give their time freely and no trustee remuneration was paid in the year.

Key Personnel Remuneration Policy

Salary reviews are carried out each year by the Chief Officer group and reported to the Board. However, a review does not guarantee a pay rise and there is no contractual right to an annual pay rise. We always aim to provide a pay rise across the staff teams if the budget allows us to do so. Staff are informed of the review in writing.

Communication with Employees and Volunteers

Providing employees and volunteers systematically with info or matters of concern to them as employees and volunteers.

We continue with our monthly newsletters to staff, as well as additional newsletters on specialist topics. We upload information and encourage staff to use our staff intranet. We also celebrate cultural and religious events throughout the year.

On a regular basis, we communicate via email and text to update staff, circulate important information and local managers communicate specific information of relevance to their local services and clients.

Consulting employees or their representatives and volunteers on a regular basis so their views can be considered in making decisions likely to affect their interests.

Every year we carry out a staff survey which includes a range of issues including communications, resources to do their job, training and development, support provided and feedback on things we do well as well as areas we could improve on. On a quarterly basis, we hold staff meetings for our field-based teams, also providing an opportunity for consultation and feedback on previous issues and ideas raised. Staff can also email our Communications inbox with any ideas/suggestions.

This year we also engaged with our staff specifically for our new strategy. We held several webinars, face to face meetings and circulated an on-line survey.

Encouraging involvement in the company's performance through share scheme/others

As a charity, we don't operate a share scheme. However, we do operate a scheme to encourage staff to 'introduce a friend' to work for us and for this they receive a small payment if the friend is successfully recruited. This scheme encourages staff to be ambassadors for the organisation and recommend other great people to work for us. It also helps with our recruitment which is a sector wide challenge for all health and social care organisations. Our experience and other evidence show that 'refer a friend' or similar schemes are the most successful recruitment tool and provides committed and loyal staff.

As promised in this year we introduced a long service anniversary recognition and reward scheme for loyal and committed staff. Staff are recognised in our staff newsletter and receive a gift voucher on their 5-year anniversary and every five years after that. All staff are recognised in the newsletter for their length of service in the month they joined.

Achieving common awareness on part or all the financial and economic factors affecting performance of the company

Every year, the Chief Officers produce an annual business plan coupled with our budget story which is approved by the Trustees. The budget story highlights the key financial elements of our plan for the year that considers all the factors that positively and negatively affect performance. As the budget story is produced, it is discussed and shared with our wider teams to enable greater awareness of the environment in which we operate. Throughout the year, there are regular reviews of the performance against this budget story with regular updates being made when circumstances change. We produce monthly management accounts shared with our Trustees and senior leadership team. Through our regular team meetings coupled with KPI performance, these are regularly discussed with our teams including input into reforecasting based on local and national economic factors.

Disabled Employees
Applications for employment by disabled persons are always fully and fairly considered, bearing in mind the aptitude and ability of the applicant concerned and the role they are applying for. The large proportion of our field-based team roles involve assisting individuals with moving and handling, personal care and other activities which may not be possible for some disabilities to perform.

In the event of members of staff becoming disabled, every effort is made to ensure their employment within the charity continues and that appropriate training and/or resources/equipment are provided. It continues to be the policy of the charity that training, career development and promotion of disabled persons should as far as it is feasible, identical to that of other employees. We also ensure that our managers have awareness training and the skills to provide appropriate support and guidance to any disabled employee they line manage.

Auditor

In accordance with the company's articles, a resolution proposing that Rogers Spencer be reappointed as auditor of the company will be put at a General Meeting.

Disclosure of information to auditor

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

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

Mr I Turnbull (Chair)
Trustee

Date: 18/12/2024

EAST MIDLANDS CROSSROADS-CARING FOR CARERS TRADING AS TUVIDA

STATEMENT OF TRUSTEES' RESPONSIBILITIES

FOR THE YEAR ENDED 31 MARCH 2024

The trustees, who are also the directors of East Midlands Crossroads-Caring For Carers for the purpose of company law, are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

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

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

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

EAST MIDLANDS CROSSROADS-CARING FOR CARERS TRADING AS TUVIDA
INDEPENDENT AUDITOR'S REPORT
TO THE MEMBERS OF EAST MIDLANDS CROSSROADS-CARING FOR CARERS

Opinion

We have audited the financial statements of East Midlands Crossroads-Caring For Carers (the 'charity') for the year ended 31 March 2024 which comprise the statement of financial activities, the balance sheet, the statement of cash flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2024 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

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

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

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

Matters on which we are required to report by exception

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

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

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

Responsibilities of trustees

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

Auditor's responsibilities for the audit of the financial statements

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

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

The extent to which the audit was considered capable of detecting irregularities including fraud
Our approach to identifying and assessing the risk 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 group through discussions with trustees and other management, and from our knowledge and experience of the charity sector and grant providers;
- 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 charity, including the Companies Act 2006, Charities Act 2011, taxation legislation and data protection, anti-bribery, employment, environmental and health and safety legislation;
- 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 charity'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;
- Considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations; and
- Understanding the design of the charity's remuneration policies.

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 in note 2 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:

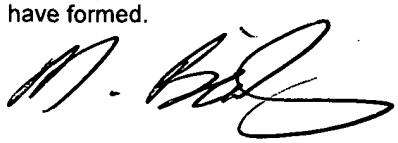
- Agreeing financial statement disclosures to underlying supporting documentation;
- Reading the minutes of meetings of those charged with governance;
- Enquiring of management as to actual and potential litigation and claims; and
- Reviewing correspondence with HMRC, relevant regulators and the company's 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 trustees 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 is available on the Financial Reporting Council's website at: https://www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Use of our report

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



Melvin Bailey FCCA DChA (Senior Statutory Auditor)
for and on behalf of Rogers Spencer

19/12/24

Chartered Accountants
Statutory Auditor

Newstead House
Pelham Road
Nottingham
NG5 1AP

EAST MIDLANDS CROSSROADS-CARING FOR CARERS TRADING AS TUVIDA

STATEMENT OF FINANCIAL ACTIVITIES INCLUDING INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 31 MARCH 2024

	Notes	Unrestricted funds 2024 £	Restricted funds 2024 £	Total 2024 £	Unrestricted funds 2023 £	Restricted funds 2023 £	Total 2023 £
Income from:							
Donations and legacies	3	81,915	235,434	317,349	240,486	-	240,486
Charitable activities	4	11,841,882	-	11,841,882	12,609,022	-	12,609,022
Investments	5	6,509	-	6,509	3,562	-	3,562
Total income		11,930,306	235,434	12,165,740	12,853,070	-	12,853,070
Expenditure on:							
Charitable activities	6	12,663,299	112,909	12,776,208	12,606,681	-	12,606,681
Total expenditure		12,663,299	112,909	12,776,208	12,606,681	-	12,606,681
Net income/(expenditure) and movement in funds		(732,993)	122,525	(610,468)	246,389	-	246,389
Reconciliation of funds:							
Fund balances at 1 April 2023		1,217,423	105,005	1,322,428	971,034	105,005	1,076,039
Fund balances at 31 March 2024		484,430	227,530	711,960	1,217,423	105,005	1,322,428

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

The notes on pages 21 to 35 form part of these financial statements.

EAST MIDLANDS CROSSROADS-CARING FOR CARERS TRADING AS TUVIDA
BALANCE SHEET
AS AT 31 MARCH 2024

	Notes	2024 £	2024 £	2023 £	2023 £
Fixed assets					
Tangible assets	**13**		78,770		96,492
Current assets					
Debtors	**14**	1,499,956		1,392,316	
Cash at bank and in hand		122,951		884,229	
		1,622,907		2,276,545	
Creditors: amounts falling due within one year	**16**	(772,188)		(1,050,609)	
Net current assets			850,719		1,225,936
Total assets less current liabilities			929,489		1,322,428
Creditors: amounts falling due after more than one year	**17**		(217,529)		-
Net assets			711,960		1,322,428
The funds of the charity					
Restricted income funds	**19**		227,530		105,005
Unrestricted funds	**20**		484,430		1,217,423
			711,960		1,322,428

The notes on pages 21 to 35 form part of these financial statements.

The financial statements were approved by the trustees on 18/12/2024

Mr N Stringfellow (Treasurer)
Trustee

Mr I Turnbull (Chair)
Trustee

Company registration number 03128681 (England and Wales)

EAST MIDLANDS CROSSROADS-CARING FOR CARERS TRADING AS TUVIDA

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 31 MARCH 2024

	Notes	2024 £	2024 £	2023 £	2023 £
Cash flows from operating activities					
Cash (absorbed by)/generated from operations	29		(915,387)		117,816
Investing activities					
Purchase of tangible fixed assets		(14,806)		(61,708)	
Investment income received		6,509		3,562	
Net cash used in investing activities			(8,297)		(58,146)
Financing activities					
Proceeds of new bank loans		236,805		104,347	
Repayment of bank loans		(74,399)		(9,253)	
Net cash generated from financing activities			162,406		95,094
Net (decrease)/increase in cash and cash equivalents			(761,278)		154,764
Cash and cash equivalents at beginning of year			884,229		729,465
Cash and cash equivalents at end of year			122,951		884,229

1 Accounting policies

Charity information
East Midlands Crossroads-Caring For Carers is a private company limited by guarantee incorporated in England and Wales. The registered office is 19 Pelham Road, Nottingham, NG5 1AP.

1.1 Accounting convention

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

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

The financial statements have been prepared under the historical cost convention. The principal accounting policies adopted are set out below.

1.2 Going concern

During August 2024 Nottinghamshire ICB made the decision to withdraw funding from hospital discharge services across the area. For TuVida, this meant an immediate reduction in income of circa £600k for this financial year. We were initially given 30 days notice of the withdrawal of this funding, which meant we had to act fast.

Following a co-ordinated campaign to influence decision makers, we were able to seek an extension of this funding initially through until the end of November 2024, with the further possibility of additional income through until March 2025, which gave us time to respond to the situation, as well as limiting our income reduction in year to.

As a result to this reduction in income during the year the charity put into action its contingency plans that have been developed to respond to such a situation. This resulted in an organisation wide restructure, including significant back office and senior management redundancies. The restructure enabled a clear refocus on operational service delivery with limited impact on front line services.

The deficit in FY24 ensured that we had robust plans in place to respond to financial challenges should they arise, and the sudden loss of income in August 2024 was responded to promptly, and the actions taken has ensured forecasts have been prepared which indicate the charity can continue as a going concern with a focus on rebuilding reserve levels over time.

These forecasts have also taken into account the increase in Employers NI contributions announced in the November 24 budget with action already being taken to liaise with all funders around the need for increased funding from April 2025.

1.3 Charitable funds

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

Designated funds comprise funds which have been set aside at the discretion of the trustees for specific purposes. The purposes and uses of the designated funds are set out in the notes to the financial statements.

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

1 Accounting policies **(Continued)**

1.4 Income

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

Income from government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the charitable company has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charitable company; this is normally upon notification of the interest paid or payable by the Bank.

1.5 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. Expenditure is classified under the following activity headings.

Expenditure on charitable activities includes the costs of its activities and services for beneficiaries it includes both costs that can be directly allocated to such activities and those costs of an indirect nature necessary to support them.

Other expenditure represents those items not falling into any other heading.

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

Allocation of support costs

Support costs are those that assist the work of the charitable company but do not directly represent charitable activities and include office costs, governance costs, administrative payroll costs. They are incurred directly in support of expenditure on the objects of the charity and include project management carried out at Headquarters. Where support costs cannot be directly attributed to headings, they have been allocated to cost of raising funds and expenditure on charitable activities on a basis consistent with the use of the resources. Overheads have been allocated pro rata based on staff time.

1.6 Tangible fixed assets

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

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

Leasehold improvements	12.5% straight line
Fixtures and fittings	20% straight line
Computers	33.3% straight line
Motor vehicles	25% straight line

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

Individual assets costing less than £500 are not generally capitalised.

1 Accounting policies **(Continued)**

1.7 Impairment of fixed assets

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

1.8 Cash and cash equivalents

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

1.9 Financial instruments

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

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

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

Basic financial assets

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

Basic financial liabilities

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

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

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

Derecognition of financial liabilities

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

1.10 Employee benefits

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

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

1 Accounting policies **(Continued)**

1.11 Pensions

The pension costs charged in the financial statements represent the contribution payable by the charitable company during the year and are apportioned pro-rata across activities based on staff time.

2 Critical accounting estimates and judgements

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

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

3 Donations and legacies

	Unrestricted funds	Restricted funds	Total	Unrestricted funds
	2024	2024	2024	2023
	£	£	£	£
Donations and gifts	81,915	235,434	317,349	240,486
Donations and gifts				
Donations and legacies	75,815	2,000	77,815	63,946
Donations on merger	-	233,434	233,434	176,540
Grant income	6,100	-	6,100	-
	81,915	235,434	317,349	240,486

4 Charitable activities

	Regulated Care	Carers Hub	Total	Regulated Care	Carers Hub	Total
	2024	2024	2024	2023	2023	2023
	£	£	£	£	£	£
Direct billing	2,039,568	-	2,039,568	2,047,070	-	2,047,070
Spot contracts	873,085	-	873,085	906,267	-	906,267
Service agreements	7,814,193	1,089,751	8,903,944	8,216,985	1,305,115	9,522,100
Other income	25,285	-	25,285	133,585	-	133,585
	10,752,131	1,089,751	11,841,882	11,303,907	1,305,115	12,609,022

5 Income from investments

	Unrestricted funds 2024 £	Unrestricted funds 2023 £
Interest receivable	6,509	3,562

6 Expenditure on charitable activities

	Regulated care 2024 £	Carers Hub 2024 £	Other 2024 £	Total 2024 £	Regulated care 2023 £	Carers Hub 2023 £	Other 2023 £	Total 2023 £
Direct costs								
Staff costs	6,494,933	-	-	6,494,933	6,376,918	-	-	6,376,918
Mobile telephones	186,667	6,360	25,431	218,458	151,717	7,146	25,876	184,739
Care assistants recruitment expenses	77,287	-	-	77,287	90,330	-	-	90,330
Care assistants travel expenses	555,593	-	-	555,593	578,622	-	-	578,622
Care assistants protective clothing / alarms	15,769	-	-	15,769	41,487	-	-	41,487
Day centre costs	10,339	-	-	10,339	10,353	-	-	10,353
Hub direct costs	-	178,805	-	178,805	-	71,903	-	71,903
Training & confrerences	34,754	-	-	34,754	28,501	-	-	28,501
Raising funds	-	-	216	216	-	-	306	306
	7,375,342	185,165	25,647	7,586,154	7,277,928	79,049	26,182	7,383,159
Share of support and governance costs (see note 7)								
Support	2,210,117	652,043	2,248,726	5,110,886	2,117,557	782,939	2,201,577	5,102,073
Governance	-	-	79,168	79,168	-	-	121,449	121,449
	9,585,459	837,208	2,353,541	12,776,208	9,395,485	861,988	2,349,208	12,606,681
Analysis by fund								
Unrestricted funds	9,472,550	837,208	2,353,541	12,663,299	9,395,485	861,988	2,349,208	12,606,681
Restricted funds	112,909	-	-	112,909	-	-	-	-
	9,585,459	837,208	2,353,541	12,776,208	9,395,485	861,988	2,349,208	12,606,681

7 Support costs allocated to activities

	2024	2023
	£	£
Staff costs	3,861,477	3,773,053
Depreciation	32,529	52,128
Admin travel	156,851	159,747
Establishment	463,555	401,333
Computer software	378,250	252,770
Consultants costs	-	123,919
Marketing	3,040	9,200
Bad debts	(3,021)	6,096
Admin recruitment expenses	4,755	14,638
Other costs	165,145	272,960
Governance costs	127,473	157,678
	5,190,054	5,223,522
Analysed between:		
Regulated care	2,210,117	2,117,557
Carers Hub	652,043	782,939
Other	2,327,894	2,323,026
	5,190,054	5,223,522

Governance costs comprise:	2024 £	2023 £
Staff costs	48,305	36,229
Audit fees	15,613	15,793
Legal and professional	36,188	84,818
Bank charges	18,301	17,557
Loan interest	9,066	3,281
	127,473	157,678

8 Net movement in funds

The net movement in funds is stated after charging/(crediting):	2024 £	2023 £
Fees payable for the audit of the charity's financial statements	15,613	15,793
Depreciation of owned tangible fixed assets	32,529	52,128

9 Auditor's remuneration

Fees payable to the charity's auditor and associates:	2024	2023
	£	£
For audit services		
Audit of the financial statements of the charity	15,613	15,793

10 Trustees

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

11 Employees

The average number of employees during the year was:

	2024	2023
	Number	Number
Care support workers	376	435
Support staff	126	136
Total	502	571

Employment costs	2024	2023
	£	£
Wages and salaries	9,139,275	8,976,697
Social security costs	753,032	746,222
Pension costs	199,010	193,292
Termination payments	85,734	100,744
Apprenticeship levy	29,004	45,965
	10,206,055	10,062,920

11 Employees **(Continued)**

The number of employees whose annual remuneration was more than £60,000 is as follows:

	2024 Number	2023 Number
60,000 - 69,999	3	1
70,000 - 79,999	-	1
80,000 - 89,999	-	1
90,000 - 99,999	1	1
100,000 - 109,999	1	1
110,000 - 119,999	1	-
120,000 - 129,999	-	1
130,000 - 139,999	1	-

Remuneration of key management personnel
The remuneration of key management personnel is as follows:

	2024 £	2023 £
Aggregate compensation	649,966	614,556

During the year the charity operated a defined contribution pension scheme in respect of 294 employees (2023: 313 employees).

12 Taxation

The charity is exempt from taxation on its activities because all its income is applied for charitable purposes.

13 Tangible fixed assets

	Leasehold improvements	Fixtures and fittings	Computers	Motor vehicles	Total
	£	£	£	£	£
Cost					
At 1 April 2023	111,064	284,106	301,773	2,625	699,568
Additions	-	9,437	5,369	-	14,806
At 31 March 2024	111,064	293,543	307,142	2,625	714,374
Depreciation and impairment					
At 1 April 2023	74,421	262,709	263,320	2,625	603,075
Depreciation charged in the year	8,396	2,580	21,553	-	32,529
At 31 March 2024	82,817	265,289	284,873	2,625	635,604
Carrying amount					
At 31 March 2024	28,247	28,254	22,269	-	78,770
At 31 March 2023	36,643	21,396	38,453	-	96,492

14 Debtors

Amounts falling due within one year:	2024 £	2023 £
Trade debtors	1,098,744	1,288,675
Other debtors	253,157	-
Prepayments and accrued income	148,055	103,641
	1,499,956	1,392,316

15 Loans and overdrafts

	2024 £	2023 £
Bank loans	257,500	95,094
Payable within one year	39,971	95,094
Payable after one year	217,529	-

16 Creditors: amounts falling due within one year

	Notes	2024 £	2023 £
Bank loans	15	39,971	95,094
Other taxation and social security		181,191	191,453
Deferred income	18	37,563	83,105
Trade creditors		236,292	174,360
Other creditors		157,723	107,243
Accruals		119,448	399,354
		772,188	1,050,609

17 Creditors: amounts falling due after more than one year

	Notes	2024 £	2023 £
Bank loans	15	217,529	-

18 Deferred income

	2024 £	2023 £
Other deferred income	37,563	83,105

Deferred income is included in the financial statements as follows:

	2024 £	2023 £
Deferred income is included within:		
Current liabilities	37,563	83,105
Movements in the year:		
Deferred income at 1 April 2023	83,105	101,175
Released from previous periods	(83,105)	(101,175)
Resources deferred in the year	37,563	83,105
Deferred income at 31 March 2024	37,563	83,105

19 Restricted funds

The restricted funds of the charity comprise the unexpended balances of donations and grants held on trust subject to specific conditions by donors as to how they may be used.

	At 1 April 2023	Incoming resources	Resources expended	At 31 March 2024
	£	£	£	£
Wheatley Donation	105,005	-	(105,005)	-
Respite Care Relief - Carers of Dementia Clients	-	2,000	(2,000)	-
Home From Home	-	233,434	(5,904)	227,530
	105,005	235,434	(112,909)	227,530

Previous year:	At 1 April 2022	Incoming resources	Resources expended	At 31 March 2023
	£	£	£	£
Wheatley donation	105,005	-	-	105,005

Wheatley Donation - Legacy received to be applied in the Worthing area

During the financial year ending 31 March 2024, this restricted fund has been spent in full. The fund has been utilised to support care services in the West Sussex area.

Respite Care Relief - Carers of Dementia Clients

A donation of £2,000 was received during the financial year from the Chester Lions Club. The donation was received to support respite for Carers of dementia clients. The monies have been utilised in full during the financial year.

Home from Home

Following a merger with Home From Home they donated their cash in the bank of £233,434. The funds are to support the development of services to support carers and people with care needs in Havering and surrounding areas where the majority of beneficiaries are from the London Borough of Havering.
During the last quarter of the year £5,904 was used of these funds in the support care services in that area.

20 Unrestricted funds

The unrestricted funds of the charity comprise the unexpended balances of donations and grants which are not subject to specific conditions by donors and grantors as to how they may be used. These include designated funds which have been set aside out of unrestricted funds by the trustees for specific purposes.

	At 1 April 2023	Incoming resources	Resources expended	At 31 March 2024
	£	£	£	£
Building improvements	36,088	-	(26,966)	9,122
General funds	1,181,335	11,930,306	(12,636,333)	475,308
	1,217,423	11,930,306	(12,663,299)	484,430

Previous year:	At 1 April 2022	Incoming resources	Resources expended	At 31 March 2023
	£	£	£	£
Building improvements	42,097	-	(6,009)	36,088
Crossroads Care - HCY	57,250	-	(57,250)	-
Portugal investment to develop a partnership to support carers	4,075	-	(4,075)	-
General funds	867,612	12,853,070	(12,539,347)	1,181,335
	971,034	12,853,070	(12,606,681)	1,217,423

Building Improvements

During the financial year, expenditure totalling £26,966 has been spent on building improvements and renovations for dilapidations following the closure of the Reading office.

21 Analysis of net assets between funds

	Unrestricted funds 2024	Restricted funds 2024	Total 2024
	£	£	£
At 31 March 2024:			
Tangible assets	78,770	-	78,770
Current assets/(liabilities)	623,189	227,530	850,719
Long term liabilities	(217,529)	-	(217,529)
	484,430	227,530	711,960

21 Analysis of net assets between funds **(Continued)**

	Unrestricted funds 2023	Restricted funds 2023	Total 2023
	£	£	£
At 31 March 2023:			
Tangible assets	96,492	-	96,492
Current assets/(liabilities)	1,120,931	105,005	1,225,936
	1,217,423	105,005	1,322,428

22 Operating lease commitments

Lessee
At the reporting end date the charity had outstanding commitments for future minimum lease payments under non-cancellable operating leases, which fall due as follows:

	2024	2023
	£	£
Within one year	165,290	214,816
Between two and five years	64,722	118,323
In over five years	3,948	-
	233,960	333,139

23 Related party transactions

The following relatives of Directors received employee benefits during the year. This is permitted under paragraph 5.4 of the Articles of Association.

