

**Charity registration number 1051649**

**Company registration number 03128681 (England and Wales)**

**EAST MIDLANDS CROSSROADS-CARING FOR CARERS**

**TRADING AS TUVIDA**

**ANNUAL REPORT AND FINANCIAL STATEMENTS**

**FOR THE YEAR ENDED 31 MARCH 2023**

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

---

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

---

# **EAST MIDLANDS CROSSROADS-CARING FOR CARERS**

## **TRADING AS TUVIDA**

### **CONTENTS**

---

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

---

# **EAST MIDLANDS CROSSROADS-CARING FOR CARERS**

## **TRADING AS TUVIDA**

### **TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT)**

#### **FOR THE YEAR ENDED 31 MARCH 2023**

---

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

The financial statements have been prepared in accordance with the accounting policies set out in note 1 to the financial statements and comply with the charity's governing document, the Companies Act 2006 and "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)" (effective 1 January 2019).

#### **Objectives and activities**

The charity is also known as TuVida.

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

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

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

Our service objectives are:

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

How our activities deliver public benefit

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

**EAST MIDLANDS CROSSROADS-CARING FOR CARERS  
TRADING AS TUVIDA  
TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)  
FOR THE YEAR ENDED 31 MARCH 2023**

---

**Achievements and performance**

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

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

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

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

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

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

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

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

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

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

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

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

# **EAST MIDLANDS CROSSROADS-CARING FOR CARERS**

## **TRADING AS TUVIDA**

### **TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)**

#### **FOR THE YEAR ENDED 31 MARCH 2023**

---

#### ***Grow our services through new partnerships across the UK***

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

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

#### ***Attract and retain the best talent available in the sector***

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

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

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

#### ***Support our Leaders to Succeed***

This programme of work had two strands;

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

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

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

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

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

**EAST MIDLANDS CROSSROADS-CARING FOR CARERS  
TRADING AS TUVIDA  
TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)  
FOR THE YEAR ENDED 31 MARCH 2023**

---

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

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

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

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

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

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

***Review our Business Model***

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

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

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

***Strategic and external activity***

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

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

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

**EAST MIDLANDS CROSSROADS-CARING FOR CARERS  
TRADING AS TUVIDA  
TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)  
FOR THE YEAR ENDED 31 MARCH 2023**

---

**Financial review**

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

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

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

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

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

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

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

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

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

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

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

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

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

Income came in above budget for several reasons:

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



**EAST MIDLANDS CROSSROADS-CARING FOR CARERS  
TRADING AS TUVIDA  
TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)  
FOR THE YEAR ENDED 31 MARCH 2023**

---

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

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

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

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

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

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

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

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

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

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

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

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

**EAST MIDLANDS CROSSROADS-CARING FOR CARERS  
TRADING AS TUVIDA  
TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)  
FOR THE YEAR ENDED 31 MARCH 2023**

---

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

**Reserves Policy**

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

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

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

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

**EAST MIDLANDS CROSSROADS-CARING FOR CARERS**  
**TRADING AS TUVIDA**  
**TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2023**

**Principal Funding Sources**

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

Buckinghamshire County Council	95,528
Bury County Council	55,965
Cheshire West & Chester Council	186,351
City of York Council	22,471
Dementia Concern	15,297
Greater Nottinghamshire and Nottingham ICB	204,976
Havering Borough Council	56,219
Herefordshire Council	79,998
Leicester County Council	13,383
London Borough of Redbridge	202,427
Marie Curie	40,945
Metropolitan Borough of Wirral	38,751
Milton Keynes Council	132,605
NHS Cheshire & Merseyside ICB	77,282
NHS Greater Manchester ICB	54,810
NHS Northeast ICB	123,712
NHS Sussex ICB	22,398
North Northamptonshire Council	741,488
Northamptonshire Carers Association	223,200
Nottingham City Council	361,417
Reading Borough Council	199,671
Rochdale County Council	46,767
Salford County Council	48,435
Stockport Council	213,129
West Northamptonshire County Council	38,297
West Sussex County Council	621,170
Wirral Council	46,385
Wokingham Borough Council	146,055
Others (Below £1,000)	14,880

