

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

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Auditor

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Bankers

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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.

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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 key 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 Health 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.

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- 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.

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- 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.

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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.

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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.

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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 led 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 its 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 they 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.

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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 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 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 where 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 in 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.

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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		
Northamptonshire 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		

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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.

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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 surplus 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.

**EAST MIDLANDS CROSSROADS-CARING FOR CARERS
TRADING AS TU VIDA
TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2021**

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 addition to this support, additional guidance is available from Carers Trust on all areas of activity.

EAST MIDLANDS CROSSROADS-CARING FOR CARERS
TRADING AS TU VIDA
TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2021

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.

EAST MIDLANDS CROSSROADS-CARING FOR CARERS TRADING AS TU VIDA TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2021

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.

**EAST MIDLANDS CROSSROADS-CARING FOR CARERS
TRADING AS TU VIDA
TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2021**

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.

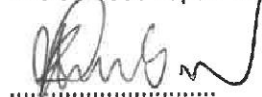
Auditor

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.

EAST MIDLANDS CROSSROADS-CARING FOR CARERS' TRADING AS TU VIDA

INDEPENDENT AUDITOR'S REPORT (CONTINUED)

TO THE TRUSTEES OF EAST MIDLANDS CROSSROADS-CARING FOR CARERS

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.

EAST MIDLANDS CROSSROADS-CARING FOR CARERS
TRADING AS TU VIDA
INDEPENDENT AUDITOR'S REPORT (CONTINUED)
TO THE TRUSTEES OF EAST MIDLANDS CROSSROADS-CARING FOR CARERS

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.

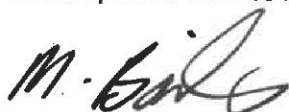
Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

**EAST MIDLANDS CROSSROADS-CARING FOR CARERS
TRADING AS TU VIDA
INDEPENDENT AUDITOR'S REPORT (CONTINUED)
TO THE TRUSTEES OF EAST MIDLANDS CROSSROADS-CARING FOR CARERS**

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

		Unrestricted funds 2021 £	Restricted funds 2021 £	Total 2021 £	Total 2020 £
	Notes				
<u>Income from:</u>					
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
<u>Expenditure on:</u>					
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

		Unrestricted funds 2020 £	Restricted funds 2020 £	Total 2020 £
	Notes			
<u>Income from:</u>				
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
<u>Expenditure on:</u>				
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

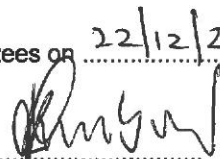
EAST MIDLANDS CROSSROADS-CARING FOR CARERS
TRADING AS TU VIDA
BALANCE SHEET
AS AT 31 MARCH 2021

	Notes	2021 £	£	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	
		<u>1,955,823</u>		<u>2,458,255</u>	
Creditors: amounts falling due within one year	13	<u>(814,310)</u>		<u>(750,324)</u>	
Net current assets			1,141,513		1,707,931
Total assets less current liabilities			<u>1,267,032</u>		<u>1,837,318</u>
Income funds					
Restricted funds	15		105,005		137,635
<u>Unrestricted funds</u>					
Designated funds	16	103,422		464,236	
General unrestricted funds		<u>1,058,605</u>		<u>1,235,447</u>	
			1,162,027		1,699,683
			<u>1,267,032</u>		<u>1,837,318</u>

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 £	£	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

EAST MIDLANDS CROSSROADS-CARING FOR CARERS
TRADING AS TU VIDA
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021

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.

EAST MIDLANDS CROSSROADS-CARING FOR CARERS
TRADING AS TU VIDA
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2021

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.

EAST MIDLANDS CROSSROADS-CARING FOR CARERS
TRADING AS TU VIDA
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2021

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.

EAST MIDLANDS CROSSROADS-CARING FOR CARERS
TRADING AS TU VIDA
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2021

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

EAST MIDLANDS CROSSROADS-CARING FOR CARERS
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NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2021

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
	<u>11,596,833</u>	<u>1,194,699</u>	<u>12,791,532</u>	<u>11,689,079</u>	<u>1,139,667</u>	<u>12,828,746</u>
Analysis of grant income						
CJRS grants	346,090	-	346,090	-	-	-
Infection control grants	219,503	-	219,503	-	-	-
Workforce grants	47,610	-	47,610	-	-	-
	<u>613,203</u>	<u>-</u>	<u>613,203</u>	<u>-</u>	<u>-</u>	<u>-</u>

5 Investments

	Unrestricted funds 2021 £	Unrestricted funds 2020 £
Interest receivable	<u>2,249</u>	<u>21,224</u>

**EAST MIDLANDS CROSSROADS-CARING FOR CARERS
TRADING AS TU VIDA
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2021**

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

EAST MIDLANDS CROSSROADS-CARING FOR CARERS
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NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2021

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
	<u>4,579,915</u>	<u>53,185</u>	<u>4,633,100</u>	<u>4,254,481</u>	<u>54,190</u>	<u>4,308,671</u>
Analysed between						
Charitable activities	<u>4,579,915</u>	<u>53,185</u>	<u>4,633,100</u>	<u>4,254,481</u>	<u>54,190</u>	<u>4,308,671</u>

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	<u>44,436</u>	<u>40,856</u>

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).

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NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2021

10 Employees

The average number of employees during the year was:

	2021	2020
	Number	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	2020
	Number	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).

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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

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NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2021

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
	<u>42,207</u>	<u>105,005</u>	<u>(9,577)</u>	<u>137,635</u>	<u>(32,630)</u>	<u>105,005</u>

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.

EAST MIDLANDS CROSSROADS-CARING FOR CARERS
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NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2021

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 31 March 2021 £	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)	-
	<u>915,191</u>	<u>(523,601)</u>	<u>72,646</u>	<u>464,236</u>	<u>(360,814)</u>	<u>103,422</u>

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
	<u>1,162,027</u>	<u>105,005</u>	<u>1,267,032</u>	<u>1,699,683</u>	<u>137,635</u>	<u>1,837,318</u>

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
	<u>506,451</u>	<u>533,683</u>

EAST MIDLANDS CROSSROADS-CARING FOR CARERS
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FOR THE YEAR ENDED 31 MARCH 2021

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.

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23	Cash generated from operations	2021	2020
		£	£
	(Deficit)/surplus 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.		