The Chair of Trustees is married to the Head of Finance. Employee benefits for the Head of Finance for the year amounted to £51,165 (2023: £50,648).

24 Affiliated Organisations

The charity is affiliated to Carers Trust, a network of charities with similar objectives. The address for Carers Trust is 32-36 Lowman Street, London, SE1 QEH.

25 Company Limited by Guarantee

Each of the members of the company are liable to contribute to the assets of the charity in the event of the charity being wound up an amount not exceeding £1. At the date of these accounts there were 5 guarantee members.

26 Investment

Upon the completion of the managed takeover of Carers Trust Thames, East Midlands Crossroads – Caring for Carers acquired 50% of the share capital of MK Community Shop (Kingston) Limited. This is a private company limited by shares, incorporated in England and Wales. The company number is 02799626 and the registered office address is 2 Burners Lane, Kiln Farm, Milton Keynes, Bucks, MK11 3HB.

A gift aid donation of £21,000 (2023: £12,500) has been provided as a debtor in these financial statements. This represents the share of profits owed to East Midlands Crossroads – Caring for Carers at 31st March 2024.

27 Analysis of changes in net debt

	At 1 April 2023	Cash flows	At 31 March 2024
	£	£	£
Cash at bank and in hand	884,229	(761,278)	122,951
Loans falling due within one year	(95,094)	55,123	(39,971)
Loans falling due after more than one year	-	(217,529)	(217,529)
	789,135	(923,684)	(134,549)

28 Charity Merger

On 16 March 2024, the assets Home from Home were merged into the charity. The net assets amounted to £233,434 and has been presented in income from donations and legacies (note 3).

29 Cash generated from operations

	2024	2023
	£	£
(Deficit)/surpus for the year	(610,468)	246,389
Adjustments for:		
Investment income recognised in statement of financial activities	(6,509)	(3,562)
Depreciation and impairment of tangible fixed assets	32,528	52,128
Movements in working capital:		
(Increase) in debtors	(107,640)	(496,422)
(Decrease)/increase in creditors	(177,756)	337,353
(Decrease) in deferred income	(45,542)	(18,070)
Cash (absorbed by)/generated from operations	(915,387)	117,816

EAST MIDLANDS CROSSROADS-CARING FOR CARERS

England & Wales - Charity number 1051649

Accounts

Charity registration number 1051649

Company registration number 03128681 (England and Wales)

EAST MIDLANDS CROSSROADS-CARING FOR CARERS

TRADING AS TUVIDA

ANNUAL REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2023

EAST MIDLANDS CROSSROADS-CARING FOR CARERS TRADING AS TUVIDA
LEGAL AND ADMINISTRATIVE INFORMATION

Trustees	Mrs E Convery	
	Mr D T Y Liu	
	Mrs A Roberts	
	Mr N Stringfellow	
	Mr I Turnbull	
	Mrs K Cook	(Appointed 10 May 2023)
Secretary	Mr S Tetley	
Key Management Personnel	Mrs C Alexander	
	Mrs J Finn	
	Mr G Howells	
	Ms J Park	
	Mr C Stubbs	
	Mr A Taylor	
	Mr S Tetley	
Charity number	1051649	
Company number	03128681	
Registered office	19 Pelham Road	
	Nottingham	
	NG5 1AP	
Auditor	Rogers Spencer	
	Newstead House	
	Pelham Road	
	Nottingham	
	NG5 1AP	
Bankers	Natwest Bank	
	Nottingham City Branch	
	148-149 Victoria Centre	
	Nottingham	
	NG1 3QT	
Solicitors	Shoosmiths	
	The XYZ Building	
	2 Hardman Boulevard	
	Spinningfields	
	Manchester	
	M3 3AZ	

EAST MIDLANDS CROSSROADS-CARING FOR CARERS TRADING AS TUVIDA
CONTENTS

	Page
Trustees' report	1 - 13
Statement of trustees' responsibilities	14
Independent auditor's report	15 - 18
Statement of financial activities	19 - 20
Balance sheet	21
Statement of cash flows	22
Notes to the financial statements	23 - 35

EAST MIDLANDS CROSSROADS-CARING FOR CARERS TRADING AS TUVIDA

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT)

FOR THE YEAR ENDED 31 MARCH 2023

The trustees present their annual report and financial statements for the year ended 31 March 2023.

The financial statements have been prepared in accordance with the accounting policies set out in note 1 to the financial statements and comply with the charity's governing document, the Companies Act 2006 and "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).

Objectives and activities

The charity is also known as TuVida.

The charity is affiliated with Carers Trust, a national charity with a membership of local carer organisations like TuVida and collectively are called Network Partners.

TuVida provides the following services, hospital discharge, personal care in people's homes, respite care to provide unpaid carers with a break within the home or in the community and advice, information, guidance, and a range of support groups for carers. Our aim is to provide the highest possible quality, individually tailored and person-centred care support services to carers and those they care for.

The trustees have paid due regard to guidance issued by the Charity Commission on public benefit when reviewing our aims and objectives and in planning our activities.

Our service objectives are: ·

- To provide practical and emotional support to people living with a disability, their carers and their families.
- To help prevent unnecessary and unwanted admissions to hospital and residential care.
- To maintain and preserve the exacting standards and reputation associated with TuVida.
- To work in partnership with statutory and voluntary organisations and other stakeholders to meet the needs of our most vulnerable in society.
- To foster in those for whom we care a sense of belonging to the wider community by increasing choice and enhancing quality of life.
- To promote both patient and carer involvement, ensuring their ideas and opinions form an integral part of the care service.
- To further enhance and develop mutual learning programmes between TuVida, other voluntary sector organisations, health, and local authority services.

How our activities deliver public benefit

- Carers supported by TuVida experience reduced levels of stress and feel more able to manage their caring role.
- Carers can regain / maintain a foothold into their social / economic environments as a result of the care TuVida provides.
- TuVida develops and diversifies its care services, ensuring the organisation remains representative of the carers it serves.
- TuVida, statutory and voluntary organisations together with all other stakeholder bodies embrace and develop a culture of "mutual learning".
- Service users and their carers take the lead in developing a care package from TuVida.

Achievements and performance

Following two years of significant deficit due to the Covid-19 Pandemic, the focus for the last twelve months has been to stabilise the Charity's finances, get back into surplus and start to re-build reserves. We have also built on the Charity's solid foundation to continually improve what we do through three objectives.

1. Support more people that need our help.
2. Enable our people to deliver the best possible services.
3. Build our foundations to make us fit for purpose.

We knew the year would continue to be a challenge due to several of our core contracts being re-tendered, one of which was our Home First Response Service (hospital discharge) in Nottingham and the largest contract for the charity.

We were successful in re-winning this tender. We established a cross departmental mobilisation team as the requirements of this service were different to our previous contract including the way it would be monitored, paid and activities to be provided. The contract was to begin on 1st April 2024, so we were to continue delivering the previous service alongside mobilising the new one. There are very tight margins on this contract as we must increase the delivery of the service but with the same income levels as the previous contract.

To ensure our office team managing this and other regulated care services in Nottingham were as efficient and effective as they could be and to become more competitive in the marketplace, we re-structured the team. This reduced our staffing levels by 31% and unfortunately did involve some staff redundancies.

Our strategy for the year was to focus on eight Core Programmes of Work which we believed would help us to rebuild our financial position and foundations of the charity. Our performance for each of these is detailed below.

Identify New Opportunities to support more carers and people with care needs

One aim was to develop and pilot a newly designed private care service. To assist us with this, we completed a market intelligence plan to help us understand private homecare providers better to compare our prices and approach. The proposed model was developed but implementation was delayed until the following year.

Our second aim was to expand our Information, Advice and Guidance services. We achieved this through our merger with Crossroads Together with IAG services in Herefordshire, Cheshire, and Shropshire. We also successfully tendered for an IAG Service in Bridgend, Wales for the value of £122K per annum, which will commence in the next financial year.

Unfortunately, we lost tenders for the Reading and Wokingham IAG Hubs during this year. However, we continue to expand our footprint for information, advice, and guidance services and regularly review tender portals for new opportunities.In addition to the two services we had planned to expand, we were successful with two other new contracts.

1. A Hospital Discharge Service in North Northamptonshire. This commenced in July 2022 and the value is £1,456,000 per annum with Income In this financial year of £741,488 The mobilisation and delivery of this new service has been well received by the Local Authority and we are working in close partnership with them to ensure patients and their carers receive the best quality service. The aim of the service is to assist patients to become independent again after a stay in hospital and prevent re-admission or where this isn't possible, to provide a smooth transition to longer term home care services. We are hopeful this may be expanded during winter pressures and into the next financial year.

2. A one-year pilot 24 Hour Emergency Response Service for Nottingham City Council. We already delivered this service for the County Council. The aim of the service was to provide first line assistance over 24 hours for residents who were on the city council emergency alarm system. Where the call centre determined it appropriate, our trained care staff would visit the house to assist the individual who had called the alarm centre and provide the necessary assistance. This would be a preventative service to reduce the pressure on the ambulance services. This pilot brought in an additional £82k. The delivery was very successful, but unfortunately, due to local authority budget cuts, this contract did not continue beyond the pilot.

Grow our services through new partnerships across the UK

Our first aim was to continue working with Crossroads Together and to sustain their services, our discussions culminated in a merger in September 2022. Crossroads Together delivered services across the Northwest of England including; Cheshire, Manchester, Merseyside, Herefordshire, and Shropshire. This was our biggest merger so far for our organisation and was worth £3.2 million in income. The merger meant that the beneficiaries of Crossroads Together have continued to receive services, as well as new clients being able to access a service, and staff retained their jobs and continued to support their families. The income has also contributed to the financial sustainability of TuVida.

Our second partnership delivered the transfer of respite services from Crossroads Care Wokingham to the charity. This small service added to our existing care services in Wokingham and our IAG hub services thereby we were able to provide our 'circle of care' to many residents within the Borough of Wokingham.

Attract and retain the best talent available in the sector

Recruitment is still a significant challenge in the care sector and all providers are competing in the same marketplace. Homecare services often require staff to have cars due to the distance they must travel between calls, and we have seen an impact of the cost-of-living crisis on families and several potential candidates will choose to work within a care home rather than homecare as they only need to go to one location for their shift. We continually explore diverse options for recruitment and decided to also focus on the softer elements of why our charity is a great place to work and to make the process of applying to us as easy and user friendly as possible. So, we completed the following;

We invested in an Applicant Tracking system to assist with the process of recruitment. This will streamline the process for both applicants, the recruitment team and our operational managers who are involved in this process. The system will go live in the next financial year. During the year we also implemented a re-structure of the team bringing clarity to roles and responsibilities across a few posts.

We also developed a new People Plan based on the life cycle of an employee. This looks at the journey of a member of staff from finding out about us, applying for a job, going through induction training, being active in their role, to opportunities for development and progression if that is what they wish to do. This plan also includes personal development opportunities for those who are happy in their role but wish to continuously learn to improve what and how they perform their role.

Support our Leaders to Succeed

This programme of work had two strands;

To develop and implement a leadership development programme for our senior leadership team to develop their leadership skills and support succession planning of senior roles. We developed the programme and selected the participants. However, due to the operational demands in the second half of the year, we decided to delay implementation until the next financial year.

The second strand was to ensure leadership and accountability filters through the structure of all teams. To support this and enable local ownership, we established a new meetings framework giving all managers clarity of purpose, agenda and outcomes expected throughout the different teams. We also held several leadership meetings and conferences, where we engaged our senior and middle managers with personal development opportunities and to participate in business development ideas and re-shaping of existing services to ensure we continue to respond to the needs of our communities. These were successful and helped to re-build our teams after two years of less face-to-face meetings.

Develop a new HR System that enables TuVida to become an employer of choice

We have started to research and look for a new self-service, cloud-based HR system that adds value to our people and will contribute to our ambition to become an employer of choice. We will meet with different suppliers and review the systems and ensure we get value for money. We anticipate the new system will go live in the next financial year.

We are also updating our internal HR Policies in readiness to be uploaded onto the system when we're ready for implementation.

Continuously improve the technology and systems that support the delivery of our services.

We have started to review our compliance framework to ensure harmonisation across all our service areas, particularly with the merger with Crossroads Together and prepare for the changes CQC will be implementing for how we demonstrate we meet the regulations and how they will carry out their inspections.

We also began looking at implementing an Automated Care Planning (ACP) System for all care staff to ensure that our care plans are future proofed and can be stored electronically. This is an exceptionally large project, as we will have to merge multiple databases and roll out staff training for our 350+ office and field-based care staff.

Improve our oversight and Governance to enable longer term strategic planning.

Our focus this year was to implement a new Risk Management System. We spent time reviewing several systems and really defining exactly what we wanted this system to do so the Trustees would have effective oversight of strategic risks as the charity continues to grow in size and scope. We have selected a system and will implement this in the next financial year.

Our Trustees also reviewed the Board, skills and abilities and wanted to develop a succession plan. We developed a plan and agreed to recruit up to two new trustees. We researched the options for recruiting and have started this process with the aim of having up to two new Trustees for the new financial year.

Review our Business Model

Our final core programme of work focused on growing our unrestricted reserves and implement a full review of our contracts and services to ensure all local areas of operation are financially sustainable or are of strategic importance.

With several of our core contracts up for tender, we developed a financial business continuity plan, in case we lost any of these, in particular, our Home First Response Service contract in Nottingham. Fortunately, we won this tender and with other activities as described above, our unrestricted reserves increased.

We also carried out a detailed review of all our services and contracts analysing them for financial sustainability and/or they are of strategic importance. This process identified two areas that are not financially stable, and we had to close our office in Harrogate where we delivered services in the areas of Harrogate, Craven and York and our office in Reading.

Strategic and external activity

During this year, we aimed to develop our new external strategy. However, due to the significant tendering and office re-structure we had to focus on, the Trustees agreed for us to delay this until the following financial year.

We continued to have a strong external focus, especially with our key strategic partner, Carers Trust. Carers Trust launched their new five-year strategy at their autumn conference and our Deputy CEO volunteered to participate in the strategic project; Enhanced Value Proposition Project. The focus of this project was to review the relationship between Carers Trust and Network Partners with an outcome of a refreshed focus and agreement on priorities and working relationships. This piece of work was to continue into the following year.

Our CEO, Deputy CEO and COO also became active participants in the relevant regional Network Partner meetings and regulated care Network Partner forum.

Financial review

Following a deficit last year of £191k and a deficit in the previous year of £538k the objectives for this year were clear. Through building on the investment work in the previous three years and the impact of the Covid 19 Pandemic, the charity needed to rebuild its unrestricted reserves levels.

However, as part of the budget setting process we identified that four key contracts were up for tender in the year with start dates between October 2022 and April 2023. These four contracts represented £6.9m of the annual budgeted income which equates to 52% of our income base.

One of these contracts was the Home First Response Service (HFRS) service with Nottinghamshire County Council and is worth £5.9m, the highest surplus generating contract within the budget.

The process also identified a significant opportunity for a merger with Crossroads Together, a network partner, worth potentially £3.2m a year.

These significant swings of threats and opportunities meant that the following year (FY24) could have an income of between £7m and £17m.

Due to these uncertainties, a prudent budget was set with a target to breakeven or a slight surplus. While we knew this would not build reserves back to a desired level, it was still a significant improvement on the previous year, and it was felt this would put the organisation in a strong position to build upon in future years.

To achieve this, the financial strategy for the year would focus on the successful re-tendering of the four contracts, working with Crossroads Together towards a merger and reducing costs rather than relying on speculative new business which would have been a riskier strategy.

The budget set for the year was £11.5m income, a reduction of 5% on the previous year but delivering a small surplus of £19k.

If we achieved our plans, this would result in a financial improvement of £210k to the bottom line. This was a huge challenge, but the Executive and Board knew it was necessary to set this as our target.

During the year most of the re-tenders were successful. The only ones we lost were the IAG contracts in Reading and Wokingham worth c£375k.

We also achieved a successful merger of Crossroads Together into TuVida on the 30th of September 2022. In addition to bringing in c£3.2m worth of income the merger delivered a reserves donation of £177k for TuVida.

The impact of these successes enabled the charity to achieve a surplus in the year of £246k, increasing Unrestricted Reserves to £1,322k.

This strong performance is due to the incoming reserves donation from Crossroads Together, additional income and surplus from six months of providing services in the Crossroads Together geographical areas plus additional new income opportunities within TuVida.

Income came in above budget for several reasons:

- IAG (Hub) income came in £163k above budget due to six months of new contract income from the merger with Crossroads Together.
- Health projects came in £381k above budget due to a new Hospital Discharge service for North Northamptonshire County Council generating an additional £741k in the year.
- There was an additional £82k of income for a one-year pilot running a 24Hr Emergency service for Nottingham City Council. While successful the pilot was not continued due to budget cuts.
- Traditional Homecare services came in £685k above budget due to income of £1.2m coming from the merger with Crossroads Together.

All other areas came in under budget due to continued recruitment challenges in all areas and significantly, the HFRS income came in £409k below budget. This reduction in budgeted income was offset against the additional income.

This strong performance of income delivered a growth in income on the previous year of 6.63%

Expenditure increased by 2.95% on the previous year, driven by the additional costs associated with income growth and additional costs from the merger with Crossroads Together.

Overall labour and associated costs increased by 0.61% compared to the previous year despite income growth of 6.63%. The success in keeping the growth in staff costs down is due to the following drivers: -

- The continued use of the Optimiser system within our rostering system has driven up the effective use of care staff. The benefits of this system have been: -
    - Increased calls per day per salaried staff member, meaning less staff are needed to deliver the demand.
    - Zoning of care staff to ensure, where possible, calls are delivered close to where they live to keep mileage costs down. This also supports the charity with reducing its carbon footprint.
- In June 2022 the office based operational support team for the Nottinghamshire area was reduced by 33% following a review of the hours being delivered in that area and the new systems deployed that have assisted automation. This restructure led to 9 FTE heads being removed from the team. While a number of these posts were vacant, there were still some redundancies.

In addition to keeping staff growth costs down, these initiatives enabled the charity to invest in its care staff team in two ways: -

- Overall, the average pence per mile was increased by 10p to help combat the cost of fuel crisis and bring the levels closer to national standards.
- To address the recruitment crisis and impact on headcount due to increased market competition the charity was able to pilot a new zero-hour rate of £13 per hour compared to the standard £9.75 in two key areas. The pilot was a success and will be implemented across the organisation over time

There were, however, some additional costs which meant that the cost reduction target for the year was £237k short and these were:

- While the merger with Crossroads Together delivered a positive impact on overall finances the financial results excluding the merger were positive.
- Excluding Crossroads Together, the charity's finances came in under budget on income and was a reduction on income on the previous year of 7%.
- However, surplus came in at £108k which is £89k up against budget and also a £298k improvement on the previous year.

This strong performance in the bottom line is down to the increase in the efficient deployment of salaried care staff, using Optimiser and the restructure of the operational office team in the Nottinghamshire area.

In summary, it was another incredibly challenging year. However, the organisation has been able to navigate these and other challenges of the ever-changing external global environment, in particular the health and social care sector.

The future of Health and Social care is still one of financial concern with costs and staffing pressures being a significant concern. This will continue with the anticipated budget cuts national and local government are having to make.

Despite the continuing financial challenges from the pandemic and the anticipated impact of spending cuts and increasing costs we have been able to continue to invest in carer's services and in our workforce. We remain committed to ensuring balance between financially driven decision making and increased margins, set against decisions to invest in charitable services and rewarding our workforce. We know we must remain vigilant and agile as the environment continues to change around us.

Reserves Policy

At 31 March 2023 our general free reserves were £1,121k, being our unrestricted reserves less fixed assets.

Our target level of reserves is £2,456k with a tolerance of + or – 5% which gives an acceptable band of £2,333k-£2,579k. This has been set by looking at our working capital requirements and the certainty of our income streams in the foreseeable future in order to ensure that we continue to meet current obligations to beneficiaries.

There is a shortfall of £1,335k between our target and actual general free reserves. We plan to make up the shortfall by continuing to generate a surplus for the next two financial years. This will be achieved through our growth plans for our trading activities which includes our Health Projects. Development of Charitable objectives will continue to grow however some surplus must be held back to achieve our Reserves target.

At 31 March 2023 our total funds held were £1,322,428, of which £105,005 is restricted funds.

Principal Funding Sources

TuVida received funds from the below public sources through service agreements or contracts

Buckinghamshire County Council	95,528
Bury County Council	55,965
Cheshire West & Chester Council	166,351
City of York Council	22,471
Dementia Concern	15,297
Greater Nottinghamshire and Nottingham ICB	204,976
Havering Borough Council	56,219
Herefordshire Council	79,998
Leicester County Council	13,383
London Borough of Redbridge	202,427
Marie Curie	40,945
Metropolitan Borough of Wirral	38,751
Milton Keynes Council	132,605
NHS Cheshire & Merseyside ICB	77,282
NHS Greater Manchester ICB	54,810
NHS Northeast ICB	123,712
NHS Sussex ICB	22,398
North Northamptonshire Council	741,488
Northamptonshire Carers Association	223,200
Nottingham City Council	361,417
Reading Borough Council	199,671
Rochdale County Council	46,767
Salford County Council	48,435
Stockport Council	213,129
West Northamptonshire County Council	38,297
West Sussex County Council	621,170
Wirral Council	46,385
Wokingham Borough Council	146,055
Others (Below £1,000)	14,680

Risk Management

The Trustees recognise the importance of Risk Management within the framework of governance and internal control. The Trustees continue to review major risks to which the Charity is exposed and systems have been established to mitigate those risks. A risk management strategy has been implemented comprising

- The purchase and implementation of a Risk Management system to mitigate those risks identified in the review and enable more effective and efficient oversight across all departments
- A review of the Risk Register every quarter at the Trustee meeting

Plans for future periods

Introduction

Financial year 2022-23 continued to be a challenging year financially for many of our beneficiaries and staff. The cost-of-living crisis continued, there was political uncertainty with further changes in Prime Minister, a health and social care system that is broken with no prospect of a long-term solution being put in place and continued considerable recruitment challenges for our sector. All of these challenges, affect those most vulnerable in society and they are the people TuVida support every day and we know that they will continue to need us now more than ever. The number of people who will require care and support at home as well as advice, information and support for adult and young carers is increasing every day resulting in an increased in demand for our services, while resources for our work remains static as Government funding is cut year on year.

Following the pandemic, TuVida has spent the last two years rebuilding. We have successfully ridden the wave of uncertainty we predicted during 2022 and find ourselves in a unique position. This position is one of financial security due to successful re-tendering of key contracts enabling us to think and plan for more than six months ahead and really focus on the difference we can make to people's lives.

2023 will be a year of transition and planning. We are excited to be embarking on our largest engagement plan ever; talking to our staff, partners, experts and, crucially, the people that receive our services about what they want from TuVida in the future and how we deliver that. This engagement plan will inform our Strategy for the next three years and will be the most comprehensive one we will have done for a long while.