**Risk Management**

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

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

# **EAST MIDLANDS CROSSROADS-CARING FOR CARERS**

## **TRADING AS TUVIDA**

### **TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)**

#### **FOR THE YEAR ENDED 31 MARCH 2023**

---

#### **Plans for future periods**

##### **Introduction**

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

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

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

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

##### **Financial Plans**

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

Our plans are:

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

##### **New HFRS Contract**

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

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

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

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

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

##### **Grow our services through new partnerships across the UK.**

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

##### **Attract and retain the best talent available in our sector.**

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

**EAST MIDLANDS CROSSROADS-CARING FOR CARERS  
TRADING AS TUVIDA  
TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)  
FOR THE YEAR ENDED 31 MARCH 2023**

---

***Focus on becoming an employer of choice.***

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

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

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

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

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

***Demonstrate the impact of our work.***

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

***Develop our Foundations.***

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

***Support our Leaders to Succeed***

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

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

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

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

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

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

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

**EAST MIDLANDS CROSSROADS-CARING FOR CARERS  
TRADING AS TUVIDA  
TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)  
FOR THE YEAR ENDED 31 MARCH 2023**

---

**Structure, governance and management**

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

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

Mrs E Convery

Mr D T Y Liu

Mrs A Roberts

Mr N Stringfellow

Mr I Turnbull

Mrs K Cook

(Appointed 10 May 2023)

The charity recruits trustees following the guidance set by the National Council for Voluntary Organisations.

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

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

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

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

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

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

**Decision Making**

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

**Key Personnel Remuneration Policy**

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

**EAST MIDLANDS CROSSROADS-CARING FOR CARERS  
TRADING AS TUVIDA  
TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)  
FOR THE YEAR ENDED 31 MARCH 2023**

---

**Communication with Employees and Volunteers**

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

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

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

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

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

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

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

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

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

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

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

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

**EAST MIDLANDS CROSSROADS-CARING FOR CARERS  
TRADING AS TUVIDA  
TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)  
FOR THE YEAR ENDED 31 MARCH 2023**

---

**Disabled Employees**

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

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

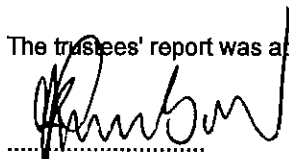
**Auditor**

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

**Disclosure of information to auditor**

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

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



.....  
Mr I Turnbull

**Trustee**

Date: 21/12/23 .....



**EAST MIDLANDS CROSSROADS-CARING FOR CARERS**  
**TRADING AS TUVIDA**  
**STATEMENT OF TRUSTEES' RESPONSIBILITIES**  
**FOR THE YEAR ENDED 31 MARCH 2023**

---

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

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

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

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

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

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

## **TO THE MEMBERS OF EAST MIDLANDS CROSSROADS-CARING FOR CARERS**

---

### **Opinion**

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

In our opinion, the financial statements:

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

### **Basis for opinion**

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

### **Conclusions relating to going concern**

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

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

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

### **Other information**

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

We have nothing to report in this regard.

### **Opinions on other matters prescribed by the Companies Act 2006**

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

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

**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.

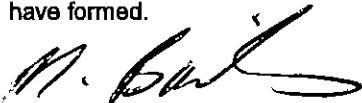
A further description of our responsibilities is available on the Financial Reporting Council's website at: <https://www.frc.org.uk/auditorsresponsibilities>. This description forms part of our auditor's report.

**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**

*21/12/23*  
.....

**Chartered Accountants  
Statutory Auditor**

Newstead House  
Pelham Road  
Nottingham  
NG5 1AP

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

**FOR THE YEAR ENDED 31 MARCH 2023**

**Current financial year**

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

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

All income and expenditure derive from continuing activities.

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

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

**FOR THE YEAR ENDED 31 MARCH 2023**

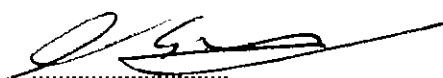
**Prior financial year**

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

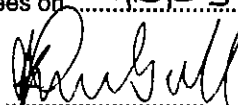
**EAST MIDLANDS CROSSROADS-CARING FOR CARERS**  
**TRADING AS TUVIDA**  
**BALANCE SHEET**  
**AS AT 31 MARCH 2023**

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

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



Mr N Stringfellow  
Trustee



Mr I Turnbull  
Trustee

Company registration number 03128681



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

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

**EAST MIDLANDS CROSSROADS-CARING FOR CARERS**  
**TRADING AS TUVIDA**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2023**

