

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

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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.

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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.

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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.

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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.

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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.

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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.

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(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 in 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.

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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
Northamptonshire 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.

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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.

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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.

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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.

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

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 addition 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.

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

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.

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

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.

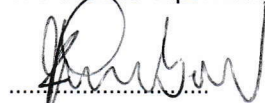
Auditor

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 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.

**EAST MIDLANDS CROSSROADS-CARING FOR CARERS
TRADING AS TUVIDA
INDEPENDENT AUDITOR'S REPORT (CONTINUED)**

TO THE MEMBERS 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.

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

EAST MIDLANDS CROSSROADS-CARING FOR CARERS

TRADING AS TUVIDA

INDEPENDENT AUDITOR'S REPORT (CONTINUED)

TO THE MEMBERS 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.

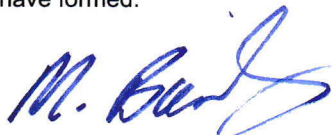
A further description of our responsibilities is available on the Financial Reporting Council's website at: <https://www.frc.org.uk/auditorsresponsibilities>. This description forms part of our auditor's report.

**EAST MIDLANDS CROSSROADS-CARING FOR CARERS
TRADING AS TUVIDA
INDEPENDENT AUDITOR'S REPORT (CONTINUED)**

TO THE MEMBERS OF EAST MIDLANDS CROSSROADS-CARING FOR CARERS

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

		Unrestricted funds 2022 £	Restricted funds 2022 £	Total 2022 £	Total 2021 £
	Notes				
<u>Income from:</u>					
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		<u>12,054,017</u>	<u>-</u>	<u>12,054,017</u>	<u>12,874,127</u>
<u>Expenditure on:</u>					
Charitable activities	6	<u>12,245,010</u>	<u>-</u>	<u>12,245,010</u>	<u>13,444,413</u>
Net expenditure for the year/ Net movement in funds		(190,993)	-	(190,993)	(570,286)
Fund balances at 1 April 2021		<u>1,162,027</u>	<u>105,005</u>	<u>1,267,032</u>	<u>1,837,318</u>
Fund balances at 31 March 2022		<u><u>971,034</u></u>	<u><u>105,005</u></u>	<u><u>1,076,039</u></u>	<u><u>1,267,032</u></u>

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

		Unrestricted funds 2021 £	Restricted funds 2021 £	Total 2021 £
	Notes			
<u>Income from:</u>				
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		<u>12,874,127</u>	<u>-</u>	<u>12,874,127</u>
<u>Expenditure on:</u>				
Charitable activities	6	<u>13,411,783</u>	<u>32,630</u>	<u>13,444,413</u>
Net expenditure for the year/ Net movement in funds		(537,656)	(32,630)	(570,286)
Fund balances at 1 April 2020		<u>1,699,683</u>	<u>137,635</u>	<u>1,837,318</u>
Fund balances at 31 March 2021		<u><u>1,162,027</u></u>	<u><u>105,005</u></u>	<u><u>1,267,032</u></u>

EAST MIDLANDS CROSSROADS-CARING FOR CARERS
TRADING AS TUVIDA
BALANCE SHEET
AS AT 31 MARCH 2022

	Notes	2022 £	£	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	
		<u>1,625,359</u>		<u>1,955,823</u>	
Creditors: amounts falling due within one year	13	(636,232)		(814,310)	
Net current assets			<u>989,127</u>		<u>1,141,513</u>
Total assets less current liabilities			<u>1,076,039</u>		<u>1,267,032</u>
Income funds					
Restricted funds	15		105,005		105,005
<u>Unrestricted funds</u>					
Designated funds	16	103,422		103,422	
General unrestricted funds		<u>867,612</u>		<u>1,058,605</u>	
			<u>971,034</u>		<u>1,162,027</u>
			<u>1,076,039</u>		<u>1,267,032</u>

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 £	£	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

EAST MIDLANDS CROSSROADS-CARING FOR CARERS

TRADING AS TUVIDA

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2022

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.