The development of our new Strategy will take us at least six months and then put into action. But we are not going to stand still. The people we support still need us, and over the next year we are committed to delivering the following strategic priorities.

Financial Plans

As we head into a new financial year, we will see a rise of 9.7% in the National Living Wage. We have seen significant cost increases across most of our suppliers and our funders, who are mainly local authorities, are strapped for cash.

Our plans are:

- Deliver a second year of surplus with margin being maintained.
- While public sector organisations budgets are tight, we will be pursuing them for income increases to match the rising the cost of care and in line with the recommendations and analysis by Homecare Association UK.
- Invest an additional £108k above NLW increases to pay the "The Real Living Wage"

New HFRS Contract

Implement the successful re-tendered hospital discharge service with Nottinghamshire County Council, (NCC)

- Increase levels of care by c100% for same levels of income.
- Increase focused on reablement so patients can return to independence more quickly.
- Work in partnership with NCC and all hospitals in the "Transfer of Care Hubs" for quicker discharge and assessment.

We continued to use the Core Programmes of Work (CPW)approach for another year until we have the capacity and stability to develop a new Strategy for the charity. This year, we identified nine CPW:

Identify new opportunities to support more carers and people with care needs.

- Develop new business opportunity intelligence via FOI requests and business planning.
- Further develop our 'circle of care' model through successfully retendering for Nottingham Carers Hub, both City and County, adults, and young carers

Grow our services through new partnerships across the UK.

- Work closely with Home from Home in Essex to complete transfer and develop new service offer.
- Expand our partnerships in Wales and grow opportunities to enhance services.

Attract and retain the best talent available in our sector.

- Increase our investment in our recruitment and talent team, with an additional £100k.
- Develop our recruitment practices to be best in class.

Focus on becoming an employer of choice.

- Develop our retention and engagement strategy that focuses on wellbeing, voice and values
- Implement a new HR system with an investment of £40k that enables our people to feel engaged and valued.

Review our Business Model to ensure it is fit for the future.

- Develop and implement improvement plans in key regions to ensure they are financially viable.

Continuously improve the technology and systems that support the delivery of services.

- Carry out a root and branch review of our IT infrastructure to ensure it is fit for the future.

Demonstrate the impact of our work.

- Develop robust delivery and mobilisation plans to support over 10,000 people this year.
- Build reporting capabilities to better evidence the outputs, outcomes, and impact of our work.

Develop our Foundations.

- Develop a new organisational wide strategy that supports the delivery of our vision and mission.
- Develop relationships with funders and commissioners via partnerships and stakeholder engagement.

Support our Leaders to Succeed

- Implement a new leadership programme across our senior leadership team, developing our leaders of the future with an investment of £45k.

These plans are a continuation of the work we started in the previous year and build on the recommendations from the Aleron review while adapting these to consider the impact of the Covid 19 pandemic and on-going pressures within the health and social care sector. Our priorities continue to be aligned with our three strategic pillars and deliver the triple bottom line 'Results, Relationships and Reputation'.

Our participation in the work of our key partner Carers Trust will continue including the EVPP, regional meetings and national forums expanding this into Wales with our successful tender in Bridgend. We will also plan to engage and use the strategic tools Carers Trust have developed to support Network Partners, the national data reports and other strategic plans including the virtual carers centre with the aim of becoming a pilot partner with them.

Our Partnership with the carers' organisation 'Cuidadores' in Portugal will continue to enable them to further develop carers services in and around Porto and raise their national profile. During our years of partnership, we continue to be impressed with the impact they are having, evidenced at their national Carers event where they secure speakers from the Portuguese Government and other key stakeholders. We will support them with a small donation of up to £10k, subject to our own budget position, in line with the recommendations of the trustees.

To bring further financial stability, we will close the remaining Reading and Wokingham services as they are loss making primarily due to low prices from the Local Authorities for the provision of care and respite services. It is never easy to decide to close services as we recognise the potential impact for staff and clients with a change in ownership of services and for our own reputation. However, we will work with the local authorities and other providers to ensure a smooth transition of staff and clients to new providers.

During Covid, we learnt a great deal from our Welfare Fund which we continued into the current financial year. We have reviewed the fund and the positive impact this has had on our staff and our culture and will implement the recommended changes agreed by the Trustees to the criteria and process along with an annual investment up to £10k. Quarterly reports will be provided at our Board meetings. The participation of two Trustees in the grant panel is extremely valuable and ensures a separation between the executive who know the staff well and meeting our charitable purpose.

Early into the new financial year, it became clear that the transition to delivering the new Home First Response Service in Nottingham was more challenging than anticipated resulting in under delivery of the expected KPIs. The charity's executive team took immediate steps to resolve these issues and improve cash flow. However, the challenges have resulted in reduced income for the year ended 31 March 2024 and into the future. Plans have been put into place to deal with the on-going reduction in income and forecasts have been prepared which indicate that the charity can continue as a going concern.

Structure, governance and management

The organisation is a charitable Company Limited by guarantee incorporated on 21 November 1995, and registered as a charity on 22 December 1995. The governing documents are its memorandum and articles of association as amended by special resolution dated 4 November 2020.

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

Mrs E Convery
Mr D T Y Liu
Mrs A Roberts
Mr N Stringfellow
Mr I Turnbull
Mrs K Cook (Appointed 10 May 2023)

The charity recruits trustees following the guidance set by the National Council for Voluntary Organisations.
The first stage of recruiting trustees is to identify any key areas where specific skills and experiences would be beneficial to the organisation. A skills audit of the existing Trustees is carried out to identify any gaps. We also consider the values of potential candidates as important so they align with the values of the charity and the culture we continue to develop. We are also keen to consider the life skills of potential candidates in addition to their professional experience.

We began a recruitment campaign through the organisation Reach Volunteering UK and successfully shortlisted and interviewed several potential candidates, appointing Mrs K Cook in May 2023. A detailed induction plan is prepared following the guidance of The Good Trustee Guide. New trustees are encouraged and supported to visit our various localities around the country and meet some of our workforce and see services in operation.

Additional training is offered to our trustees when it is appropriate, and we review our Board development programme each year. Due to the services, we provide, all our trustees attend compulsory safeguarding training with our safeguarding lead, Mrs E Convery having additional training and support. We regularly communicate relevant articles, workshops and events to our trustees to keep them informed and updated.

Annually our Chair conducts an appraisal with each of the trustees to review their role, committees they participate in, consideration to length of service, additional training and support they may be interested in and to seek their views as to the efficacy of the operation of the Board and wider governance structures and processes.

TuVida is affiliated to Carers Trust, our national membership organisation and works within the framework of national policies, procedures, and standards to ensure a high-quality service to carers and the people they care for.

TuVida is also regulated by the Care Quality Commission for our regulated services as well as complying with the standards, laws and regulations for all other mandatory requirements, e.g. GDPR, Health and Safety, Charity and Company law.

Decision Making

The Board of trustees provide strategic governance and decision making for the charity's operations supporting the Chief Executive, her Chief Officers and senior leadership team to effectively carry out day to day operational activities. The full Board meets quarterly with a robust sub-committee structure in place to deal with detailed discussions and decisions between Board meetings. The terms of reference for these sub-committees are reviewed on an annual basis. All trustees give their time freely and no trustee remuneration was paid in the year.

Key Personnel Remuneration Policy

Salary reviews are carried out each year by the Trustee Board. However, a review does not guarantee a pay rise and there is no contractual right to an annual pay rise. Staff will be informed of the review in writing.

Communication with Employees and Volunteers

Providing employees and volunteers systematically with info or matters of concern to them as employees and volunteers.

During the year, we recruited a new full-time Head of Communications and Impact and our merger with Crossroads Together brought a Digital Communications Assistant who has enhanced our social media presence. These new staff have brought additional skills and experience to our organisation, in particular presenting the impact of our work more effectively.

We have continued and improved our monthly staff newsletter to everyone in the organisation, including our trustees providing news from our locations and services they provide including case studies of our support for clients, significant developments in the organisation as well as new and existing resources to support our staff with their mental health and well-being including the walking group. There is also an opportunity to provide feedback about the content or other ideas of what to include.

On a regular basis, we communicate via email and text to update staff, circulate important information and local managers communicate specific information of relevance to their local services and clients.

Consulting employees or their representatives and volunteers on a regular basis so their views can be considered in making decisions likely to affect their interests.

Every year we carry out a staff survey which includes a range of issues including communications, resources to do their job, training and development, support provided and feedback on things we do well as well as areas we could improve on. On a quarterly basis, we hold staff meetings for our field-based teams, also providing an opportunity for consultation and feedback on previous issues and ideas raised. We continue to operate our 'virtual' suggestion box as well as reminding them of all other channels through which they can make suggestions.

In January 2023, we presented to the trustees, our outline plan for developing our strategy and this included different ways in which our staff and volunteers could participate and be consulted. This included, a whole staff online survey, virtual workshops with the CEO and Deputy CEO, locality meetings hosted by one or more of the senior leadership team and a dedicated email address. We are looking forward to implementing this plan from April 2023.

Encouraging involvement in the company's performance through share scheme/others

As a charity, we don't operate a share scheme. However, we do operate a scheme to encourage staff to 'introduce a friend' to work for us and for this they receive a small payment if the friend is successfully recruited. This scheme encourages staff to be ambassadors for the organisation and recommend other great people to work for us. It also helps us with our recruitment which is a sector wide challenge for all health and social care organisations and it hasn't improved post the Covid 19 pandemic. Our experience and other evidence show that 'refer a friend' or similar schemes are the most successful recruitment tool and provides committed and loyal staff.

In the coming year, we are considering introducing a long service and anniversary recognition and reward scheme providing recognising loyal and committed staff to our charity and clients. Our volunteers have an annual picnic celebration during volunteer's week where we thank them for their contribution to the organisation and provide them with a small gift and certificate of thanks.

Achieving common awareness on part or all the financial and economic factors affecting performance of the company

Every year, the Chief Officers produce an annual business plan coupled with our budget story which is approved by the Trustees. The budget story highlights the key financial elements of our plan for the year that considers all the factors that positively and negatively affect performance. As the budget story is produced, it is discussed and shared with our wider teams to enable greater awareness of the environment in which we operate. Throughout the year, there are regular reviews of the performance against this budget story with regular updates being made when circumstances change. We produce monthly management accounts shared with our Trustees and senior leadership team. Through our regular team meetings coupled with KPI performance, these are regularly discussed with our teams including input into reforecasting based on local and national economic factors.

Disabled Employees
Applications for employment by disabled persons are always fully and fairly considered, bearing in mind the aptitude and ability of the applicant concerned and the role they are applying for. The large proportion of our field-based team roles involve assisting individuals with moving and handling, personal care and other activities which may not be possible for some disabilities to perform.

In the event of members of staff becoming disabled, every effort is made to ensure their employment within the charity continues and that appropriate training and/or resources/equipment are provided. It continues to be the policy of the charity that training, career development and promotion of disabled persons should as far as is feasible be identical to that of other employees. We also ensure that our managers have awareness training and the skills to provide appropriate support and guidance to any disabled employee they line manage.

Auditor
In accordance with the company's articles, a resolution proposing that Rogers Spencer be reappointed as auditor of the company will be put at a General Meeting.

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

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

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Mr I Turnbull
Trustee

Date: 21/12/23

EAST MIDLANDS CROSSROADS-CARING FOR CARERS TRADING AS TUVIDA

STATEMENT OF TRUSTEES' RESPONSIBILITIES

FOR THE YEAR ENDED 31 MARCH 2023

The trustees, who are also the directors of East Midlands Crossroads-Caring For Carers for the purpose of company law, are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

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

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

- select suitable accounting policies and then apply them consistently;

- observe the methods and principles in the Charities SORP;

- make judgements and estimates that are reasonable and prudent;

- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and

- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

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

EAST MIDLANDS CROSSROADS-CARING FOR CARERS TRADING AS TUVIDA
INDEPENDENT AUDITOR'S REPORT
TO THE MEMBERS OF EAST MIDLANDS CROSSROADS-CARING FOR CARERS

Opinion

We have audited the financial statements of East Midlands Crossroads-Caring For Carers (the 'charity') for the year ended 31 March 2023 which comprise the statement of financial activities, the balance sheet, the statement of cash flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2023 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

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

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

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

Matters on which we are required to report by exception

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

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

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

Responsibilities of trustees

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

Auditor's responsibilities for the audit of the financial statements

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

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

The extent to which the audit was considered capable of detecting irregularities including fraud
Our approach to identifying and assessing the risk 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 group through discussions with trustees and other management, and from our knowledge and experience of the charity sector and grant providers;
- 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 charity, including the Companies Act 2006, Charities Act 2011, taxation legislation and data protection, anti-bribery, employment, environmental and health and safety legislation;
- 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 charity'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;
- Considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations; and
- Understanding the design of the charity's remuneration policies.

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 in note 2 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:

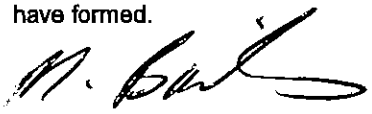
- Agreeing financial statement disclosures to underlying supporting documentation;
- Reading the minutes of meetings of those charged with governance;
- Enquiring of management as to actual and potential litigation and claims; and
- Reviewing correspondence with HMRC, relevant regulators and the company's 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 trustees 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 is available on the Financial Reporting Council's website at: https://www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Use of our report

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



Melvin Bailey FCCA DChA (Senior Statutory Auditor)
for and on behalf of Rogers Spencer

21/12/23

Chartered Accountants
Statutory Auditor

Newstead House
Pelham Road
Nottingham
NG5 1AP

EAST MIDLANDS CROSSROADS-CARING FOR CARERS TRADING AS TUVIDA
STATEMENT OF FINANCIAL ACTIVITIES INCLUDING INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 31 MARCH 2023

Current financial year

	Notes	Unrestricted funds 2023 £	Restricted funds 2023 £	Total 2023 £	Total 2022 £
Income from:					
Donations and legacies	3	240,486	-	240,486	42,589
Charitable activities	4	12,609,022	-	12,609,022	12,011,329
Investments	5	3,562	-	3,562	99
Total Income		12,853,070	-	12,853,070	12,054,017
Expenditure on:					
Charitable activities	6	12,606,681	-	12,606,681	12,245,010
Net income/(expenditure) for the year/ Net movement in funds		246,389	-	246,389	(190,993)
Fund balances at 1 April 2022		971,034	105,005	1,076,039	1,267,032
Fund balances at 31 March 2023		1,217,423	105,005	1,322,428	1,076,039

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

All income and expenditure derive from continuing activities.

The statement of financial activities also complies with the requirements for an income and expenditure account under the Companies Act 2006.

EAST MIDLANDS CROSSROADS-CARING FOR CARERS TRADING AS TUVIDA
STATEMENT OF FINANCIAL ACTIVITIES (CONTINUED) INCLUDING INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 31 MARCH 2023

Prior financial year

	Notes	Unrestricted funds 2022 £	Restricted funds 2022 £	Total 2022 £
Income from:				
Donations and legacies	3	42,589	-	42,589
Charitable activities	4	12,011,329	-	12,011,329
Investments	5	99	-	99
Total income		12,054,017	-	12,054,017
Expenditure on:				
Charitable activities	6	12,245,010	-	12,245,010
Net income/(expenditure) for the year/ Net movement in funds		(190,993)	-	(190,993)
Fund balances at 1 April 2021		1,162,027	105,005	1,267,032
Fund balances at 31 March 2022		971,034	105,005	1,076,039

EAST MIDLANDS CROSSROADS-CARING FOR CARERS TRADING AS TUVIDA
BALANCE SHEET
AS AT 31 MARCH 2023

	Notes	2023 £	2023 £	2022 £	2022 £
Fixed assets					
Tangible assets	12		96,492		86,912
Current assets					
Debtors	13	1,392,316		895,894	
Cash at bank and in hand		884,229		729,465	
		2,276,545		1,625,359	
Creditors: amounts falling due within one year	14	(1,050,609)		(636,232)	
Net current assets			1,225,936		989,127
Total assets less current liabilities			1,322,428		1,076,039
Income funds					
Restricted funds	17		105,005		105,005
Unrestricted funds					
Designated funds	18	36,088		103,422	
General unrestricted funds		1,181,335		867,612	
			1,217,423		971,034
			1,322,428		1,076,039

The financial statements were approved by the Trustees on 21/12/23

Mr N Stringfellow
Trustee

Mr I Turnbull
Trustee

Company registration number 03128681

EAST MIDLANDS CROSSROADS-CARING FOR CARERS TRADING AS TUVIDA
STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 MARCH 2023

	Notes	2023 £	£	2022 £	£
Cash flows from operating activities					
Cash generated from/(absorbed by) operations	26		117,816		(146,896)
Investing activities					
Purchase of tangible fixed assets		(61,708)		(16,184)	
Proceeds on disposal of tangible fixed assets		-		8,831	
Investment income received		3,562		99	
Net cash used in investing activities			(58,146)		(7,254)
Financing activities					
Repayment of bank loans		95,094		-	
Net cash generated from/(used in) financing activities			95,094		-
Net increase/(decrease) in cash and cash equivalents			154,764		(154,150)
Cash and cash equivalents at beginning of year			729,465		883,615
Cash and cash equivalents at end of year			884,229		729,465

1 Accounting policies

Charity Information
East Midlands Crossroads-Caring For Carers is a private company limited by guarantee incorporated in England and Wales. The registered office is 19 Pelham Road, Nottingham, NG5 1AP.

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

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

The financial statements have been prepared under the historical cost convention. The principal accounting policies adopted are set out below.

1.2 Going concern
Early into the new financial year, it became clear that the transition to delivering the new Home First Response Service in Nottingham was more challenging than anticipated resulting in under delivery of the expected KPIs. The charity's executive team took immediate steps to resolve these issues and improve cash flow. However, the challenges have resulted in reduced income for the year ended 31 March 2024 and into the future. Plans have been put into place to deal with the on-going reduction in income and forecasts have been prepared which indicate that the charity can continue as a going concern.

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

Designated funds comprise funds which have been set aside at the discretion of the trustees for specific purposes. The purposes and uses of the designated funds are set out in the notes to the financial statements.

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

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

Income from government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the charitable company has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charitable company; this is normally upon notification of the interest paid or payable by the Bank.

1 Accounting policies **(Continued)**

1.5 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. Expenditure is classified under the following activity headings.

Expenditure on charitable activities includes the costs of its activities and services for beneficiaries it includes both costs that can be directly allocated to such activities and those costs of an indirect nature necessary to support them.

Other expenditure represents those items not falling into any other heading.

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

Allocation of support costs

Support costs are those that assist the work of the charitable company but do not directly represent charitable activities and include office costs, governance costs, administrative payroll costs. They are incurred directly in support of expenditure on the objects of the charity and include project management carried out at Headquarters. Where support costs cannot be directly attributed to headings, they have been allocated to cost of raising funds and expenditure on charitable activities on a basis consistent with the use of the resources. Overheads have been allocated pro rata based on staff time.

1.6 Tangible fixed assets

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

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

Leasehold improvements	12.5% straight line
Fixtures and fittings	20% straight line
Computers	33.3% straight line
Motor vehicles	25% straight line

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

Individual assets costing less than £500 are not generally capitalised.

1.7 Impairment of fixed assets

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

1.8 Cash and cash equivalents

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

1 Accounting policies **(Continued)**

1.9 Financial instruments

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

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

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

Basic financial assets

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

Basic financial liabilities

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

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

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

Derecognition of financial liabilities

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

1.10 Employee benefits

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

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

1.11 Pensions

The pension costs charged in the financial statements represent the contribution payable by the charitable company during the year and are apportioned pro-rata across activities based on staff time.

2 Critical accounting estimates and judgements

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

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

3 Donations and legacies

	Unrestricted funds	Restricted funds	Total	Unrestricted funds
	2023	2023	2023	2022
	£	£	£	£
Donations and gifts	240,486	-	240,486	42,589
Donations and gifts				
Donations and legacies	63,946	-	63,946	42,589
Donations on merger	176,540	-	176,540	-
	240,486	-	240,486	42,589

4 Charitable activities

	Regulated Care 2023	Carers Hub 2023	Total 2023	Regulated Care 2022	Carers Hub 2022	Total 2022
	£	£	£	£	£	£
Direct billing	2,047,070	-	2,047,070	1,966,732	-	1,966,732
Spot contracts	906,267	-	906,267	770,985	-	770,985
Service agreements	8,216,985	1,305,115	9,522,100	7,628,237	1,245,902	8,874,139
Grant income	-	-	-	322,036	-	322,036
Other income	133,585	-	133,585	77,437	-	77,437
	11,303,907	1,305,115	12,609,022	10,765,427	1,245,902	12,011,329
Analysis of grant income						
CJRS grants	-	-	-	90,768	-	(90,768)
Infection control grants	-	-	-	161,223	-	(161,223)
Workforce grants	-	-	-	70,045	-	(70,045)
	-	-	-	322,036	-	322,036

5 Investments

	Unrestricted funds 2023	Unrestricted funds 2022
	£	£
Interest receivable	3,562	99

6 Charitable activities

	Regulated Care 2023 £	Carers Hub 2023 £	Other 2023 £	Total 2023 £	Regulated Care 2022 £	Carers Hub 2022 £	Other 2022 £	Total 2022 £
Staff costs	6,376,918	-	-	6,376,918	6,514,731	-	-	6,514,731
Mobile telephones	151,717	7,146	25,876	184,739	133,124	7,149	25,624	165,897
Care assistants recruitment expenses	90,330	-	-	90,330	89,889	-	-	89,889
Care assistants travel expenses	578,622	-	-	578,622	607,178	-	-	607,178
Care assistants protective clothing / alarms	41,487	-	-	41,487	1,196	-	-	1,196
Day centre costs	10,353	-	-	10,353	8,296	-	-	8,296
Hub direct costs	-	71,903	-	71,903	-	47,439	-	47,439
Training & conferences	28,501	-	-	28,501	32,460	-	-	32,460
Raising funds	-	-	306	306	-	-	236	236
	7,277,928	79,049	26,182	7,383,159	7,386,874	54,588	25,860	7,467,322
Share of support costs (see note 7)	2,117,557	782,939	2,201,577	5,102,073	1,609,640	733,905	2,369,298	4,712,843
Share of governance costs (see note 7)	-	-	121,449	121,449	-	-	64,845	64,845
	9,395,485	861,988	2,349,208	12,606,681	8,996,514	788,493	2,460,003	12,245,010

7 Support costs

	Support costs	Governance costs	2023	Support costs	Governance costs	2022
	£	£	£	£	£	£
Staff costs	3,809,282	-	3,809,282	3,606,179	-	3,606,179
Depreciation	52,128	-	52,128	45,961	-	45,961
Admin travel	159,747	-	159,747	131,800	-	131,800
Establishment	401,333	-	401,333	294,522	-	294,522
Computer software	252,770	-	252,770	202,894	-	202,894
Consultants costs	123,919	-	123,919	137,893	-	137,893
Marketing	9,200	-	9,200	11,878	-	11,878
Bad debts	6,096	-	6,096	33,324	-	33,324
Admin recruitment	14,638	-	14,638	6,436	-	6,436
Other costs	272,960	-	272,960	241,956	-	241,956
Audit fees	-	15,793	15,793	-	12,360	12,360
Legal and professional	-	84,818	84,818	-	37,459	37,459
Bank charges	-	17,557	17,557	-	15,026	15,026
Loan interest	-	3,281	3,281	-	-	-
	5,102,073	121,449	5,223,522	4,712,843	64,845	4,777,688
Analysed between						
Charitable activities	5,102,073	121,449	5,223,522	4,712,843	64,845	4,777,688

Governance costs includes payments to the auditors of £15,793 (2022- £12,360) for audit fees.