---

**1 Accounting policies**

**Charity Information**

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

**1.1 Accounting convention**

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

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

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

**1.2 Going concern**

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

**1.3 Charitable funds**

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

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

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

**1.4 Income**

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

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

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

**EAST MIDLANDS CROSSROADS-CARING FOR CARERS**  
**TRADING AS TUVIDA**  
**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2023**

---

**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 2023**

---

**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 TUVIDA**  
**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2023**

**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**

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

**EAST MIDLANDS CROSSROADS-CARING FOR CARERS**  
**TRADING AS TUVIDA**  
**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2023**

**4 Charitable activities**

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

**5 Investments**

	Unrestricted funds 2023 £	Unrestricted funds 2022 £
Interest receivable	<u>3,562</u>	<u>99</u>

**EAST MIDLANDS CROSSROADS-CARING FOR CARERS  
TRADING AS TUVIDA  
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)  
FOR THE YEAR ENDED 31 MARCH 2023**

**6 Charitable activities**

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

**EAST MIDLANDS CROSSROADS-CARING FOR CARERS**  
**TRADING AS TUVIDA**  
**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2023**

**7 Support costs**

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

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

**8 Net movement in funds**

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

**9 Trustees**

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



**EAST MIDLANDS CROSSROADS-CARING FOR CARERS**  
**TRADING AS TUVIDA**  
**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2023**

**10 Employees**

The average number of employees during the year was:

	<b>2023</b>	<b>2022</b>
	<b>Number</b>	<b>Number</b>
Care support workers	435	385
Support staff	136	119
<b>Total</b>	<b>571</b>	<b>504</b>

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

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

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

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

**11 Taxation**

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

**EAST MIDLANDS CROSSROADS-CARING FOR CARERS**  
**TRADING AS TUVIDA**  
**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2023**

**12 Tangible fixed assets**

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

**13 Debtors**

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

**14 Creditors: amounts falling due within one year**

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

**EAST MIDLANDS CROSSROADS-CARING FOR CARERS**  
**TRADING AS TUVIDA**  
**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2023**

**15 Loans and overdrafts**

	<b>2023</b>	<b>2022</b>
	<b>£</b>	<b>£</b>
Bank loans	95,094	-
	<u>95,094</u>	<u>-</u>
Payable within one year	95,094	-
	<u>95,094</u>	<u>-</u>

**16 Deferred Income**

	<b>2023</b>	<b>2022</b>
	<b>£</b>	<b>£</b>
Other deferred income	83,105	101,175
	<u>83,105</u>	<u>101,175</u>

Deferred income is included in the financial statements as follows:

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

**EAST MIDLANDS CROSSROADS-CARING FOR CARERS**  
**TRADING AS TUVIDA**  
**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2023**

**17 Restricted funds**

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

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

The following restricted funds have been identified

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

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

**18 Designated funds**

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

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

**EAST MIDLANDS CROSSROADS-CARING FOR CARERS**  
**TRADING AS TUVIDA**  
**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2023**

**19 Analysis of net assets between funds**

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

**20 Operating lease commitments**

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

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

**21 Related party transactions**

**Remuneration of key management personnel**

The remuneration of key management personnel is as follows.

	2023 £	2022 £
Aggregate compensation	<u>614,556</u>	<u>549,571</u>

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

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

**22 Affiliated Organisations**

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

**EAST MIDLANDS CROSSROADS-CARING FOR CARERS**  
**TRADING AS TUVIDA**  
**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2023**

**23 Company Limited by Guarantee**

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

**24 Investment**

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

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

**25 Charity Merger**

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

<b>26 Cash generated from operations</b>	<b>2023</b>	<b>2022</b>
	<b>£</b>	<b>£</b>
Surplus/(deficit) for the year	246,389	(190,993)
Adjustments for:		
Investment income recognised in statement of financial activities	(3,562)	(99)
Depreciation and impairment of tangible fixed assets	52,128	45,961
Movements in working capital:		
(Increase)/decrease in debtors	(496,422)	176,314
Increase/(decrease) in creditors	337,353	(130,165)
(Decrease) in deferred income	(18,070)	(47,913)
<b>Cash generated from/(absorbed by) operations</b>	<b>117,816</b>	<b>(146,895)</b>

**27 Analysis of changes in net funds**

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