EAST MIDLANDS CROSSROADS-CARING FOR CARERS
TRADING AS TUVIDA
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2022

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 TUVIDA
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2022

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
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FOR THE YEAR ENDED 31 MARCH 2022

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

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NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
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5 Investments

	Unrestricted funds	Unrestricted funds
	2022	2021
	£	£
Interest receivable	99	2,249
	<u>99</u>	<u>2,249</u>

EAST MIDLANDS CROSSROADS-CARING FOR CARERS
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NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2022

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
	<u>7,386,874</u>	<u>54,588</u>	<u>25,860</u>	<u>7,467,322</u>	<u>8,732,886</u>	<u>49,740</u>	<u>28,687</u>	<u>8,811,313</u>
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
	<u>8,996,514</u>	<u>788,493</u>	<u>2,460,003</u>	<u>12,245,010</u>	<u>10,043,668</u>	<u>762,570</u>	<u>2,638,175</u>	<u>13,444,413</u>
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
	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>32,630</u>	<u>-</u>	<u>-</u>	<u>32,630</u>

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NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2022

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
	<u>4,712,843</u>	<u>64,845</u>	<u>4,777,688</u>	<u>4,579,915</u>	<u>53,185</u>	<u>4,633,100</u>
Analysed between						
Charitable activities	<u>4,712,843</u>	<u>64,845</u>	<u>4,777,688</u>	<u>4,579,915</u>	<u>53,185</u>	<u>4,633,100</u>

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	<u>45,961</u>	<u>44,436</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 £nil (2021: £27,300).

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10 Employees

The average number of employees during the year was:

	2022	2021
	Number	Number
Care support workers	385	502
Support staff	119	112
Total	<u>504</u>	<u>614</u>

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
	<u>10,092,690</u>	<u>10,991,745</u>

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

	2022	2021
	Number	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).

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FOR THE YEAR ENDED 31 MARCH 2022

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

EAST MIDLANDS CROSSROADS-CARING FOR CARERS
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NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2022

14 Deferred income

	2022	2021
	£	£
Other deferred income	101,175	149,088
	<u>101,175</u>	<u>149,088</u>

Deferred income is included in the financial statements as follows:

	2022	2021
	£	£
Deferred income is included within:		
Current liabilities	101,175	149,088
	<u>101,175</u>	<u>149,088</u>
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
	<u>101,175</u>	<u>149,088</u>
Deferred income at 31 March 2022	<u>101,175</u>	<u>149,088</u>

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	Resources	Balance at	Movement	Balance at
	1 April 2020	expended	1 April 2021	in funds	31 March 2022
	£	£	£	Incoming	£
				resources	
				31	
				March	
				2022	
				£	£
Childrens respite	32,630	(32,630)	-	-	-
Wheatley donation	105,005	-	105,005	-	105,005
	<u>137,635</u>	<u>(32,630)</u>	<u>105,005</u>	<u>-</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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FOR THE YEAR ENDED 31 MARCH 2022

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)	-	-	-
	<u>464,236</u>	<u>(360,814)</u>	<u>103,422</u>	<u>-</u>	<u>103,422</u>

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
	<u>971,034</u>	<u>105,005</u>	<u>1,076,039</u>	<u>1,162,027</u>	<u>105,005</u>	<u>1,267,032</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:

	2022 £	2021 £
Within one year	163,950	176,808
Between two and five years	204,161	329,643
	<u>368,111</u>	<u>506,451</u>

**EAST MIDLANDS CROSSROADS-CARING FOR CARERS
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FOR THE YEAR ENDED 31 MARCH 2022**

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.

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NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 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
	<u> </u>	<u> </u>
Cash absorbed by operations	(146,895)	(196,434)
	<u> </u>	<u> </u>
25 Analysis of changes in net funds		
The charity had no debt during the year.		