8 Net movement in funds

	2023	2022
	£	£
Net movement in funds is stated after charging/(crediting)		
Fees payable to the company's auditor for the audit of the company's financial statements	15,793	12,360
Depreciation of owned tangible fixed assets	52,128	45,961

9 Trustees

No members of the Board of Trustees were reimbursed expenses during the year.

10 Employees

The average number of employees during the year was:

	2023 Number	2022 Number
Care support workers	435	385
Support staff	136	119
Total	571	504

Employment costs	2023 £	2022 £
Wages and salaries	8,976,697	9,188,444
Social security costs	746,222	705,544
Pension costs	193,292	113,750
Termination payments	100,744	50,663
Apprenticeship levy	45,965	34,289
	10,062,920	10,092,690

The number of employees whose annual remuneration was more than £60,000 is as follows:

	2023 Number	2022 Number
60,000 - 69,999	1	2
70,000 - 79,999	1	-
80,000 - 89,999	1	1
90,000 - 99,999	1	-
100,000 - 109,999	1	1
110,000 - 119,999	-	1
120,000 - 129,999	1	1

During the year the charity operated a defined contribution pension scheme in respect of 313 employees (2022: 340 employees).

11 Taxation

The charity is exempt from tax on income and gains falling within section 505 of the Taxes Act 1988 or section 252 of the Taxationof Chargeable Gains Act 1992 to the extent that these are applied to its charitable objects.

12 Tangible fixed assets

	Leasehold Improvements	Fixtures and fittings	Computers	Motor vehicles	Total
	£	£	£	£	£
Cost					
At 1 April 2022	111,064	253,114	271,057	2,625	637,860
Additions	-	30,992	30,716	-	61,708
At 31 March 2023	111,064	284,106	301,773	2,625	699,568
Depreciation and impairment					
At 1 April 2022	66,025	245,655	236,643	2,625	550,948
Depreciation charged in the year	8,396	17,055	26,677	-	52,128
At 31 March 2023	74,421	262,710	263,320	2,625	603,076
Carrying amount					
At 31 March 2023	36,643	21,396	38,453	-	96,492
At 31 March 2022	45,039	7,459	34,414	-	86,912

13 Debtors

Amounts falling due within one year:	2023 £	2022 £
Trade debtors	1,288,675	778,923
Prepayments and accrued income	103,641	116,971
	1,392,316	895,894

14 Creditors: amounts falling due within one year

	Notes	2023 £	2022 £
Bank loans	15	95,094	-
Other taxation and social security		191,453	163,211
Deferred income	16	83,105	101,175
Trade creditors		174,360	140,996
Other creditors		107,243	77,196
Accruals and deferred income		399,354	153,654
		1,050,609	636,232

15 Loans and overdrafts

	2023	2022
	£	£
Bank loans	95,094	-
Payable within one year	95,094	-

16 Deferred Income

	2023	2022
	£	£
Other deferred income	83,105	101,175

Deferred income is included in the financial statements as follows:

	2023	2022
	£	£
Deferred income is included within:		
Current liabilities	83,105	101,175
Movements in the year:		
Deferred income at 1 April 2022	101,175	149,088
Released from previous periods	(101,175)	(130,676)
Resources deferred in the year	83,105	82,763
Deferred income at 31 March 2023	83,105	101,175

17 Restricted funds

The income funds of the charity include restricted funds comprising the following unexpended balances of donations and grants held on trust for specific purposes:

	Balance at 1 April 2021	Movement In funds Incoming resources	Balance at 1 April 2022	Movement In funds Incoming resources	Balance at 31 March 2023
	£	£	£	£	£
Wheatley donation	105,005	-	105,005	-	105,005

The following restricted funds have been identified

Wheatley donation - Legacy received to be applied in the Worthing area.

During the next financial year, some of the Wheatley legacy for the West Sussex area will be utilised to invest in service development. We will provided a specialist training and development officer to ensure our care staff have the highest quality training and additional support to fulfil their roles, improved systems for compliance enabling clients and carers to access the system for live updates regarding the service they receive and investment in a day services club providing activities for those with care needs to enable their carer to have a respite break from their caring role.

18 Designated funds

The income funds of the charity include the following designated funds which have been set aside out of unrestricted funds by the trustees for specific purposes:

	Balance at 1 April 2021	Movement In funds Incoming resources	Balance at 1 April 2022	Resources expended	Balance at 31 March 2023
	£	£	£	£	£
Building improvements	42,097	-	42,097	(6,009)	36,088
Crossroads Care - HCY	57,250	-	57,250	(57,250)	-
Portugal investment to develop a partnership to support carers	4,075	-	4,075	(4,075)	-
	103,422	-	103,422	(67,334)	36,088

19 Analysis of net assets between funds

	Unrestricted funds 2023 £	Restricted funds 2023 £	Total 2023 £	Unrestricted funds 2022 £	Restricted funds 2022 £	Total 2022 £
Fund balances at 31 March 2023 are represented by:						
Tangible assets	96,492	-	96,492	86,912	-	86,912
Current assets/(liabilities)	1,120,931	105,005	1,225,936	884,122	105,005	989,127
	1,217,423	105,005	1,322,428	971,034	105,005	1,076,039

20 Operating lease commitments

At the reporting end date the charity had outstanding commitments for future minimum lease payments under non-cancellable operating leases, which fall due as follows:

	2023 £	2022 £
Within one year	214,816	163,950
Between two and five years	118,323	204,161
	333,139	368,111

21 Related party transactions

Remuneration of key management personnel

The remuneration of key management personnel is as follows.

	2023 £	2022 £
Aggregate compensation	614,556	549,571

The following relatives of Directors received employee benefits during the year. This is permitted under paragraph 5.4 of the Articles of Association.

Mr I Turnbull (Trustee) is married to Mrs M Turnbull (Head of Finance). Mrs M Turnbull's employee benefits for the year amounted to £50,648 (2022: £48,422).

22 Affiliated Organisations

The charity is affiliated to Carers Trust, a network of charities with similar objectives. The address for Carers Trust is 32-36 Lowman Street, London, SE1 QEH.

23 Company Limited by Guarantee

Each of the members of the company are liable to contribute to the assets of the charity in the event of the charity being wound up an amount not exceeding £1. At the date of these accounts there were 5 guarantee members.

24 Investment

Upon the completion of the managed takeover of Carers Trust Thames, East Midlands Crossroads – Caring for Carers acquired 50% of the share capital of MK Community Shop (Kingston) Limited. This is a private company limited by shares, incorporated in England and Wales. The company number is 02799626 and the registered office address is 2 Burners Lane, Kiln Farm, Milton Keynes, Bucks, MK11 3HB.

A gift aid donation of £12,500 (2022: £15,000) has been provided as a debtor in these financial statements. This represents the share of profits owed to East Midlands Crossroads – Caring for Carers at 31st March 2023.

25 Charity Merger

On 30 September 2022, the assets and activities of Crossroads Care Cheshire, Manchester and Merseyside Limited were merged into the charity. The net assets amounted to £176,540 and has been presented in income from donations and legacies (note 3).

26 Cash generated from operations

	2023	2022
	£	£
Surplus/(deficit) for the year	246,389	(190,993)
Adjustments for:		
Investment income recognised in statement of financial activities	(3,562)	(99)
Depreciation and impairment of tangible fixed assets	52,128	45,961
Movements in working capital:		
(Increase)/decrease in debtors	(496,422)	176,314
Increase/(decrease) in creditors	337,353	(130,165)
(Decrease) in deferred income	(18,070)	(47,913)
Cash generated from/(absorbed by) operations	117,816	(146,895)

27 Analysis of changes in net funds

	At 1 April 2022	Cash flows	At 31 March 2023
	£	£	£
Cash at bank and in hand	729,465	154,764	884,229
Loans falling due within one year	-	(95,094)	(95,094)
	729,465	59,670	789,135

EAST MIDLANDS CROSSROADS-CARING FOR CARERS

England & Wales - Charity number 1051649

Accounts

Charity registration number 1051649

Company registration number 03128681 (England and Wales)

EAST MIDLANDS CROSSROADS-CARING FOR CARERS

TRADING AS TUVIDA

ANNUAL REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2022

EAST MIDLANDS CROSSROADS-CARING FOR CARERS TRADING AS TUVIDA
LEGAL AND ADMINISTRATIVE INFORMATION

Trustees	Mrs E Convery Mr D T Y Liu Mrs A Roberts Mr N Stringfellow Mr I Turnbull
Secretary	Mr S Tetley
Key Management Personnel	Mrs C Alexander Mrs J Finn Mr G Howells Mr C Stubbs Mr A Taylor Mr S Tetley
Charity number	1051649
Company number	03128681
Registered office	19 Pelham Road Nottingham NG5 1AP
Auditor	Rogers Spencer Newstead House Pelham Road Nottingham NG5 1AP
Bankers	Natwest Bank Nottingham City Branch 148-149 Victoria Centre Nottingham NG1 3QT
Solicitors	Shoosmiths The XYZ Building 2 Hardman Boulevard Spinningfields Manchester M3 3AZ

EAST MIDLANDS CROSSROADS-CARING FOR CARERS TRADING AS TUVIDA
CONTENTS

	Page
Trustees' report	1 - 14
Statement of trustees' responsibilities	15
Independent auditor's report	16 - 19
Statement of financial activities	20 - 21
Balance sheet	22
Statement of cash flows	23
Notes to the financial statements	24 - 36

EAST MIDLANDS CROSSROADS-CARING FOR CARERS TRADING AS TUVIDA
TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT)
FOR THE YEAR ENDED 31 MARCH 2022

The trustees present their annual report and financial statements for the year ended 31 March 2022.

The financial statements have been prepared in accordance with the accounting policies set out in note 1 to the financial statements and comply with the charity's governing document, the Companies Act 2006 and "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).

Objectives and activities
The charity is also known as TuVida.

The charity is affiliated with Carers Trust which is a National charity made up of a network of organisations like TuVida called Network Partners.

TuVida provides respite care to carers in the community. Our aim is to provide the highest possible quality, individually tailored care support service to carers and those they care for.

The trustees have paid due regard to guidance issued by the Charity Commission on public benefit when reviewing our aims and objectives and in planning our activities.

Our service objectives are:

- To provide practical and emotional support to people living with a disability, their carers and their families.
- To help prevent unnecessary and unwanted admissions to hospital and residential care.
- To maintain and preserve the high standards and reputation associated with TuVida.
- To work in partnership with statutory and voluntary services and stakeholder organisations.
- To foster in those for whom we care a sense of belonging to the wider community by increasing choice and enhancing quality of life.
- To promote both patient and carer involvement, ensuring their ideas and opinions form an integral part of the care service.
- To further enhance and develop mutual learning programmes between TuVida, other voluntary sector organisations, local CCG's and statutory services.

How our activities deliver public benefit

- Carers supported by TuVida experience reduced stress levels and feel more able to manage their caring role.
- Carers are able to regain / maintain a foothold into their social / economic environments as a result of the care TuVida provides.
- TuVida develops and diversifies its care services, ensuring the organisation remains representative of the carers it serves.
- TuVida, statutory and voluntary services together with all other stakeholder bodies embrace and develop a culture of "mutual learning".
- Service users and their carers take the lead in developing a care package from TuVida.

Achievements and performance

Following a significant deficit in the previous year due to the Covid-19 pandemic, the focus for the last twelve months has been on stabilizing the charities finances. This focus has been in four key areas identified during the budget and strategy planning process in January 2021.

1. Commercial Plan

Following agreement to extend the key contracts in the Nottinghamshire area for hospital discharge services there was increased focus to improve the delivery targets to be ready to assist the Local Authority and NHS with the anticipated winter pressures on hospitals and an increase in more rapid hospital discharges.

This plan was a key pillar of our commercial plan as the service makes up c50% of the charities income and was due for re-tender in the financial year 2022/23. It was important that TuVida provided the best service possible as we prepared for the tendering round.

Our plan was successful and our first quarter delivery targets were exceeded. As predicted, the demand for Hospital discharge services increased and additional funding was awarded to TuVida, a 10% increase on the annual contracted income of £3.6m. In addition the 24Hr Emergency service with the same local authority funding increased by 20%.

We were also successful in expanding our hospital discharge services into North Northamptonshire. During the year, our commercial team were approached by North Northamptonshire County Council who had a desire to establish a new hospital discharge service similar to that commissioned by Nottinghamshire. TuVida were asked to meet with commissioners and share with them our experience and how the service worked and areas we also thought could be improved. North Northamptonshire Council wanted the new service commissioned and operational from July 2022 with a planned tender round in February 2022.

The tender was advertised and TuVida submitted a bid. We were awarded the contract in the second week of April 2022. This was a critical success for TuVida as this service has provided increased financial stability and increased our service offering in this location where we currently deliver emergency respite for carers.

During the year, we also focussed on growing our respite care services across the organisation and this led to a 61% increase in hours delivered compared to the previous year.

We were delighted with these achievements but conversely there was a couple of key contract losses (see detail below). TuVida staff worked tirelessly to secure continuation of two long standing services, but Local Authority commissioners had other plans on how they wanted the services delivered. In both circumstances, commissioners were very complimentary about the quality and performance of the services TuVida had delivered over the years and the strong and trusting working relationship they had with us.

Leicester Royal Infirmary Hospital discharge service. This contract was worth £312k per annum. The contract was always due to end in September 2021 but it was anticipated this would come up for re-tender. However this did not happen. The Local Authority and NHS providers had reviewed this and a number of other community based services and decided they wanted to bring them all in-house to deliver them as a single integrated team partly as a consequence of budget cuts. So, the service delivered by TuVida closed and the staff were transferred under TUPE to the Local Authority.

Nottinghamshire Fast Track End of Life (EOL) service. This contract was worth £1.6m and commissioned by the Greater Nottingham and Nottinghamshire CCG. This contract was planned to come to an end in March 22 but again it was anticipated it would be tendered for. The service was re-tendered but in a different way to the existing contract. Due to the significant changes to the income levels and payment methods the charity took the decision not to re-tender to deliver these services.

The original contract was a block funded rapid response and stand-by service for patients nearing the end of their life who could be supported and cared for in their own homes. Payments were made quarterly in advance which is vital for a charity in supporting cash flow. While the service provided was of a high quality and TuVida were meeting the contractual targets, the CCG were looking to save money and decided to reduce the level of investment for EOL patients and commission a different model of service delivery.

The new tender still required the rapid response and stand-by service but via a framework agreement. Providers would be paid monthly in arrears based on hours delivered at a rate of up to £19 per hour. This rate is well below the recommended hourly minimum price for Homecare of £23.20 calculated by the Homecare Association and the average rate of c£21 for Homecare from Nottinghamshire County Council. EOL is also a specialist service requiring staff with greater skills and training.

The charity considered the tender and decided that due to the hourly rate not being financially viable and the new service model not recognising the specialist nature of EOL care we felt this devalued the service and was not in accordance with our values so we decided not to bid. Morally and ethically, the charity did not wish to be a provider delivering this service model.

TuVida then entered into discussions with the commissioners on how we could bring the existing service to a safe conclusion. The CCG did not want existing clients to transfer to the provider immediately from 1st April 2022 so it was agreed TuVida would continue to care for these clients for up to four months into the new financial year based on monthly block funding.

2. Optimisation of our rostering system

Optimisation focused on the utilisation of field based care staff through the use and development of systems and processes for a more efficient deployment of the work force. The primary aim being to increase efficiency and effectiveness and bring down the cost of care delivery for the charity.

We had two key desired outcomes.

1. Improve timely access to care plans and key client data for all staff to support the delivery of care. This has been achieved through the implementation of two developments:-

    a. The creation of an on-line Care Plan within the rostering system to enable plan data to be keyed directly into that system which is available instantaneously to office and field based staff in this secure cloud based system.

    a. Provision of a laptop and mobile printer for each member of the dedicated Assessment team. This enables them to input all key data while completing the assessment in the service users home and to print off a copy for their records and placed within the folder in the home for all care staff and other agencies.

    This has significantly reduced admin time within the office environment but more importantly provides accurate data in a timely manner to improve in all areas of care compliance.

2. Improve the efficiency and effectiveness of salaried care staff to increase their contact time and number of calls with service users and reduce their travel time, through optimisation of our rostering system. The use of this system has delivered an increase on the average number of calls per day by c15%. In addition this system has achieved the following:-

    a. Reduced journey time between calls.

    a. Reduced expenses costs per call.

    b. The reduction of travel time and mileage has supported our plan to reduce our carbon footprint as recommended in the last ESOS review.

3. Organisational Structure and Workforce Development

Following the re-organisation of the operations area in the previous year into the new "North", "Central" and "South" structure and the creation of new roles, we continued to focus on further implementation and bedding in of this new structure.

This work included the implementation of a "Balanced Performance Plan (BPP)" for every office staff member. The BPP identified key areas of role responsibilities, established overarching objectives and then annual objectives for the year ahead. These were identified under the key strategic pillars of the charity, Results, Relationships, Reputation and Culture, vision, mission, values. There was also a section to identify development needs resulting in training required, especially for the new roles within the teams.

During the re-organisation process the previous year, we had committed to no redundancies and for all staff to remain in employment with us. Our desired outcome of using this new process, was to support staff to understand and develop within the new roles and/or identify for some that they may want to be in a different role and we committed to supporting them to do so. There was also a clearer structure for staff to see how they could progress through the organisation if they wished to do so.

During the implementation of this framework, we identified that some of the managers within the charity required training and coaching on how to set objectives and hold staff accountable for them. A decision was taken to develop a comprehensive managers training programme during the following year.

The new structure also created a national training manager's role and during the year they implemented a programme of upskilling for the new compliance role so all were qualified to deliver the training for our front line care teams. This post also began a review of the charity's induction programme to see if there were opportunities to reduce the length of this and have new staff operational more quickly while meeting our obligations for CQC.

In January 2022 the charity's Chief Officer Business Quality and Improvement, Kathy Verges decided to retire following forty years dedicated to the health and social care sector, twenty eight of which were supporting carers and people with care needs within the Carers Trust network. Kathy joined the chief officer team following the merger with "Carers Trust Epping, Harlow, Havering and Redbridge" in August 2017 where she had been their CEO for a number of years. Kathy dedicated her life to supporting those in need of support and had a wealth of knowledge and experience which TuVida will miss.

Following Kathy's departure the Chief Executive and Trustees did a review of the remaining chief officer team and identified a skills gap. So, rather than replace the previous role exactly, it was decided to bring in a new Chief Officer role "Chief Officer Corporate Resources and Technology". This role would bring a dedicated focus to the technological and communication system developments required at TuVida and that the industry demands. The elements of Kathy's role not covered by the new role were distributed around the remaining Chief Officers with a significant amount going to the Deputy CEO.

Following a short recruitment process Gareth Howells joined the organisation in the new Chief Officer role. He has previously held senior roles in the sector, most recently CEO of Carers Trust and CEO of Carers Trust South East Wales. He brings with him a wealth of experience and knowledge needed for the charity including extensive understanding of regulated care and operational delivery of all our services.

4. Increased financial focus

Due to the level of financial uncertainty both with the external environment post Covid and our own contracts and mainstream income at the beginning of the year it was agreed that the budget would be re-cut as often as needed to create a new forecast for the year. The Chief Financial Officer with his team implemented a budget review every month providing a new forecast for review by Trustees and Chief Officers. Monthly meetings took place and corrective action was taken where required ensuring the organisation remained diligent about the financial position and to remain viable.

In spite of a strong performance in how we navigated the changing landscape following the pandemic and budget cuts for supporting service users and staff, and the need to continue investment in our recovery plan, we still ended the year with a financial deficit of £191k.

Consequently, our reserves have been depleted, but the use of them at a time like this is exactly why the organisation holds them. Our challenge now is to build our level of reserves to our target level to weather future challenges and continue to invest in our staff, services and organisational infrastructure.

As an organisation we believe we are in a strong position to secure additional work as new contracts and income streams become available from Central Government and we move into the "new normal". However, we fully realise and appreciate that while budgets will potentially grow, there will be a need to provide an increase in service outputs, thereby providing more for less. Our focus now is to be as responsive and flexible as possible to meet the needs of families and demands on the social care system by continuing to drive down the cost of care through the use of new technologies and through partnership working.

Financial review

Following the previous years unrestricted deficit of £538k the objectives for this year were clear. Through building on the investment work in the previous three years and the impact of the Covid 19 Pandemic, the charity needed to rebuild its unrestricted reserves levels.

However during budget planning in January 2021 the country was still in lock-down and it was not certain how long that would remain or what the longer term impact of the Pandemic would be.

As a consequence of this uncertainty coupled with a lack of certainty around some key contracts for the year, a prudent budget was set with a target to breakeven or a slight surplus. We knew this would not build reserves back up to a desired level, it was still a significant improvement on the previous year and it was felt this would put the organisation in a strong position to build upon in future years.

To achieve this, the financial strategy for the year would focus on reducing costs rather than relying on speculative new business which would have been a more risky strategy.

The budget set for the year was £11.8m income, a reduction of 8% on the previous year but delivering a small surplus of £43k.

The plans to achieve this included focusing on the effectiveness and efficiency of the salaried care staff and a review of offices with a view to closing some down due to learning from hybrid working from the Pandemic and the shift to permanent home working by staff in those locations.

If the plans were achieved, this would result in a financial improvement of £581k to the bottom line. This was a huge challenge but the executive and Board knew it was necessary to set this as our target.

While there was significant improvement to the bottom line, the net achievement of £347k not the £581k, meant, unfortunately, another deficit for the year. This time of £191k, £237k below budget. At the end of the financial year Unrestricted Reserves have dropped to £971k.

This under-performance is not due to reduced income levels as income came in at just over £12m, £298k higher than budget. The issue relates to additional cost issues that impacted during the year as a result of the pandemic.

Income came in above budget for a number of reasons:

- Hub income came in £40k above budget due to additional carers grants that enabled the charity to provide financial support to carers in desperate need of white goods and other items.

- Health projects came in £419k above budget due to an expansion of the HomeFirst hospital discharge service in Nottinghamshire with an additional c£1.9m per annum that was phased during the year. These new funds were made up of three separate budgets from the local authority to meet different needs and were guaranteed until September 2022.

- Traditional Homecare services came in £247k below budget due to hours delivered being down by 2%. This was mainly due to the need to close a number of Daycentres due to reduced demand and also challenges around recruitment to meet demand following a reduction in the number of care staff that deliver this service.

- In addition there was £98k received from furlough grants which was assumed would end at the end of the previous financial year. While this was a positive for income it was a negative for costs as employers were required to start contributing a percentage of the staff's wages during the year.

While a strong result for income compared to budgeted income, it was still down on the previous year by 6.37%. This was mainly due to the challenges around delivering traditional homecare services and the social care funding available to pay for them.

Although overall income reduced by 6.37% costs were reduced by 8.70% which has contributed to some of the bottom line improvement target we set ourselves.

The focus in the effective use of salaried care staff to deliver more visits per day through the use of the Optimiser system has delivered an average increase in visits per day per worker of 15%.

In addition some offices were closed down during the year to reduce some of the fixed costs within the organisation.

There were however, some additional costs which meant that the cost reduction target for the year was £237k short and these were:

(1) The cost of mileage expenses as a percentage of income increased by 17% (£101k) due to a couple of issues:-

- Due to the continuation of Covid related absence Care Staff had to travel further to rural areas to cover essential calls.

- In January 2022 the amount paid to care staff for mileage expenses was increased to combat the fuel price increases and enable them to keep working.

(2) The cost of recruiting care staff increased by over 200% per job meaning the charities cost of recruitment is £90k more than expected in the year. This situation was compounded by the increase in workers leaving the sector. Recruitment in the care sector is now the hardest it has ever been for a number of reasons:-

- The objection to mandatory Covid vaccination in place at the time led a number of staff leaving the sector and an increased reluctance for staff to join it. While that is now not the case workers are still wary of it potentially coming back.
- Overall worker shortage following the completion of Brexit.
- The cost of fuel has kept workers from the sector. While the organisation was able to increase what it paid, it doesn't cover the rise in costs in full and there were no funds in the social care system to help support with these costs.
- Recruitment is a challenge in all areas with a number of businesses in other sectors started to offer "Welcome Bonuses" and higher rates of pay as they were able to increase their prices and offset these costs. This is something the care sector struggles to do and therefore workers are attracted to work in other sectors, e.g. on-line company warehouses and supermarkets.

(3) There was also a one off cost of restructuring the Chief Officer Group to make us fit for the future, totalling £46k. This was unbudgeted at the start of the year, however, it became clear throughout the year this was needed to enable a more sustainable senior team moving forward.

In summary, it was another very challenging year. However, the organisation has been able to navigate these and other challenges of the ever changing external global environment and in particular that of health and social care. While unrestricted reserves were reduced by March 2022, there was a significant improvement on the previous year and the organisation is a strong position for FY23.

This success is due to investments made in the organisation to grow income through new contracts and services and the continued focus on plans to reduce central costs in the future. Over the last few years the organisation has benefitted from economies of scale through efficiency and centralisation of support costs.

The future of the Health and Social care sector is still one of financial concern with cost and staffing pressures being a significant concern. This will continue with the anticipated budget cuts national and local government are having to make.

Despite the continuing financial challenges from the pandemic and the anticipated impact of spending cuts and increasing costs we have been able to continue to invest in carer's services and in our workforce. We remain committed to ensuring balance between financially driven decision making and increased margins, set against decisions to invest in charitable services and rewarding our workforce. We know we must remain vigilant and quick to act as the environment continues to change around us.

Reserves Policy
At 31 March 2022 our general free reserves were £884k, being our unrestricted reserves less fixed assets.

Our target level of reserves is £2,426k with a tolerance of + or – 5% which gives an acceptable band of £2,305k-£2,547k. This has been set by looking at our working capital requirements and the certainty of our income streams in the foreseeable future in order to ensure that we continue to meet current obligations to beneficiaries.

There is a shortfall of £1,542k between our target and actual general free reserves. We plan to make up the shortfall by generating a surplus for the next two financial years. This will be achieved through our growth plans which includes our Health Projects. Development of Charitable objectives will continue to grow however some surplus must be held back to achieve our Reserves target.

Principal Funding Sources
TuVida received funds from the below public sources through service agreements.

	£
Age UK West Sussex	34,762
Buckinghamshire County Council	119,410
City of York Council	71,815
Dementia Concern	61,888
Derbyshire County Council	4,338
Ealing Borough Council	100,000
Havering Borough Council	81,259
Havering CCG	52,596
Leicester County Council	24,226
Leicester Royal Infirmary	156,000
London Borough of Redbridge	243,896
Milton Keynes Council	207,458
NHS Milton Keynes CCG	28,907
NHS Nottingham and Nottinghamshire CCG	1,628,495
Northampstonshire Carers Association	223,200
Nottingham City Council	297,500
Nottinghamshire County Council	5,116,541
Reading Borough Council	278,524
Redbridge CC	64,483
West Sussex CCG	40,442
West Sussex County Council	607,353
Wokingham Borough Council	147,063
Others (Below £1,000)	54,968

Risk Management
The Trustees recognise the importance of Risk Management within the framework of governance and internal control. The Trustees continue to review the major risks to which the charity is exposed, and systems have been established to mitigate those risks. A risk management strategy has been implemented comprising

- A review of the Risk Register every quarter at the Trustee meeting.
- The establishment of systems and procedures to mitigate those risks identified in the review.

The principals adopted as part of the risk review includes a focus on efficiency and effectiveness including automation where possible. This will enable the organisation to adapt to the austerity challenges with the industry which pose the greatest risk of the next five years.

Plans for future periods

Despite financial year 2022 delivering a financial improvement on the previous year, it was nevertheless the second year in a row where there had been a deficit. Therefore the plans for the New Year will require us to continue the focus on stabilising the charity's finances and build back its reserves.

During the budget and strategy planning process we also identified significant financial challenges and risks but also significant opportunities for the financial year 2023.

These are as follows:-

Challenges/risks:

- The FastTrack/EOL contract is due to end July 2022. This will require us to plan for the potential of a significant redundancy cost unless staff can be re-deployed across other services.

- The cost of recruiting care staff has increased by over 200% due to the shortage of workers in the UK.

- The main contracts with Nottinghamshire County Council are for re-tender during the year with an annual income of c£5.6m which equates to c50% of the charity's income. The new contract will be for 8 years (4 plus 4). Due to the significant contract value, we anticipate strong competition for this tender. The planned start date for the new provider is between 1st October 2022 and 1st April 2023 depending on progress with the tendering process. During our regular contract reviews and provider engagement meetings with the commissioners, it became apparent that the new tender would be requiring the provider to deliver a more care to meet the increased need for support in the community but also the budget challenges of local government and continued pressures on the NHS.

Opportunities:

- In the three months leading up to the new-year, negotiations had begun with a Carers Trust Network Partner, Crossroads Together who are struggling financially. As the financial year closed, these negotiations had developed into potential merger. The income of this organisation per annum is c£3.2m. A merger would not only bring some financial stability for TuVida, but a large number of beneficiaries would have their services continued and over 200 staff would remain in employment.

- Discussions were also taking place in the last 3 months of the year with a much smaller Carers Trust Network Partner, Crossroads Care Wokingham who were facing financial difficulties, to transfer their services and staff to TuVida. Doing so, would enable us to provide holistic services to carers and people they care for in Wokingham as we already held the contracts for adult and young carers services and support.

The challenges and opportunities would require significant investment during the year if we are to achieve a positive outcome at year end. Due to the uncertainty around all of these areas, the predicted annual income of the charity for the financial year 2024 was forecast to be between £6m and £17m depending on developments in the New Year.

Therefore the plan for the new year to make sure there isn't a third year of deficit needed to take into account these key challenges and the investment required. We also had to ensure the charity was able to downsize or deliver rapid growth depending on what FY24 looks like.

So, our overall financial objective for the year is to generate a small surplus while focusing on the longer term financial success and stability of the organisation.

With ever increasing demands for our services, a nation and an economy that is recovering from the effects of Covid-19 and a recruitment crisis never seen before the challenge ahead is significant.

Over the next twelve months the aim is to build on the charity's strong foundations to continually improve what we do and to meet our three simple objectives:

- Support more people that need our help.
- Enable our people to deliver the best possible services.
- Build our foundations to make us fit for the future.

In looking to achieve these three objectives, we have identified eight core programmes of work (CPW) to achieve in the coming year and prepare the charity for the challenges and opportunities ahead.

Each of the eight CPW comprise two work streams.

1. Identify new opportunities to support more carers and people with care needs

- Develop and pilot the newly designed private care service in new areas at a financially sustainable rate. It is anticipated that the wages for care staff will need to increase to attract the right staff. This will lead to increases in prices for private customers but they will still be lower than local competitors.
- The commercial team will focus on increasing our information, advice and guidance services (carers' Hubs) to reach more carers. This will include a full review of all contracts across the UK coming up for tender in the next 24 months and suitability for application.

2. Grow our services through new partnerships across the UK.

- Continue to work with Crossroads Together to ensure the continuation of services in that area through the development of a new North West region for TuVida. This could include partnership working and/or a merger of the two organisations to be beneficial to all.
- Continue working with the Trustees of Crossroads Care Wokingham to ensure the continuation of services through a managed transfer of staff and services. This wider service offering for TuVida will complement the Hub contracts already provided in this area.

3. Attract and retain the best talent available in our sector

- Implement a new Applicant Tracking system across TuVida to streamline and improve our recruitment process to replace the current manual one which is no longer fit for purpose. This will provide an enhanced experience for candidates and improvements for hiring managers.
- Develop and implement a future proofed People Plan based on an employee life cycle.

4. Support our Leaders to lead

- Develop and implement a leadership development programme across the organisation's senior team the TLT (TuVida Leadership Team). Following some personnel changes in recent years, recruitment of particular individuals and the creation of a couple of new roles has created this team in order to develop and deliver the future of the organisation and in part, giving consideration to succession planning for the current Chief Officer Group. This programme will ensure they have the right skills, knowledge and aptitude to achieve this.
- The second strand is to ensure leadership and accountability filters through the structure of all teams. To support and enable local ownership, a programme of regular leadership meetings, conferences, planning and structures will be put in place.

5. Develop new HR systems that enable TuVida to become an employer of choice

- Research and implement a self-service, cloud based HR system that adds value to our people and will contribute to our ambition to become an employer of choice. The current system is very manual and does not fit the digital needs we require today. The new system will also ensure continued compliance with GDPR in a more efficient way.

- Review our key people related policies (including Absence, Annual Leave and Performance) and implement a new way of working

6. Continuously improve the technology and systems that support the delivery of services

- Review and develop the charity's robust and safe compliance framework so it continues to enable the effective oversight and delivery of services for the continual changes in demand

- Increases in the demand for additional digital solutions from business and private customers, staff and CQC requires the charity to undertake a review of its technology for the delivery of services to ensure they are fit for the future.

7. Improve our oversight and Governance to enable longer term strategic planning.

- Implement a new Risk Management system that will enable effective oversight of strategic risks as the charity continues to grow in size and scope.

- Implement a development and succession plan for the Board of Trustees.

8. Review our Business Model to ensure it is fit for the future

- Have a continued focus on growing the charity's unrestricted reserves to enable future sustainability. The base line budget for the New Year is a small surplus. To ensure we achieve this, we have agreed to re-cut the budget as often as needed to create a new forecast for the year to aid remedial action to be taken as swiftly as possible if required. This will be complete at least every quarter if not every month.

- Implement a full review of all contracts, services and customers to ensure all services and areas of operation are financially sustainable or of strategic importance.

These plans are the continuation of the work we have been doing over the last three years to change our operational structure and delivery model in line with recommendations in the external Aleron review. We will also continue to build the understanding and demonstration of the nine habits of trust with all employees and develop our commercial skills and knowledge to enable us to support more beneficiaries.

Our priorities continue to be aligned with our three strategic pillars and deliver the triple bottom line "Results, Relationships and Reputation".

This coming year, we will also reactivate our external strategy. This will include developing partnerships and raising our profile. One key partner will be Carers Trust, our national membership body and we will work closely with them to support them and the wider membership network.

Following our CEO's appointment as a member of The Leaders Council, we will continue to work with this group to raise the profile of carers and the challenges faced within the Health and Social Care Sector and lobby for positive change.

Working with other network partners will continue to be part of our strategy for the future. Mergers and partnerships are only one way to bring together collective strength to ensure the survival of our organisations and also give rise to opportunities for growth. Collaboration and sharing services is another way to bring down central costs and remain competitive.

In addition, we will continue to support the carers' organisation "Cuidadores" in Portugal to support the development of Carers services in and around Porto. This small social enterprise is ground-breaking in a Country with little or no formal support for carers. It is a privilege to support them and we have much to learn from their culture and experience.

While Covid19 had a significant impact on our financial plans we remain committed to continue the transformational work we have invested heavily in and continue to further enhance our profile following the re-brand. We want the name TuVida to be a positive voice in a year when there is so much difficulty relating to the pandemic and the wider Health and Social care crisis.

Structure, governance and management

The organisation is a charitable Company Limited by guarantee incorporated on 21 November 1995, and registered as a charity on 22 December 1995. The governing documents are its memorandum and articles of association as amended by special resolution dated 4 November 2020.

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

Mrs E Convery
Mr D T Y Liu
Mrs A Roberts
Mr N Stringfellow
Mr I Turnbull

The Charity recruits trustees following the guidance set by the National Council for Voluntary Organisations.

The first stage of recruiting trustees is to identify any key areas where specific skills and experiences would be beneficial to the organisation. This is carried out by undertaking a risk assessment of the organisation and a skill audit of the Board of Trustees. Once the 'gaps' have been identified TuVida will approach suitable professional bodies to engage with potential candidates.

Candidates are invited for an interview and if successful they are inducted and trained for their role following the guidance of 'The Good Trustee Guide'. New trustees are encouraged and supported to visit our various localities around the country and meet some of our workforce and see services in operation.

Additional training is offered to our trustees when it is appropriate, and we review our board development programme each year. The Board of Trustees have enjoyed past presentations from our solicitor about the roles and responsibilities of trustees as well as undertaking board development with some of the ADVANCE Mentors from Carers Trust.

TuVida is affiliated to the Carers Trust Association and works within the framework of national policies, procedures and standards to ensure a high-quality service to carers and the people they care for. In additional to this support, additional guidance is available from Carers Trust on all areas of activity.

Decision Making

The Board of trustees provide strategic governance and decision making for the charity's operations supporting the Chief Executive and senior leadership team to effectively carry out day to day operational activities. The full Board meets quarterly with a robust sub-committee structure in place to deal with detailed discussions and decisions between Board meetings. All Trustees give their time freely and no trustee remuneration was paid in the year.

Key Personnel Remuneration Policy

Salary reviews are carried out each year by the Trustee Board. However, a review does not guarantee a pay rise and there is no contractual right to an annual pay rise. Staff will be informed of the review in writing.

Communication With Employees and Volunteers

Providing employees and volunteers systematically with info or matters of concern to them as employees and volunteers

With the employment of a full time Communications and PR manager and part-time videographer and content manager, TuVida were able to significantly improve how we engaged and communicated with our staff and volunteers. Our CEO now sends a monthly video to everyone in the organisation, including trustees, providing information about significant developments in the organisation, sharing news and inviting feedback about how the organisation is doing and ideas of how we can improve our services and support for them. During COVID-19 pandemic in 2020, these increased to weekly videos. We now provide bi-weekly newsletters which includes new benefits for our staff, e.g. our employee assistance programme, significant organisational changes, e.g. our re-brand, good news stories about staff, clients and organisational achievements. We also communicate via email and text and during COVID-19, text was an efficient way of sending urgent short information to all our staff as well as links to the CEO videos.

Consulting employees or their representatives and volunteers on a regular basis so their views can be taken into account in making decisions likely to affect their interests

Every year we carry out a staff survey which includes a range of issues including, communications, resources to do their job, training and development, support provided and feedback on things we do well as well areas we could improve on. During the year we also carried out a Trust survey to measure the level of trust within the organisation with a key aspect being trust in their line manager and senior staff. On a quarterly basis we hold staff meetings for all our frontline staff, also providing an opportunity for consultation and feedback on previous issues and ideas raised. In 2019 we set up a 'virtual' suggestion box plus physical ones in each office. These have been useful for staff to raise some issues and ideas especially around our re-brand taking place in 2020. Our re-brand staff roadshows in every locality during November and December provided staff with an opportunity to meet the CEO and Chief Officers and to raise issues, offer ideas face to face.

Encouraging involvement in the company's performance through share scheme/others

As a charity, we don't operate a share scheme. However, we do operate a scheme to encourage staff to 'introduce a friend' to work with us and for this they receive a small payment if the friend is successfully recruited. This encourages staff to be ambassadors for the organisation and recommend other great people to work for us. This scheme assists us with our recruitment which is a sector wide challenge for all organisations providing health and social care. In the coming years, we will be considering whether to introduce a performance related pay structure. Our volunteers have an annual picnic celebration during volunteers week where we thank them for their contribution to the organisation and provide them with a small gift and certificate of thanks.

Achieving common awareness on part or all of the financial and economic factors affecting performance of the company

Every year the Chief Officers produce a strategic plan coupled with our budget story which is approved by the Trustees. This budget story highlights the key financial elements of our plan for the year that takes into account all of the factors that positively and negatively affect performance. As the budget story is produced it is discussed and shared with our wider teams to enable a greater awareness of the environment in which we operate. Throughout the year there are also regular reviews of the performance against this budget story with regular updates being made when circumstances change. Through our regular team meetings, management accounts, coupled with KPI performance, these are regularly discussed with our teams, including input into reforecasting based on local and national economic factors.

Disabled Employees
Applications for employment by disabled persons are always fully and fairly considered, bearing in mind the aptitude and ability of the applicant concerned. In the event of members of staff becoming disabled every effort is made to ensure that their employment within the charity continues and that appropriate training is arranged. It continues to be the policy of the charity that the training, career development and promotion of disabled persons should as far as is feasible be identical to that of other employees.

Auditor
In accordance with the company's articles, a resolution proposing that Rogers Spencer be reappointed as auditor of the company will be put at a General Meeting.

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

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

.....
Mr I Turnbull
Trustee

Date: 23/12/22

EAST MIDLANDS CROSSROADS-CARING FOR CARERS TRADING AS TUVIDA

STATEMENT OF TRUSTEES' RESPONSIBILITIES

FOR THE YEAR ENDED 31 MARCH 2022

The trustees, who are also the directors of East Midlands Crossroads-Caring For Carers for the purpose of company law, are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

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

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

- select suitable accounting policies and then apply them consistently;

- observe the methods and principles in the Charities SORP;

- make judgements and estimates that are reasonable and prudent;

- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and

- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

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

EAST MIDLANDS CROSSROADS-CARING FOR CARERS TRADING AS TUVIDA
INDEPENDENT AUDITOR'S REPORT
TO THE MEMBERS OF EAST MIDLANDS CROSSROADS-CARING FOR CARERS

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

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

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

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

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

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

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

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006
In our opinion, based on the work undertaken in the course of our audit:
- the information given in the trustees' report for the financial year for which the financial statements are prepared, which includes the directors' report prepared for the purposes of company law, is consistent with the financial statements; and
- the directors' report included within the trustees' report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

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

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

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

Responsibilities of trustees

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

Auditor's responsibilities for the audit of the financial statements

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

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

The extent to which the audit was considered capable of detecting irregularities including fraud
Our approach to identifying and assessing the risk 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 group through discussions with trustees and other management, and from our knowledge and experience of the charity sector and grant providers;
- 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 charity, including the Companies Act 2006, Charities Act 2011, taxation legislation and data protection, anti-bribery, employment, environmental and health and safety legislation;
- 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 charity'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;
- Considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations; and
- Understanding the design of the charity's remuneration policies.

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 in note 2 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:

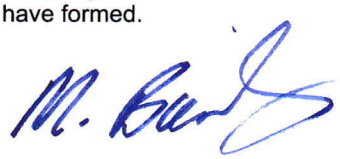
- Agreeing financial statement disclosures to underlying supporting documentation;
- Reading the minutes of meetings of those charged with governance;
- Enquiring of management as to actual and potential litigation and claims; and
- Reviewing correspondence with HMRC, relevant regulators and the company's 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 trustees 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 is available on the Financial Reporting Council's website at: https://www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Use of our report

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



Melvin Bailey FCCA DChA (Senior Statutory Auditor)
for and on behalf of Rogers Spencer

23/12/22

Chartered Accountants
Statutory Auditor

Newstead House
Pelham Road
Nottingham
NG5 1AP

EAST MIDLANDS CROSSROADS-CARING FOR CARERS TRADING AS TUVIDA
STATEMENT OF FINANCIAL ACTIVITIES INCLUDING INCOME AND EXPENDITURE ACCOUNT
FOR THE YEAR ENDED 31 MARCH 2022

Current financial year

	Notes	Unrestricted funds 2022 £	Restricted funds 2022 £	Total 2022 £	Total 2021 £
Income from:					
Donations and legacies	3	42,589	-	42,589	80,346
Charitable activities	4	12,011,329	-	12,011,329	12,791,532
Investments	5	99	-	99	2,249
Total income		12,054,017	-	12,054,017	12,874,127
Expenditure on:					
Charitable activities	6	12,245,010	-	12,245,010	13,444,413
Net expenditure for the year/ Net movement in funds		(190,993)	-	(190,993)	(570,286)
Fund balances at 1 April 2021		1,162,027	105,005	1,267,032	1,837,318
Fund balances at 31 March 2022		971,034	105,005	1,076,039	1,267,032

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

All income and expenditure derive from continuing activities.

The statement of financial activities also complies with the requirements for an income and expenditure account under the Companies Act 2006.

EAST MIDLANDS CROSSROADS-CARING FOR CARERS TRADING AS TUVIDA
STATEMENT OF FINANCIAL ACTIVITIES (CONTINUED) INCLUDING INCOME AND EXPENDITURE ACCOUNT
FOR THE YEAR ENDED 31 MARCH 2022

Prior financial year

	Notes	Unrestricted funds 2021 £	Restricted funds 2021 £	Total 2021 £
Income from:				
Donations and legacies	3	80,346	-	80,346
Charitable activities	4	12,791,532	-	12,791,532
Investments	5	2,249	-	2,249
Total income		12,874,127	-	12,874,127
Expenditure on:				
Charitable activities	6	13,411,783	32,630	13,444,413
Net expenditure for the year/ Net movement in funds		(537,656)	(32,630)	(570,286)
Fund balances at 1 April 2020		1,699,683	137,635	1,837,318
Fund balances at 31 March 2021		1,162,027	105,005	1,267,032

EAST MIDLANDS CROSSROADS-CARING FOR CARERS TRADING AS TUVIDA
BALANCE SHEET
AS AT 31 MARCH 2022

	Notes	2022 £	2022 £	2021 £	2021 £
Fixed assets					
Tangible assets	11		86,912		125,519
Current assets					
Debtors	12	895,894		1,072,208	
Cash at bank and in hand		729,465		883,615	
		1,625,359		1,955,823	
Creditors: amounts falling due within one year	13	(636,232)		(814,310)	
Net current assets			989,127		1,141,513
Total assets less current liabilities			1,076,039		1,267,032
Income funds					
Restricted funds	15		105,005		105,005
Unrestricted funds					
Designated funds	16	103,422		103,422	
General unrestricted funds		867,612		1,058,605	
			971,034		1,162,027
			1,076,039		1,267,032

The financial statements were approved by the Trustees on 23/12/22

.....
Mr N Stringfellow
Trustee

.....
Mr I Turnbull
Trustee

Company registration number 03128681

EAST MIDLANDS CROSSROADS-CARING FOR CARERS TRADING AS TUVIDA
STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 MARCH 2022

	Notes	2022 £	2022 £	2021 £	2021 £
Cash flows from operating activities					
Cash absorbed by operations	**24**		(146,896)		(196,434)
Investing activities					
Purchase of tangible fixed assets		(16,184)		(40,568)	
Proceeds on disposal of tangible fixed assets		8,831		-	
Investment income received		99		2,249	
Net cash used in investing activities			(7,254)		(38,319)
Net cash used in financing activities			-		-
Net decrease in cash and cash equivalents			(154,150)		(234,753)
Cash and cash equivalents at beginning of year			883,615		1,118,368
Cash and cash equivalents at end of year			729,465		883,615

1 Accounting policies

Charity information

East Midlands Crossroads-Caring For Carers is a private company limited by guarantee incorporated in England and Wales. The registered office is 19 Pelham Road, Nottingham, NG5 1AP.

1.1 Accounting convention

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

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

The financial statements have been prepared under the historical cost convention. The principal accounting policies adopted are set out below.

1.2 Going concern

At the time of approving the financial statements, the trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. Thus the trustees continue to adopt the going concern basis of accounting in preparing the financial statements.

1.3 Charitable funds

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

Designated funds comprise funds which have been set aside at the discretion of the trustees for specific purposes. The purposes and uses of the designated funds are set out in the notes to the financial statements.

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

1.4 Income

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

Income from government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the charitable company has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charitable company; this is normally upon notification of the interest paid or payable by the Bank.

1 Accounting policies **(Continued)**

1.5 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. Expenditure is classified under the following activity headings.

Expenditure on charitable activities includes the costs of its activities and services for beneficiaries it includes both costs that can be directly allocated to such activities and those costs of an indirect nature necessary to support them.

Other expenditure represents those items not falling into any other heading.

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

Allocation of support costs

Support costs are those that assist the work of the charitable company but do not directly represent charitable activities and include office costs, governance costs, administrative payroll costs. They are incurred directly in support of expenditure on the objects of the charity and include project management carried out at Headquarters. Where support costs cannot be directly attributed to headings, they have been allocated to cost of raising funds and expenditure on charitable activities on a basis consistent with the use of the resources. Overheads have been allocated pro rata based on staff time.

1.6 Tangible fixed assets

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

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

Leasehold improvements	12.5% straight line
Fixtures and fittings	20% straight line
Computers	33.3% straight line
Motor vehicles	25% straight line

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

Individual assets costing less than £500 are not generally capitalised.

1.7 Impairment of fixed assets

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

1.8 Cash and cash equivalents

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

1 Accounting policies **(Continued)**

1.9 Financial instruments

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

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

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

Basic financial assets

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

Basic financial liabilities

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

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

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

Derecognition of financial liabilities

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

1.10 Employee benefits

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

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

1.11 Pensions

The pension costs charged in the financial statements represent the contribution payable by the charitable company during the year and are apportioned pro-rata across activities based on staff time.

2 Critical accounting estimates and judgements

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

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

3 Donations and legacies

	Unrestricted funds	Restricted funds	Total	Unrestricted funds
	2022	2022	2022	2021
	£	£	£	£
Donations and gifts	42,589	-	42,589	80,346
Donations and gifts				
Donations and legacies	42,589	-	42,589	80,346
	42,589	-	42,589	80,346

4 Charitable activities

	Regulated Care	Carers Hub	Total	Regulated Care	Carers Hub	Total
	2022	2022	2022	2021	2021	2021
	£	£	£	£	£	£
Direct billing	1,966,732	-	1,966,732	2,165,666	-	2,165,666
Spot contracts	770,985	-	770,985	727,776	-	727,776
Service agreements	7,628,237	1,245,902	8,874,139	8,026,863	1,194,699	9,221,562
Grant income	322,036	-	322,036	613,203	-	613,203
Other income	77,437	-	77,437	63,325	-	63,325
	10,765,427	1,245,902	12,011,329	11,596,833	1,194,699	12,791,532
Analysis of grant income						
CJRS grants	90,768	-	90,768	346,090	-	(346,090)
Infection control grants	161,223	-	161,223	219,503	-	(219,503)
Workforce grants	70,045	-	70,045	47,610	-	(47,610)
	322,036	-	322,036	613,203	-	613,203

5 Investments

	Unrestricted funds	Unrestricted funds
	2022	2021
	£	£
Interest receivable	99	2,249

6 Charitable activities

	Regulated Care 2022 £	Carers Hub 2022 £	Other 2022 £	Total 2022 £	Regulated Care 2021 £	Carers Hub 2021 £	Other 2021 £	Total 2021 £
Staff costs	6,514,731	-	-	6,514,731	7,625,581	-	-	7,625,581
Mobile telephones	133,124	7,149	25,624	165,897	123,703	11,803	28,471	163,977
Care assistants recruitment expenses	89,889	-	-	89,889	46,286	-	-	46,286
Care assistants travel expenses	607,178	-	-	607,178	618,046	-	-	618,046
Care assistants protective clothing / alarms	1,196	-	-	1,196	285,799	-	-	285,799
Day centre costs	8,296	-	-	8,296	6,434	-	-	6,434
Hub direct costs	-	47,439	-	47,439	-	37,937	-	37,937
Training & conferences	32,460	-	-	32,460	27,037	-	-	27,037
Raising funds	-	-	236	236	-	-	216	216
	7,386,874	54,588	25,860	7,467,322	8,732,886	49,740	28,687	8,811,313
Share of support costs (see note 7)	1,609,640	733,905	2,369,298	4,712,843	1,310,782	712,830	2,556,303	4,579,915
Share of governance costs (see note 7)	-	-	64,845	64,845	-	-	53,185	53,185
	8,996,514	788,493	2,460,003	12,245,010	10,043,668	762,570	2,638,175	13,444,413
Analysis by fund								
Unrestricted funds	8,996,514	788,493	2,460,003	12,245,010	10,011,038	762,570	2,638,175	13,411,783
Restricted funds	-	-	-	-	32,630	-	-	32,630

7 Support costs

	Support costs	Governance costs	2022	Support costs	Governance costs	2021
	£	£	£	£	£	£
Staff costs	3,606,179	-	3,606,179	3,436,221	-	3,436,221
Depreciation	45,961	-	45,961	44,436	-	44,436
Admin travel	131,800	-	131,800	75,277	-	75,277
Establishment	294,522	-	294,522	307,407	-	307,407
Computer software	202,894	-	202,894	198,736	-	198,736
Consultants costs	137,893	-	137,893	143,728	-	143,728
Marketing	11,878	-	11,878	67,301	-	67,301
Bad debts	33,324	-	33,324	45,867	-	45,867
Admin recruitment	6,436	-	6,436	6,000	-	6,000
Other costs	241,956	-	241,956	254,942	-	254,942
Audit fees	-	12,360	12,360	-	21,915	21,915
Legal and professional	-	37,459	37,459	-	13,282	13,282
Bank charges	-	15,026	15,026	-	17,988	17,988
	4,712,843	64,845	4,777,688	4,579,915	53,185	4,633,100
Analysed between						
Charitable activities	4,712,843	64,845	4,777,688	4,579,915	53,185	4,633,100

Governance costs includes payments to the auditors of £12,360 (2021- £21,915) for audit fees.

8 Net movement in funds

	2022	2021
	£	£
Net movement in funds is stated after charging/(crediting)		
Fees payable to the company's auditor for the audit of the company's financial statements	12,360	21,915
Depreciation of owned tangible fixed assets	45,961	44,436

9 Trustees

No members of the Board of Trustees were reimbursed expenses during the year.

Remuneration of a Director (Trustee) who is employed by the company is permitted under certain conditions as specified by paragraph 5.29 of the Articles of Association.

Mrs C Alexander was a Director until 9 July 2020 and an employee during the full year. Her employee benefits during the period she was a director amounted to £nil (2021: £27,300).

10 Employees

The average number of employees during the year was:

	2022 Number	2021 Number
Care support workers	385	502
Support staff	119	112
Total	504	614

Employment costs	2022 £	2021 £
Wages and salaries	9,188,444	9,997,316
Social security costs	705,544	710,634
Pension costs	113,750	199,946
Termination payments	50,663	59,781
Apprenticeship levy	34,289	24,068
	10,092,690	10,991,745

The number of employees whose annual remuneration was more than £60,000 is as follows:

	2022 Number	2021 Number
60,000 - 69,999	2	3
70,000 - 79,999	-	1
80,000 - 89,999	1	1
100,000 - 109,999	1	-
110,000 - 119,999	1	-
120,000 - 129,999	-	1

During the year the charity operated a defined contribution pension scheme in respect of 340 employees (2021: 531 employees).

11 Tangible fixed assets

	Leasehold improvements	Fixtures and fittings	Computers	Motor vehicles	Total
	£	£	£	£	£
Cost					
At 1 April 2021	111,064	253,114	254,873	29,117	648,168
Additions	-	-	16,184	-	16,184
Disposals	-	-	-	(26,492)	(26,492)
At 31 March 2022	111,064	253,114	271,057	2,625	637,860
Depreciation and impairment					
At 1 April 2021	57,027	238,627	208,458	18,536	522,648
Depreciation charged in the year	8,998	7,028	28,185	1,750	45,961
Eliminated in respect of disposals	-	-	-	(17,661)	(17,661)
At 31 March 2022	66,025	245,655	236,643	2,625	550,948
Carrying amount					
At 31 March 2022	45,039	7,459	34,414	-	86,912
At 31 March 2021	54,037	14,488	46,413	10,581	125,519

12 Debtors

	2022	2021
Amounts falling due within one year:	£	£
Trade debtors	778,923	978,743
Prepayments and accrued income	116,971	93,465
	895,894	1,072,208

13 Creditors: amounts falling due within one year

	Notes	2022	2021
		£	£
Other taxation and social security		163,211	179,854
Deferred income	14	101,175	149,088
Trade creditors		140,996	208,026
Other creditors		77,196	153,233
Accruals and deferred income		153,654	124,109
		636,232	814,310

14 Deferred income

	2022	2021
	£	£
Other deferred income	101,175	149,088

Deferred income is included in the financial statements as follows:

	2022	2021
	£	£
Deferred income is included within:		
Current liabilities	101,175	149,088
Movements in the year:		
Deferred income at 1 April 2021	149,088	69,852
Released from previous periods	(130,676)	(50,218)
Resources deferred in the year	82,763	129,454
Deferred income at 31 March 2022	101,175	149,088

15 Restricted funds

The income funds of the charity include restricted funds comprising the following unexpended balances of donations and grants held on trust for specific purposes:

	Balance at 1 April 2020	Resources expended	Balance at 1 April 2021	Movement in funds: Incoming resources	Balance at 31 March 2022
	£	£	£	£	£
Childrens respite	32,630	(32,630)	-	-	-
Wheatley donation	105,005	-	105,005	-	105,005
	137,635	(32,630)	105,005	-	105,005

The following restricted funds have been identified

Children's respite - To fund a respite project for children.

Wheatley donation - Legacy received to be applied in the Worthing area.

16 Designated funds

The income funds of the charity include the following designated funds which have been set aside out of unrestricted funds by the trustees for specific purposes:

	Balance at 1 April 2020	Resources expended	Balance at 1 April 2021	Movement in funds: Incoming resources	Balance at 31 March 2022
	£	£	£	£	£
Building improvements	42,097	-	42,097	-	42,097
Covid 19 sick pay	100,000	(100,000)	-	-	-
Crossroads Care - HCY	133,750	(76,500)	57,250	-	57,250
Human resources	46,854	(46,854)	-	-	-
Portugal investment to develop a partnership to support carers	4,075	-	4,075	-	4,075
Re-brand investment	96,470	(96,470)	-	-	-
Transformation projects	40,990	(40,990)	-	-	-
	464,236	(360,814)	103,422	-	103,422

17 Analysis of net assets between funds

	Unrestricted funds 2022	Restricted funds 2022	Total 2022	Unrestricted funds 2021	Restricted funds 2021	Total 2021
	£	£	£	£	£	£
Fund balances at 31 March 2022 are represented by:						
Tangible assets	86,912	-	86,912	125,519	-	125,519
Current assets/(liabilities)	884,122	105,005	989,127	1,036,508	105,005	1,141,513
	971,034	105,005	1,076,039	1,162,027	105,005	1,267,032

18 Operating lease commitments

At the reporting end date the charity had outstanding commitments for future minimum lease payments under non-cancellable operating leases, which fall due as follows:

	2022	2021
	£	£
Within one year	163,950	176,808
Between two and five years	204,161	329,643
	368,111	506,451

19 Events after the reporting date

On 30 September 2022, the assets and activities of Crossroads Care Cheshire, Manchester & Merseyside Limited were merged into the charity.

20 Related party transactions

Remuneration of key management personnel
The remuneration of key management personnel is as follows.

	2022	2021
	£	£
Aggregate compensation	549,571	502,354

The following relatives of Directors received employee benefits during the year. This is permitted under paragraph 5.4 of the Articles of Association.

Mr I Turnbull (Trustee) is married to Mrs M Turnbull (Head of Finance). Mrs M Turnbull's employee benefits for the year amounted to £42,672 (2021: £42,289).

21 Affiliated Organisations

The charity is affiliated to Carers Trust, a network of charities with similar objectives. The address for Carers Trust is 32-36 Lowman Street, London, SE1 QEH.

22 Company Limited by Guarantee

Each of the members of the company are liable to contribute to the assets of the charity in the event of the charity being wound up an amount not exceeding £1. At the date of these accounts there were 5 guarantee members.

23 Investment

Upon the completion of the managed takeover of Carers Trust Thames, East Midlands Crossroads – Caring for Carers acquired 50% of the share capital of MK Community Shop (Kingston) Limited. This is a private company limited by shares, incorporated in England and Wales. The company number is 02799626 and the registered office address is 2 Burners Lane, Kiln Farm, Milton Keynes, Bucks, MK11 3HB.

A gift aid donation of £15,000 (2021: £nil) has been provided as a debtor in these financial statements. This represents the share of profits owed to East Midlands Crossroads – Caring for Carers at 31st March 2022.

24	**Cash generated from operations**	**2022**	**2021**
		£	**£**
	Deficit for the year	(190,993)	(570,286)
	Adjustments for:		
	Investment income recognised in statement of financial activities	(99)	(2,249)
	Depreciation and impairment of tangible fixed assets	45,961	44,436
	Movements in working capital:		
	Decrease in debtors	176,314	267,679
	(Decrease) in creditors	(130,165)	(15,250)
	(Decrease)/increase in deferred income	(47,913)	79,236
	Cash absorbed by operations	(146,895)	(196,434)

25 Analysis of changes in net funds

The charity had no debt during the year.

EAST MIDLANDS CROSSROADS-CARING FOR CARERS

England & Wales - Charity number 1051649

Accounts

Charity Registration No. 1051649

Company Registration No. 03128681 (England and Wales)

EAST MIDLANDS CROSSROADS-CARING FOR CARERS

TRADING AS TU VIDA

ANNUAL REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2021

EAST MIDLANDS CROSSROADS-CARING FOR CARERS TRADING AS TU VIDA
LEGAL AND ADMINISTRATIVE INFORMATION

Trustees	Mrs E Convery Mr D T Y Liu Mrs A Roberts Mr N Stringfellow Mr I Turnbull
Secretary	Mr S Tetley
Key Management Personnel	Mrs C Alexander Mrs J Finn Mrs C Murray Mr C Stubbs Mr A Taylor Mr S Tetley Mrs K Verges
Charity number	1051649
Company number	03128681
Registered office	19 Pelham Road Nottingham NG5 1AP
Auditor	Rogers Spencer Newstead House Pelham Road Nottingham NG5 1AP
Bankers	Natwest Bank Nottingham City Branch 148-149 Victoria Centre Nottingham NG1 3QT
Solicitors	Shoosmiths The XYZ Building 2 Hardman Boulevard Spinningfields Manchester M3 3AZ

EAST MIDLANDS CROSSROADS-CARING FOR CARERS TRADING AS TU VIDA
CONTENTS

	Page
Trustees' report	1 - 15
Statement of trustees' responsibilities	16
Independent auditor's report	17 - 20
Statement of financial activities	21 - 22
Balance sheet	23
Statement of cash flows	24
Notes to the financial statements	25 - 37

EAST MIDLANDS CROSSROADS-CARING FOR CARERS TRADING AS TU VIDA

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT)

FOR THE YEAR ENDED 31 MARCH 2021

The trustees present their annual report and financial statements for the year ended 31 March 2021.

The financial statements have been prepared in accordance with the accounting policies set out in note 1 to the financial statements and comply with the charity's governing document, the Companies Act 2006 and "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).

Objectives and activities

The charity is also known as Carers Trust East Midlands.

The charity is affiliated with Carers Trust which is a National charity made up of a network of organisations like Carers Trust East Midlands called Network Partners.

Carers Trust East Midlands provides respite care to carers in the community. Our aim is to provide the highest possible quality, individually tailored care support service to carers and those they care for.

The trustees have paid due regard to guidance issued by the Charity Commission on public benefit when reviewing our aims and objectives and in planning our activities.

Our service objectives are:

- To provide practical and emotional support to people living with a disability, their carers and their families.
- To help prevent unnecessary and unwanted admissions to hospital and residential care.
- To maintain and preserve the high standards and reputation associated with Carers Trust East Midlands.
- To work in partnership with statutory and voluntary services and stakeholder organisations.
- To foster in those for whom we care a sense of belonging to the wider community by increasing choice and enhancing quality of life.
- To promote both patient and carer involvement, ensuring their ideas and opinions form an integral part of the care service.
- To further enhance and develop mutual learning programmes between Carers Trust East Midlands, other voluntary sector organisations, local CCG's and statutory services.

How our activities deliver public benefit

- Carers supported by Carers Trust East Midlands experience reduced stress levels and feel more able to manage their caring role.
- Carers are able to regain / maintain a foothold into their social / economic environments as a result of the care Carers Trust East Midlands provides.
- Carers Trust East Midlands develops and diversifies its care services, ensuring the organisation remains representative of the carers it serves.
- Carers Trust East Midlands, statutory and voluntary services together with all other stakeholder bodies embrace and develop a culture of "mutual learning".
- Service users and their carers take the lead in developing a care package from Carers Trust East Midlands.

Achievements and performance

When planning our activities for the financial year 2021 in January 2020 we had laid out a clear plan. The intention was to continue with the investment in the previous years. The key areas of focus were to continue the work to change our operational structure and delivery model in line with Aleron recommendations, continue to build the 9 habits of trusted leadership with all employees and to develop our commercial skill and knowledge to enable us to support more beneficiaries.

Then the external environment changed in March 2020 when Covid impacted on England and the country entered lock down.

During the first three months of the year there was so much uncertainty around how Covid would impact the organisation especially around its financial stability.However our CEO had the foresight to be concerned about the potential impact of Covid on the organisation and in early March 2020 she activated the Business Continuity Plan. When, on 16th March lockdown was announced by the Prime Minister, the organisation was ready to implement the following:-

- The creation of a Leadership Team, including Chief Officers, that would meet every morning Monday to Friday to deal with the crisis. The Chief Officers would also meet at the end of each day, seven days a week, to make sure all actions were being done and to keep everyone safe. There were three keys areas of focus at the meetings that led to many pieces of work:-
  1. Keeping our service users safe.
  2. Keeping our staff members safe.
  3. Financial stability of the organisation.
- All staff, that could, would work from home for as long as required. This ended up being for the entire financial year.
- Created a dedicated team that would continually monitor "Public Heath England" for updates on decisions and policies so they could be quickly deployed.
- The newly developed commercial team was re-focused on working with commissioners of our services to make sure we were meeting their needs while keeping everyone safe. And also to see what else we could do to support during the pandemic.

The main areas of focus from an organisational perspective can be split into two areas. The first area is staff support with a focus on care staff but it did encompass all staff. The key actions implemented for staff were as follows:-

- During lockdown one a 24 Hour Support line was implemented for staff to phone if they had any concerns or questions relating to Covid. This could relate to themselves, including notification of any need to isolate, but also any concerns over the service users they were looking after. In addition to this dedicated phone number and line a dedicated email address was set-up for staff to email if their query was not urgent but still important. This service was, and has continued to be run entirely by volunteers from the office staff around the country. For many months it was a 24 hour helpline. As things started to calm down and the number of calls reduced the dedicated line was closed towards the end of the year but the email has remained active, and is still open and used daily by our staff.
- The Majority of our care staff only get SSP which is not unique within the social care sector. However we committed to paying 80% of full pay to care staff where they had to be off work either from having Covid or having to self-isolate. The use of 80% was done so it was aligned with the Government Furlough scheme and each staff member was able to benefit from two weeks of this additional pay where needed.

- Despite the two weeks sick pay at 80% this did still leave some of our staff with some serious financial challenges. So to help those staff we implemented a "Hardship Fund". This involved an additional amount of money to be taken from reserves, plus donations from senior managers and a fundraising event organised by Claudine Murray. Staff have been able to apply for this fund when needed and the fund has been managed jointly by a trustee and Chief Officer. This welfare fund has been greatly appreciated by the many staff who have been able to access help and support.

- One of the key issues in keeping staff safe through the year has been access to the correct level of PPE. While this was already a challenge for hospitals looking after multiple patients in one sterile environment this was even more difficult for our staff moving from home to home without any knowledge of how clean the environment was they were going into. Coupled with the changes in guidance this led to a lot of concern by care staff on the front line about having adequate protection. To keep our staff safe we committed to ensuring all of these staff had the highest level of protection available even if the recommendation was to use a lower grade. In the first half of the year we needed to purchase our own PPE regardless of the grade we were using. However in the second half of the year local authorities started to provide free PPE based on established need. Unfortunately we could not get the higher level we needed and it was only available for Regulated Care services. Respite care services were not covered by this option. We continued to procure the higher grade PPE with the total cost of PPE in the year growing by c£300k.

- We also implemented a number of additional methods of communication with all staff to make sure important news was issued immediately and also to ensure the Chief Officers were aware of the challenges faced on a day to day basis by the care staff. There were three key elements to this strategy:-

    1. Our CEO recorded a weekly communication message that went out to every staff members email account every Friday with updates on what the Chief Officers were doing in relation to the crisis and also to recognise the staff for all the hard work and risks they were taking.
    2. For several weeks the Chief Officers held 'Ask Christine' zoom meetings every day so the staff could drop in with any concerns or just to hear about what was going on. This was a critically important service, with many of the staff commenting after the first wave of the pandemic that this had the biggest impact on making them feel safe.
    3. Every Friday the Communication team would send out an email to all staff bringing them up to speed on developments within the organisation and also from Public Health England. This included updates on use of PPE and changes in lock down law. These emails also included links to the official websites for additional guidance on these matters.

The second area of focus relates to the support of our service users and changing the way support services were provided for the most vulnerable. The key actions / changes to services include the following:-

- The development of a specific group of care staff members willing to support service users that had tested positive for Covid or were self-isolating, whether these services were commissioned or purchased privately. This included additional training and also enhanced pay for the duration of the pandemic.

- As we had to close our group care services, including clubs, to ensure service users were supported we implemented on-line check-in or phone-calls where possible to check-in on service users as often as they needed it. These calls would ensure they were safe and well but also provide some company for these individuals.

- As well as supporting our Regulated Care service users we also needed to support all of our carers while they were at home looking after loved ones. This support normally includes taking the carer out of the home environment and to meet up with other carers for events. Not only to share and learn from other carers but also to have some fun and respite. Due to Covid this was no longer an option so other forms of online-support and respite were implemented. These included:-
    - Regular check ins over the phone or on-line.
    - On-line Pilate's events.
    - On-line Zumba classes.
    - On-line quizzes.
    - Shopping services for those carers looking after someone that was shielding. This included dropping off the shopping at a safe distance and at times, where carers were short of money, we would purchase their essential items for them.

While Covid took up a lot of time and effort during the year we also still wanted to move forward with some of the key activities that were laid out in our original plan for the year.

The most significant activity achieved was the re-brand of our trading name to "TuVida". This had originally been planned for March 2020 however due to Covid this was delayed till September 2020. During the first six months of the year a significant amount of work was done by our Marketing and Communication department to make sure all internal and external stakeholders were informed and kept up to date. On 4th September 2021 we moved to the new trading name and were able to celebrate the start of a new chapter for the organisation albeit from a virtual perspective. Overall the move to the new name was well received by staff, service users and commissioners due to the excellent work done by the Marketing and Communication team.

This new brand has meant a step away from using the Primary Brand of Carers Trust. However we continue to be an active member of Carers Trust, and to that end we use secondary branding showing ourselves as a member, for the purpose of our marketing material.

In November 2019 we were successful in winning a bid for a twelve month pilot for a 24/7 Emergency Call out contract which led to us setting up a 24/7 England wide contact centre which was one of the recommendations from the Aleron review. While the pilot was successful and delivered on its objective unfortunately it was not continued beyond the pilot period. While all indicators suggested it would continue when it came to the decision the funds had to be re-deployed to cope with the rising costs for care of Covid for the NHS. This meant that the continuation of the 24/7 contact centre, as it was, was no longer necessary and not cost effective. Therefore we made the decision to re-organise the entire operations function and reduce the costs of the contact centre.

The first step to this was to move the contact centre to a home based department to answer the calls during out of hour's period with reduced staffing levels due to the reduction in call volumes.

The second step was to re-organise the operations function to have a greater focus on geographical ownership which was also part of the Aleron recommendations. This entailed breaking the "North" and "South" up into three new areas "North", "Central" and "South" with the creation of a number of new roles with greater focus on key areas to improve service user, commissioner and care staff satisfaction.

This creation of these smaller departments would enable greater control, responsibility and accountability of all aspects of operational delivery.

The new roles created as part of this project included:-

- Regional Manager's. The main focus of this role is to oversee the strategic development of the area including holding key relationships with commissioners.
- Area Manager's. The key responsibility of these roles is to oversee the team that deliver the service, including capacity planning, growth in services and to support the Regional Manager with developing the strategic direction of the area.
- Service Managers. Depending on the size of the area it could either be focused on a key geographical area or a key contract within an area. Their role is to oversee the delivery of all services within their area and to make sure they are delivered in the right way and to the right standards.
- Support Worker Supervisors. The main responsibility of this role is to act as the line manager of the care staff allocated to them to support and develop them.
- Care Quality Compliance Officer. The main responsibility for this role is make sure all services delivered by the team are compliant with CQC and to support induction and ongoing training of all front line staff.

As part of the re-organisation and the creation of these new roles the People Team helped us develop a new way for all staff within the organisation to be supported and monitored. This has led to the creation of "Balanced Performance Plans (BPP's)" for all roles and individuals and all staff will have their BPP formally reviewed with their line manager on a monthly basis.

This enables managers to identify areas for training and development and if necessary identify capability issues within the workforce so they can be resolved.

An individual's BPP is made up of five key areas. Areas one to four focus on the current year and area five focuses on the longer term. These areas are:-

1. Results
2. Reputation
3. Relationship
4. Culture
5. Development.

The first four are designed to support the individual with their current role and the fifth one will focus on developing those skills further so their career can progress.

This BPP structure has been designed using the key elements the organisation learned from the journey of trust with the "The Trusted Executive Foundation".

Through these BPP's we continue to develop the triple bottom line, Results, Reputation and Relationship through building a culture of trust throughout the organisation.

One of the few benefits of Covid was that it forced many organisations, including ourselves, to find better ways to work from home or remotely which has driven down the dependence on office bases. As an organisation we established a way of working that enabled us to reduce the number of offices we need with little or no negative impact on staff or the services provided. Therefore during the second half of the year a review of all offices bases was carried out which identified a number of options around closing offices or moving to smaller ones that would reduce our fixed costs and long-term lease liabilities. The first stage of this plan was actioned in March 2021 by closing two offices with no need to replace them. During FY22 we will move into phase two of the plan and move into smaller, more fit for purposes offices, in all areas with the objective to bring those running costs down even more.

During the year there was little or no tender opportunities for the Commercial Team to focus on due to no capacity within Local Authorities and CCG's to work on these. However a number of our larger contracts were up for tender for April 2021 so the team have been able to work with the commissioner of those services to agree a one year extension to April 2022.

In addition there were two income opportunities for services for Covid positive patients that we were able to pick up.

1. The first one was a one-off contract till the end of March 2021 with Havering Borough council to support positive tested patients in that area. This was established a dedicated team with a number of staff from throughout England moving to the area and staying in a local Covid safe hotel and the creation of a sterilised room for staff to wait between calls.

2. The second one was the creation of Covid patient dedicated team for Nottinghamshire County Council using the current work force where we benefitted from increased income levels. Again this required the need to create a sterile room for the team to wait for calls.

Both these contracts were essential to keeping those patients safe and demonstrating the organisation can adapt to changing needs. The staff on these services did have extended time away from families and loved ones to keep them safe.

Despite a strong performance in how we navigated the changing landscape of Covid in supporting service users and staff and the continued investment in our strategic plan this has meant a financial deficit in our finances of £535k.

This has depleted our reserves however the use of the reserves at a time like this is exactly why the organisation holds them. The challenge now is to replace those used reserves and build our level of reserves to our target level.

As an organisation we believe we are in a good position to pick up additional work as the new contracts and income streams come available from Central Government as we move into the "New Normal". However we fully realise and appreciate that while budgets will grow those monies will be squeezed to get more from those funds.

Our job now is to be as responsive and flexible as possible to meet those demands and continue to drive down the cost of care through the use of new technologies and through partnership working.

Financial review

As part of planning for the year in January 2020 the objectives were clear. The plan was to continue building on the investment and work in the previous years to develop the operational and delivery model in line with the recommendations from Aleron. This would include continuing to build the 9 habits of Trust with all employees.

In addition we wanted to focus on developing our commercial skills and knowledge to enable us to meet the evolving needs of our commissioners and support more beneficiaries.

To deliver on these objectives a combination of Designated Reserves of £239k was ring-fenced to fund this growth. This included funds of £91k for the re-brand of our trading name from "Carers Trust East Midlands" to "TuVida" due to this being delayed from March 2020 to Sep 2020.

In addition another £100k was set aside as Designated Reserves to help fund sick pay relating to Covid19 if it started to impact on the organisation. In February 2020, when these plans were set, it was felt the impact would be minimal.

The financial strategy for the year was to generate enough surplus from trading activity to replace the reserves for the following year and the budget was set-up to achieve this.

However towards the end of March 2020 the Covid19 pandemic impacted on the organisation and the whole country with the first national lockdown and it had a significant impact on the financial plans for the year.

It was no longer about growing our income, reach and reserves levels. It became about surviving by minimising the impact as much as possible in the short-term of Covid19 while still being committed to the development areas. This would enable the organisation to be in as a good position as possible for FY22 to start building financial security back-up by being able to pick up new opportunities if they became available.

The impact on income and services delivered was significant.

Carers Support Respite services in the home hours were below budget by 47%. While these services were still Key Worker Services a lot of service users did want staff coming into homes. This has lead to a 36% reduction in associated income compared to the previous year.

Private funded Homecare hours, whether Self Funders or Direct Payments, came in 31% down against budget which has led to a 27% reduction in associated income compared to the previous year.

All Group Care services were closed for the full year and despite some income protection there was a 31% reduction in associated income compared to the previous year.

Any pilot projects being run and funded for by LA's and CCG's ended at the end of the pilot period as opposed to the joint expectations they would continue. This meant the ISaH project ended in August 2020 meaning income was £490k below budget for this service alone.

Despite these impacting trading income has remained flat at £12.8m compared to the previous year. This is due to four main areas:

1. The HomeFirst service for Nottinghamshire County Council expansion continued as planned. This expansion took the annual amount of this contract to £3.6m per annum. This is the third expansion of this contract due to is continued success in support of the discharge process for hospitals in the area. While this was not used for traditional discharges, due to their reduction, the staff were re-directed to support Covid19 patients at home.

2. Havering Borough Council commissioned a one year project to also support Covid19 patients at home worth an annual amount of £348k.

3. The full-year effect of trading income from the mergers with Carers Trust Thames and Crossroads Care North Nott's in the previous year.

4. Covid19 related government grants and funding to support organisations like ours through these times. There were three main streams of income

    a. Covid Job Retention Scheme (Furlough).
    b. Income Protection from local authorities for services the pay for.
    c. Infection Control Grants to help in the planning of service delivery to reduce the spread of Covid19.

While income levels are strong considering the impact of Covid income for the year was £1.2m below budgeted income.

However even though trading income has remained flat the associated costs have increased by 3% compared to the previous year which equates to £418k.

There are two main areas of cost growth on the previous year:-

1. The costs of PPE for care staff has increased by 689% due to Covid. This equates to an additional £286k and was required for four reasons:-

    a. We needed to procure a lot more to protect all our staff delivering services.

    b. There was a shortage of PPE in the first half of the year which was driving price per unit up.

    c. Despite PPE being made available for free from local authorities in the second half of the year it was only available for Regulated Care Services. This meant we still needed to purchase our own to continue delivering Respite Care for carers.

    d. Despite PPE being available it was felt it didn't provide enough protection for our staff who were going into multiple homes a day with some of those living there testing positive for Covid. Therefore a decision was made to purchase higher grade masks to protect and staff and service users to the best of our ability.

2. Office staff and Infrastructure costs increased by 19% which equates to an additional £732k of spend. However this increase was in line with budgeted plans to deliver on the expected of income of £14m and deliver more growth in FY23. It was decided not to cut these costs dramatically as we expected we will need this restructure in FY23 and beyond to build back and starting again would cost even more.

These increased costs have been partially off-set due to Care Staff Gross Pay costs reducing by £428k due to the reduction in income and associated delivery costs.

While Care Staff costs have reduced there was still some additional costs in this area due to the impact of Covid. For the first half of the year the organisation committed to pay the care staff 80% of their standard pay if they were tested positive or had to self-isolate for up to two weeks. Otherwise they would have only been entitled to SSP. While the £100k designated reserves was there to cover this the actual costs were at least twice the amount. However in October 2020 we had to close this down and switch to the legal minimum of SSP due to continued financial pressure from Covid. In addition to the £100k designated fund for Covid sickness we also set up a £25k welfare fund that staff could apply to if they needed financial aid. Applications to this fund were reviewed by some members of the Trustee's so the fund was tightly managed. This fund proved very helpful in supporting some of lower paid workers and in households were multiple members worked for us and had to self-isolate.

Unrestricted funds net movement for the year has decreased by £535k taking the overall unrestricted funds to £1.2m. This is made up £361k of investment from designated funds and a trading deficit of £175k due to the impact of Covid.

In summary, a very challenging year however the organisation has been able to navigate the challenges of Covid and while reserves have reduced by March 2021 the organisation is a strong position for FY22 considering what it could have been like.

This success is due to investments made in the organisation to grow income through new contracts and services and the continued focus on plans to reduce central costs in the future. Over the last few years the organisation has benefitted from economies of scale through efficiency and centralisation of support costs.

Despite the continuing financial challenges from Covid and the anticipated impact of spending cuts and increasing costs we have been able to continue to invest in carer's services and in our workforce. We remain committed to ensuring balance between financially driven decision making and increased margins, set against decisions to invest in charitable services and rewarding our workforce. We know we must remain vigilant and quick to act as the environment continues to change around us.

Reserves Policy

At 31 March our general free reserves were £1,037k, being our unrestricted reserves less fixed assets.

Our target level of reserves is £2,505k with a tolerance of + or – 5% which gives an acceptable band of £2,280k-£2,630k. This has been set by looking at our working capital requirements and the certainty of our income streams in the foreseeable future in order to ensure that we continue to meet current obligations to beneficiaries.

There is a shortfall of £1,468k between our target and actual general free reserves. We plan to make up the shortfall by generating a surplus for the next two financial years. This will be achieved through our growth plans for our trading activities which includes our Health Projects. Development of Charitable objectives will continue to grow however some surplus must be held back to achieve our Reserves target.

Principal Funding Sources			
East Midlands Crossroads - Caring for Carers received funds from the below public sources through service agreements.			
	£		
Age UK West Sussex	46,350		
Buckinghamshire County Council	90,677		
City of York Council	103,823		
Dementia Concern	61,188		
Derbyshire County Council	13,346		
Ealing Borough Council	100,000		
Havering Borough Council	425,670		
Leicester County Council	13,726		
Leicester Royal Infirmary	312,000		
London Borough of Redbridge	256,168		
Milton Keynes Council	251,040		
NHS Derby City & Derbyshire CCG	12,457		
NHS Milton Keynes CCG	36,523		
NHS Nottingham and Nottinghamshire CCG	2,122,254		
Northampstonshire Carers Association	223,200		
Nottingham City Council	462,619		
Nottinghamshire County Council	4,206,113		
Reading Borough Council	328,198		
Sherwood Forest Trust Hospitals NHS	109,725		
West Sussex County Council	590,113		
Wokingham Borough Council	136,317		
Others (Below £1,000)	63,039		

Risk Management

The Trustees recognise the importance of Risk Management within the framework of governance and internal control. The Trustees continue to review the major risks to which the charity is exposed, and systems have been established to mitigate those risks. A risk management strategy has been implemented comprising

- A review of the Risk Register every quarter at the Trustee meeting.
- The establishment of systems and procedures to mitigate those risks identified in the review.

The principals adopted as part of the risk review includes a focus on efficiency and effectiveness including automation where possible. This will enable the organisation to adapt to the austerity challenges with the industry which pose the greatest risk of the next five years.

Plans for future periods

Following a significant deficit in the previous year due to Covid19 and the continued various investments the plan for the new financial year is to focus on stabilizing the charities finances. At the beginning of the financial year there are still a lot of uncertainties due to Covid19 and the continued restrictions on the country's populous.

That being the case the overall financial objective for the year is to generate a small surplus from financial improvements that can be built upon in years to come.

There are four key areas of focus which will be worked on as part of the plan to achieve this. Those four areas are:-

1 = Commercial Plan

Following the agreement to extend the key contracts in the Nottinghamshire area for hospital discharge services there will be increased focus to get these back up to target to assist with the anticipated winter pressures on hospitals. This will put the organisation in a good position to be a trusted partner to support with further work in this area if needed.

This also includes the objective to grow and develop Respite for Carers and Homecare services in all areas through a focused recruitment drive and review of demand in each area.

A key area of this will be Nottinghamshire where there is a need for those patients discharged from hospital into the organisation to come off those short-term contracts onto longer term Homecare contracts.

While the traditional Homecare market remains a challenging area to recruit if this objective can be achieved it will relieve pressure on the discharge services which in turn enables more discharges.

2 = Optimisation

This area of work will focus on the utilisation of field base care staff through the use and development of systems and processes for a more efficient deployment of the work force and which will also bring down the cost of care.

The two system developments are:-

1. Quicker access to Care Plans. The objective here is to develop an on-line care plan within our rostering system which will enable a dedicated Assessment Team to create the care plan in the individual's home with the use of a laptop and printer. The benefit of this will be quicker access to care plan information for care staff and the reduction of a heavy admin burden on the office staff so they can focus on more value adding tasks.

2. The second one is an automated rostering system within Webroster called Optimiser. In addition to reducing the long-term need for office staff to roster manually it will also have the following benefits related to the deployment of the field care work force:-

a. Reduced journey time between calls.

b. Increased capacity for contract time from the workforce.

c. Reduced expenses costs per call.

d. The reduction of travel time and mileage through this is also part of our plan to reduce our carbon footprint as recommended following the latest ESOS review.

3 = Organisational Structure and Workforce Development

Following the re-organisation of the operations area at the end of the previous year into the new "North", "Central" and "South" structure and the creation of new roles a key area of focus in FY22 is the continued implementation and bedding in of this new structure.

This will include the implementation of a "Balanced Performance Plan (BPP)" for every staff member which will identify key areas of role responsibilities and development needs and will lead to the development of a training programme around these new roles.

The objective of this is to ensure all staff are in the right roles and that they all have a development plan to grow within the organisation.

4 = Increased financial focus

Due to the level of financial uncertainty at the beginning of the year it has been agreed that the budget will be re-cut as often as needed to create a new forecast for the year. This will be done at least every quarter if not every month. Each new forecast will be reviewed by the Trustee's and Chief Officers to ensure the target of breakeven or slightly better is still on track. And if not plans will be adjusted accordingly straight away to get the organisation back on track.

At the beginning of the year when looking at results we will focus on the following key headlines:

- Trading income is expected to shrink by 10% to £11.8m
- £0.4m relates to the expectation Furlough and other Covid19 related grants end March 2022.
- The remaining income reduction is from the assumption there will be no additional services commissioned by CCG's and LA's and that the traditional Homecare market will be slow to build back-up.
- Trading costs are planned to shrink by 11% mainly due to the reduction in income and associated work reduction. While there is an overall reduction in care staff costs they do include a 2% increase in pay due to the increase in the National Living Wage. Costs are also dropping due to the reduction in costs for PPE following the implantation of the Government Portal to now access these for free. In addition the costs of premises is reducing by 22% due to the closure of some offices following the implementation of the working from home strategy for some roles.
- This will delivery a small trading suplus of £43k.
- Unrestricted Reserves at the end of FY2022 are budgeted to be at £1.3m.

These key areas of focus will be continuation of the work to change our operational structure and delivery model in line with Aleron recommendations, continue to build the habits of trust with all employees and to develop our commercial skills and knowledge to enable us to support more beneficiaries.

Our priorities will be set around delivering the triple bottom line "Results, Relationships and Reputation".

The external strategy will include developing partnerships including continue to work with the Ambassadors to raise our profile and also work closely with Carers Trust to support them and the wider network.

Following our CEO's appointment as a member of The Parliamentary Review (re-named to The Leaders Council) we will continue to work with that group to raise the profile of carers and the challenges faced within the Health and Social Care Sector to lobby for positive change.

Working with other network partners will continue to be part of our strategy for the future. Mergers and partnerships are only one way to bring together collective strength to ensure the survival of our organisations and also give rise to opportunities for growth. Collaboration and sharing services is another way to bring down central costs and remain competitive.

In addition, we will continue to support the carers' organisation "Cuidadores" in Portugal to support the development of Carers services in and around Porto. This small social enterprise is ground-breaking in a Country with little or no formal support for carers. It is a privilege to support them and we have much to learn from their culture and experience.

While Covid19 had a significant impact on our financial plans we remain committed to continue the transformational work we have invested heavily in and also to continue with the plans following the re-brand. We want the new name 'TuVida' to create a positive focus in a year when there is so much difficulty relating to the pandemic.

Structure, governance and management

The organisation is a charitable Company Limited by guarantee incorporated on 21 November 1995, and registered as a charity on 22 December 1995. The governing documents are its memorandum and articles of association as amended by special resolution dated 4 November 2020.

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

Mrs C Alexander	(Resigned 9 July 2020)
Mrs E Convery	
Mr D T Y Liu	
Mrs A Roberts	
Mr N Stringfellow	
Mr R Thomas	(Resigned 22 July 2020)
Mr I Turnbull	

The Charity recruits trustees following the guidance set by the National Council for Voluntary Organisations.

The first stage of recruiting trustees is to identify any key areas where specific skills and experiences would be beneficial to the organisation. This is carried out by undertaking a risk assessment of the organisation and a skill audit of the Board of Trustees. Once the 'gaps' have been identified Carers Trust East Midlands will approach suitable professional bodies to engage with potential candidates.

Candidates are invited for an interview and if successful they are inducted and trained for their role following the guidance of 'The Good Trustee Guide'. New trustees are encouraged and supported to visit our various localities around the country and meet some of our workforce and see services in operation.

Additional training is offered to our trustees when it is appropriate, and we review our board development programme each year. The Board of Trustees have enjoyed past presentations from our solicitor about the roles and responsibilities of trustees as well as undertaking board development with some of the ADVANCE Mentors from Carers Trust.

Carers Trust East Midlands is affiliated to the Carers Trust Association and works within the framework of national policies, procedures and standards to ensure a high-quality service to carers and the people they care for. In additional to this support, additional guidance is available from Carers Trust on all areas of activity.

Decision Making

The Board of trustees provide strategic governance and decision making for the charity's operations supporting the Chief Executive and senior leadership team to effectively carry out day to day operational activities. The full Board meets quarterly with a robust sub-committee structure in place to deal with detailed discussions and decisions between Board meetings. All Trustees give their time freely and no trustee remuneration was paid in the year.

Key Personnel Remuneration Policy

Salary reviews are carried out each year by the Trustee Board. However, a review does not guarantee a pay rise and there is no contractual right to an annual pay rise. Staff will be informed of the review in writing.

Communication With Employees and Volunteers

Providing employees and volunteers systematically with info or matters of concern to them as employees and volunteers

With the employment of a full time Communications and PR manager and part-time videographer and content manager, CTEM were able to significantly improve how we engaged and communicated with our staff and volunteers. Our CEO now sends a monthly video to everyone in the organisation, including trustees, providing information about significant developments in the organisation, sharing news and inviting feedback about how the organisation is doing and ideas of how we can improve our services and support for them. During COVID-19 pandemic in 2020, these increased to weekly videos. We now provide bi-weekly newsletters which includes new benefits for our staff, e.g. our employee assistance programme, significant organisational changes, e.g. our re-brand, good news stories about staff, clients and organisational achievements. We also communicate via email and text and during COVID-19, text was an efficient way of sending urgent short information to all our staff as well as links to the CEO videos.

Consulting employees or their representatives and volunteers on a regular basis so their views can be taken into account in making decisions likely to affect their interests

Every year we carry out a staff survey which includes a range of issues including, communications, resources to do their job, training and development, support provided and feedback on things we do well as well areas we could improve on. During the year we also carried out a Trust survey to measure the level of trust within the organisation with a key aspect being trust in their line manager and senior staff. On a quarterly basis we hold staff meetings for all our frontline staff, also providing an opportunity for consultation and feedback on previous issues and ideas raised. In 2019 we set up a 'virtual' suggestion box plus physical ones in each office. These have been useful for staff to raise some issues and ideas especially around our re-brand taking place in 2020. Our re-brand staff roadshows in every locality during November and December provided staff with an opportunity to meet the CEO and Chief Officers and to raise issues, offer ideas face to face.

Encouraging involvement in the company's performance through share scheme/others

As a charity, we don't operate a share scheme. However, we do operate a scheme to encourage staff to 'introduce a friend' to work with us and for this they receive a small payment if the friend is successfully recruited. This encourages staff to be ambassadors for the organisation and recommend other great people to work for us. This scheme assists us with our recruitment which is a sector wide challenge for all organisations providing health and social care. In the coming years, we will be considering whether to introduce a performance related pay structure. Our volunteers have an annual picnic celebration during volunteers week where we thank them for their contribution to the organisation and provide them with a small gift and certificate of thanks.

Achieving common awareness on part of all of the financial and economic factors affecting performance of the company

Every year, we review the pay levels within the organisation and depending on the financial performance the previous year, the Chief Officers will decide if we can afford a pay rise or cost of living award for staff (in addition to any legal obligations, e.g. national minimum wage rates). In the letter sent to staff, we provide a statement about the performance of the company. In April 2020, due to COVID-19, we informed staff that any decision about a pay rise or cost of living award had been delayed until the impact of the pandemic on the financial position can be assessed. In October we were able to award pay increases to all frontline staff with pay for office based staff frozen till the Financial Year 2022.
The CEO videos have referenced the financial state of the health and social care sector as a whole and how as an organisation we are responding to this to ensure our resources are used effectively and efficiently.

Disabled Employees
Applications for employment by disabled persons are always fully and fairly considered, bearing in mind the aptitude and ability of the applicant concerned. In the event of members of staff becoming disabled every effort is made to ensure that their employment within the charity continues and that appropriate training is arranged. It continues to be the policy of the charity that the training, career development and promotion of disabled persons should as far as is feasible be identical to that of other employees.

Auditor
In accordance with the company's articles, a resolution proposing that Rogers Spencer be reappointed as auditor of the company will be put at a General Meeting.

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

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

.....
Mr I Turnbull
Trustee

Date: 22/12/21

EAST MIDLANDS CROSSROADS-CARING FOR CARERS TRADING AS TU VIDA

STATEMENT OF TRUSTEES' RESPONSIBILITIES

FOR THE YEAR ENDED 31 MARCH 2021

The trustees, who are also the directors of East Midlands Crossroads-Caring For Carers for the purpose of company law, are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

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

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

- select suitable accounting policies and then apply them consistently;

- observe the methods and principles in the Charities SORP;

- make judgements and estimates that are reasonable and prudent;

- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and

- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

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

EAST MIDLANDS CROSSROADS-CARING FOR CARERS TRADING AS TU VIDA

INDEPENDENT AUDITOR'S REPORT

TO THE TRUSTEES OF EAST MIDLANDS CROSSROADS-CARING FOR CARERS

Opinion

We have audited the financial statements of East Midlands Crossroads-Caring For Carers (the 'charity') for the year ended 31 March 2021 which comprise the statement of financial activities, the balance sheet, the statement of cash flows and the notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2021 and of its incoming resources and application of resources, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

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

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

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

Matters on which we are required to report by exception

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

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

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

Responsibilities of trustees

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

Auditor's responsibilities for the audit of the financial statements

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

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud, is detailed below.

The extent to which the audit was considered capable of detecting irregularities including fraud
Our approach to identifying and assessing the risk 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 group through discussions with trustees and other management, and from our knowledge and experience of the charity sector and grant providers;
- 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 charity, including the Companies Act 2006, Charities Act 2011, taxation legislation and data protection, anti-bribery, employment, environmental and health and safety legislation;
- 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 charity'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;
- Considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations; and
- Understanding the design of the charity's remuneration policies.

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 in note 2 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:

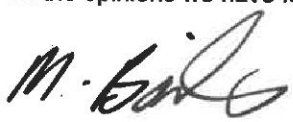
- Agreeing financial statement disclosures to underlying supporting documentation;
- Reading the minutes of meetings of those charged with governance;
- Enquiring of management as to actual and potential litigation and claims; and
- Reviewing correspondence with HMRC, relevant regulators and the company's 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 trustees 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 is available on the Financial Reporting Council's website at: https://www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an 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.



Melvin Bailey (Senior Statutory Auditor)
for and on behalf of Rogers Spencer

22/12/21

Chartered Accountants
Statutory Auditor

Newstead House
Pelham Road
Nottingham
NG5 1AP

EAST MIDLANDS CROSSROADS-CARING FOR CARERS TRADING AS TU VIDA

STATEMENT OF FINANCIAL ACTIVITIES INCLUDING INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 31 MARCH 2021

Current financial year

	Notes	Unrestricted funds 2021 £	Restricted funds 2021 £	Total 2021 £	Total 2020 £
Income from:					
Donations and legacies	3	80,346	-	80,346	544,369
Charitable activities	4	12,791,532	-	12,791,532	12,828,746
Investments	5	2,249	-	2,249	21,224
Total income		12,874,127	-	12,874,127	13,394,339
Expenditure on:					
Charitable activities	6	13,411,783	32,630	13,444,413	13,330,610
Net (expenditure)/income for the year/ Net movement in funds		(537,656)	(32,630)	(570,286)	63,729
Fund balances at 1 April 2020		1,699,683	137,635	1,837,318	1,773,589
Fund balances at 31 March 2021		1,162,027	105,005	1,267,032	1,837,318

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

All income and expenditure derive from continuing activities.

The statement of financial activities also complies with the requirements for an income and expenditure account under the Companies Act 2006.

EAST MIDLANDS CROSSROADS-CARING FOR CARERS TRADING AS TU VIDA

STATEMENT OF FINANCIAL ACTIVITIES (CONTINUED) INCLUDING INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 31 MARCH 2021

Prior financial year

	Notes	Unrestricted funds 2020 £	Restricted funds 2020 £	Total 2020 £
Income from:				
Donations and legacies	3	439,364	105,005	544,369
Charitable activities	4	12,828,746	-	12,828,746
Investments	5	21,224	-	21,224
Total income		13,289,334	105,005	13,394,339
Expenditure on:				
Charitable activities	6	13,321,033	9,577	13,330,610
Net (expenditure)/income for the year/ Net movement in funds		(31,699)	95,428	63,729
Fund balances at 1 April 2019		1,731,382	42,207	1,773,589
Fund balances at 31 March 2020		1,699,683	137,635	1,837,318

EAST MIDLANDS CROSSROADS-CARING FOR CARERS TRADING AS TU VIDA

BALANCE SHEET

AS AT 31 MARCH 2021

	Notes	2021 £	2021 £	2020 £	2020 £
Fixed assets					
Tangible assets	11		125,519		129,387
Current assets					
Debtors	12	1,072,208		1,339,887	
Cash at bank and in hand		883,615		1,118,368	
		1,955,823		2,458,255	
Creditors: amounts falling due within one year	13	(814,310)		(750,324)	
Net current assets			1,141,513		1,707,931
Total assets less current liabilities			1,267,032		1,837,318
Income funds					
Restricted funds	15		105,005		137,635
Unrestricted funds					
Designated funds	16	103,422		464,236	
General unrestricted funds		1,058,605		1,235,447	
			1,162,027		1,699,683
			1,267,032		1,837,318

The financial statements were approved by the Trustees on 22/12/21

Mr N Stringfellow
Trustee

Mr I Turnbull
Trustee

Company Registration No. 03128681

EAST MIDLANDS CROSSROADS-CARING FOR CARERS TRADING AS TU VIDA

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 31 MARCH 2021

	Notes	2021 £	2021 £	2020 £	2020 £
Cash flows from operating activities					
Cash absorbed by operations	23		(196,434)		(406,931)
Investing activities					
Purchase of tangible fixed assets		(40,568)		(86,230)	
Investment income received		2,249		21,224	
Net cash used in investing activities			(38,319)		(65,006)
Net cash used in financing activities			-		-
Net decrease in cash and cash equivalents			(234,753)		(471,937)
Cash and cash equivalents at beginning of year			1,118,368		1,590,305
Cash and cash equivalents at end of year			883,615		1,118,368

1 Accounting policies

Charity information
East Midlands Crossroads-Caring For Carers is a private company limited by guarantee incorporated in England and Wales. The registered office is 19 Pelham Road, Nottingham, NG5 1AP.

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

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

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

1.2 Going concern
At the time of approving the financial statements, the trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. Thus the trustees continue to adopt the going concern basis of accounting in preparing the financial statements.

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

Designated funds comprise funds which have been set aside at the discretion of the trustees for specific purposes. The purposes and uses of the designated funds are set out in the notes to the financial statements.

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

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

Income from government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the charitable company has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charitable company; this is normally upon notification of the interest paid or payable by the Bank.

1 Accounting policies **(Continued)**

1.5 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. Expenditure is classified under the following activity headings.

Expenditure on charitable activities includes the costs of its activities and services for beneficiaries it includes both costs that can be directly allocated to such activities and those costs of an indirect nature necessary to support them.

Other expenditure represents those items not falling into any other heading.

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

Allocation of support costs

Support costs are those that assist the work of the charitable company but do not directly represent charitable activities and include office costs, governance costs, administrative payroll costs. They are incurred directly in support of expenditure on the objects of the charity and include project management carried out at Headquarters. Where support costs cannot be directly attributed to headings, they have been allocated to cost of raising funds and expenditure on charitable activities on a basis consistent with the use of the resources. Overheads have been allocated pro rata based on staff time.

1.6 Tangible fixed assets

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

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

Leasehold improvements	12.5% straight line
Fixtures and fittings	20% straight line
Computers	33.3% straight line
Motor vehicles	25% straight line

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

Individual assets costing less than £500 are not generally capitalised.

1.7 Impairment of fixed assets

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

1.8 Cash and cash equivalents

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

1 Accounting policies **(Continued)**

1.9 Financial instruments

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

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

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

Basic financial assets

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

Basic financial liabilities

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

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

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

Derecognition of financial liabilities

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

1.10 Employee benefits

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

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

1.11 Pensions

The pension costs charged in the financial statements represent the contribution payable by the charitable company during the year and are apportioned pro-rata across activities based on staff time.

2 Critical accounting estimates and judgements

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

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

3 Donations and legacies

	Unrestricted funds	Restricted funds	Total	Unrestricted funds	Restricted funds	Total
	2021	**2021**	**2021**	2020	2020	2020
	£	**£**	**£**	£	£	£
Donations and gifts	80,346	-	80,346	439,364	105,005	544,369
Donations and gifts						
Donations and legacies	80,346	-	80,346	76,463	105,005	181,468
Donations on merger	-	-	-	361,341	-	361,341
Grant income	-	-	-	1,560	-	1,560
	80,346	-	80,346	439,364	105,005	544,369

4 Charitable activities

	Regulated Care 2021 £	Carers Hub 2021 £	Total 2021 £	Regulated Care 2020 £	Carers Hub 2020 £	Total 2020 £
Direct billing	2,165,666	-	2,165,666	3,054,091	-	3,054,091
Spot contracts	727,776	-	727,776	817,685	-	817,685
Service agreements	8,026,863	1,194,699	9,221,562	7,785,792	1,139,667	8,925,459
Grant income	613,203	-	613,203	-	-	-
Other income	63,325	-	63,325	31,511	-	31,511
	11,596,833	1,194,699	12,791,532	11,689,079	1,139,667	12,828,746
Analysis of grant income						
CJRS grants	346,090	-	346,090	-	-	-
Infection control grants	219,503	-	219,503	-	-	-
Workforce grants	47,610	-	47,610	-	-	-
	613,203	-	613,203	-	-	-

5 Investments

	Unrestricted funds 2021 £	Unrestricted funds 2020 £
Interest receivable	2,249	21,224

6 Charitable activities

	Regulated Care 2021 £	Carers Hub 2021 £	Other 2021 £	Total 2021 £	Regulated Care 2020 £	Carers Hub 2020 £	Other 2020 £	Total 2020 £
Staff costs	7,625,581	-	-	7,625,581	8,017,309	-	-	8,017,309
Mobile telephones	123,703	11,803	28,471	163,977	140,006	4,301	7,837	152,144
Care assistants recruitment expenses	46,286	-	-	46,286	27,337	-	17,570	44,907
Care assistants travel expenses	618,046	-	-	618,046	666,867	-	-	666,867
Care assistants protective clothing / alarms	285,799	-	-	285,799	36,923	-	-	36,923
Day centre costs	6,434	-	-	6,434	29,897	-	-	29,897
Hub direct costs	-	37,937	-	37,937	-	41,647	-	41,647
Training & conferences	27,037	-	-	27,037	17,278	-	14,751	32,029
Raising funds	-	-	216	216	-	-	216	216
	8,732,886	49,740	28,687	8,811,313	8,935,617	45,948	40,374	9,021,939
Share of support costs (see note 7)	1,310,782	712,830	2,556,303	4,579,915	1,206,440	717,917	2,330,124	4,254,481
Share of governance costs (see note 7)	-	-	53,185	53,185	840	-	53,350	54,190
	10,043,668	762,570	2,638,175	13,444,413	10,142,897	763,865	2,423,848	13,330,610
Analysis by fund								
Unrestricted funds	10,011,038	762,570	2,638,175	13,411,783	10,133,320	763,865	2,423,848	13,321,033
Restricted funds	32,630	-	-	32,630	9,577	-	-	9,577
	10,043,668	762,570	2,638,175	13,444,413	10,142,897	763,865	2,423,848	13,330,610

7 Support costs

	Support costs	Governance costs	2021	Support costs	Governance costs	2020
	£	£	£	£	£	£
Staff costs	3,436,221	-	3,436,221	2,869,487	-	2,869,487
Depreciation	44,436	-	44,436	40,856	-	40,856
Admin travel	75,277	-	75,277	222,537	-	222,537
Establishment	307,407	-	307,407	284,208	-	284,208
Computer software	198,736	-	198,736	162,349	-	162,349
Consultants costs	143,728	-	143,728	363,640	-	363,640
Marketing	67,301	-	67,301	16,840	-	16,840
Bad debts	45,867	-	45,867	2,488	-	2,488
Admin recruitment	6,000	-	6,000	-	-	-
Other costs	254,942	-	254,942	292,076	-	292,076
Audit fees	-	21,915	21,915	-	10,728	10,728
Legal and professional	-	13,282	13,282	-	27,268	27,268
Bank charges	-	17,988	17,988	-	16,194	16,194
	4,579,915	53,185	4,633,100	4,254,481	54,190	4,308,671
Analysed between Charitable activities	4,579,915	53,185	4,633,100	4,254,481	54,190	4,308,671

Governance costs includes payments to the auditors of £21,915 (2020- £10,728) for audit fees.

8 Net movement in funds

	2021	2020
	£	£
Net movement in funds is stated after charging/(crediting)		
Fees payable to the company's auditor for the audit of the company's financial statements	21,915	10,728
Depreciation of owned tangible fixed assets	44,436	40,856

9 Trustees

No members of the Board of Trustees were reimbursed expenses during the year.

Remuneration of a Director (Trustee) who is employed by the company is permitted under certain conditions as specified by paragraph 5.29 of the Articles of Association.

Mrs C Alexander was a Director until 9 July 2020 and an employee during the full year. Her employee benefits during the period she was a director amounted to £27,300 (2020: £108,426).

10 Employees

The average number of employees during the year was:

	2021 Number	2020 Number
Care support workers	502	525
Support staff	112	96
Total	614	621

Employment costs	2021 £	2020 £
Wages and salaries	9,997,316	9,860,834
Social security costs	710,634	709,340
Pension costs	199,946	199,873
Termination payments	59,781	27,543
Apprenticeship levy	24,068	25,402
	10,991,745	10,822,992

The number of employees whose annual remuneration was more than £60,000 is as follows:

	2021 Number	2020 Number
60,000 - 69,999	3	3
70,000 - 79,999	1	1
80,000 - 89,999	1	-
100,000 - 109,999	-	1
120,000 - 129,999	1	-

During the year the charity operated a defined contribution pension scheme in respect of 531 employees (2020: 564 employees).

11 Tangible fixed assets

	Leasehold improvements	Fixtures and fittings	Computers	Motor vehicles	Total
	£	£	£	£	£
Cost					
At 1 April 2020	97,244	137,252	230,122	29,117	493,735
Additions	13,820	1,998	24,750	-	40,568
At 31 March 2021	111,064	139,250	254,872	29,117	534,303
Depreciation and impairment					
At 1 April 2020	48,903	121,046	183,361	11,038	364,348
Depreciation charged in the year	8,124	3,716	25,098	7,498	44,436
At 31 March 2021	57,027	124,762	208,459	18,536	408,784
Carrying amount					
At 31 March 2021	54,037	14,488	46,413	10,581	125,519
At 31 March 2020	48,341	16,206	46,761	18,079	129,387

12 Debtors

	2021	2020
Amounts falling due within one year:	£	£
Trade debtors	978,743	1,177,083
Other debtors	-	5,448
Prepayments and accrued income	93,465	157,356
	1,072,208	1,339,887

13 Creditors: amounts falling due within one year

	Notes	2021	2020
		£	£
Other taxation and social security		179,854	193,789
Deferred income	14	149,088	69,852
Trade creditors		208,026	108,285
Other creditors		153,233	176,346
Accruals and deferred income		124,109	202,052
		814,310	750,324

14 Deferred income

	2021	2020
	£	£
Other deferred income	149,088	69,852

15 Restricted funds

The income funds of the charity include restricted funds comprising the following unexpended balances of donations and grants held on trust for specific purposes:

		Movement in funds				
	Balance at 1 April 2019	Incoming resources	Resources expended	Balance at 1 April 2020	Resources expended	Balance at 31 March 2021
	£	£	£	£	£	£
Minibus fund	7,023	-	(7,023)	-	-	-
Childrens respite	32,630	-	-	32,630	(32,630)	-
Crossroads Care - SC	2,554	-	(2,554)	-	-	-
Wheatley donation	-	105,005	-	105,005	-	105,005
	42,207	105,005	(9,577)	137,635	(32,630)	105,005

The following restricted funds have been identified

Children's respite - To fund a respite project for children.

Wheatley donation - Legacy received to be applied in the Worthing area.

16 Designated funds

The income funds of the charity include the following designated funds which have been set aside out of unrestricted funds by the trustees for specific purposes:

	Balance at 1 April 2019	Resources expended	Transfers	Balance at 1 April 2020	Resources expended	Balance at 31 March 2021
	£	£	£	£	£	£
Building improvements	50,000	(7,903)	-	42,097	-	42,097
Chrissia fund	27,354	-	(27,354)	-	-	-
Covid 19 sick pay	-	-	100,000	100,000	(100,000)	-
Crossroads Care - HCY	232,269	(98,519)	-	133,750	(76,500)	57,250
Crossroads Care - SC	10,059	(10,059)	-	-	-	-
Human resources	104,000	(57,146)	-	46,854	(46,854)	-
Portugal investment to develop a partnership to support carers	36,224	(32,149)	-	4,075	-	4,075
Re-brand investment	96,470	-	-	96,470	(96,470)	-
Transformation projects	358,815	(317,825)	-	40,990	(40,990)	-
	915,191	(523,601)	72,646	464,236	(360,814)	103,422

17 Analysis of net assets between funds

	Unrestricted funds 2021	Restricted funds 2021	Total 2021	Unrestricted funds 2020	Restricted funds 2020	Total 2020
	£	£	£	£	£	£
Fund balances at 31 March 2021 are represented by:						
Tangible assets	125,519	-	125,519	129,387	-	129,387
Current assets/ (liabilities)	1,036,508	105,005	1,141,513	1,570,296	137,635	1,707,931
	1,162,027	105,005	1,267,032	1,699,683	137,635	1,837,318

18 Operating lease commitments

At the reporting end date the charity had outstanding commitments for future minimum lease payments under non-cancellable operating leases, which fall due as follows:

	2021	2020
	£	£
Within one year	176,808	190,762
Between two and five years	329,643	331,881
In over five years	-	11,040
	506,451	533,683

18 Operating lease commitments

(Continued)

19 Related party transactions

Remuneration of key management personnel
The remuneration of key management personnel is as follows.

	2021	2020
	£	£
Aggregate compensation	502,354	528,694

During the year, IT services totalling £nil (2020: £575) was provided by Inck Design. This business is owned by the son of Mr R Thomas (Trustee - resigned 22 July 2020).

The following relatives of Directors received employee benefits during the year. This is permitted under paragraph 5.4 of the Articles of Association.

Mr I Turnbull (Trustee) is married to Mrs M Turnbull (Head of Finance). Mrs M Turnbull's employee benefits for the year amounted to £42,289 (2020: £42,000).

Mrs C Alexander (Trustee until 9 July 2020 and Chief Executive Officer) is married to Mr S Tetley (Director of Corporate Services). Mr S Tetley's employee benefits for the year amounted to £77,106 (2020: £76,650).

20 Affiliated Organisations

The charity is affiliated to Carers Trust, a network of charities with similar objectives. The address for Carers Trust is 32-36 Lowman Street, London, SE1 QEH.

21 Company Limited by Guarantee

Each of the members of the company are liable to contribute to the assets of the charity in the event of the charity being wound up an amount not exceeding £1. At the date of these accounts there were 5 guarantee members.

22 Investment

Upon the completion of the managed takeover of Carers Trust Thames, East Midlands Crossroads – Caring for Carers acquired 50% of the share capital of MK Community Shop (Kingston) Limited. This is a private company limited by shares, incorporated in England and Wales. The company number is 02799626 and the registered office address is 2 Burners Lane, Kiln Farm, Milton Keynes, Bucks, MK11 3HB.

A gift aid donation of £nil (2020: £25,000) has been provided as a debtor in these financial statements. This represents the share of profits owed to East Midlands Crossroads – Caring for Carers at 31st March 2021.

23	Cash generated from operations	2021 £	2020 £
	(Deficit)/surpus for the year	(570,286)	63,729
	Adjustments for:		
	Investment income recognised in statement of financial activities	(2,249)	(21,224)
	Depreciation and impairment of tangible fixed assets	44,436	40,856
	Movements in working capital:		
	Decrease/(increase) in debtors	267,679	(112,857)
	(Decrease)/increase in creditors	(15,250)	81,050
	Increase/(decrease) in deferred income	79,236	(458,485)
	Cash absorbed by operations	(196,434)	(406,931)

24 Analysis of changes in net funds

The charity had no debt during the year.