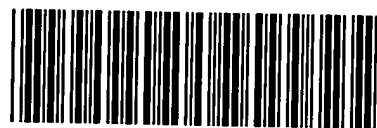


Charity registration number 1051649

Company registration number 03128681 (England and Wales)

EAST MIDLANDS CROSSROADS-CARING FOR CARERS
TRADING AS TUVIDA
ANNUAL REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2024

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

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

EAST MIDLANDS CROSSROADS-CARING FOR CARERS TRADING AS TUVIDA CONTENTS

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EAST MIDLANDS CROSSROADS-CARING FOR CARERS TRADING AS TUVIDA TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) FOR THE YEAR ENDED 31 MARCH 2024

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

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

Objectives and activities

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

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

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

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

We deliver three key services:

- Community Care
- Hospital Discharge
- Information and Guidance

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

We will:

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

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

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

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

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

EAST MIDLANDS CROSSROADS-CARING FOR CARERS TRADING AS TUVIDA TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2024

How our activities deliver public benefit

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

Achievements and performance

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

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

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

Financial Plans

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

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

New Home First Reablement Service (HFRS) Contract

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

We:

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

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

EAST MIDLANDS CROSSROADS-CARING FOR CARERS TRADING AS TUVIDA TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2024

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

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

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

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

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

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

Grow our services through new partnerships across the UK.

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

Attract and retain the best talent available in our sector.

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

Focus on becoming an employer of choice.

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

EAST MIDLANDS CROSSROADS-CARING FOR CARERS

TRADING AS TUVIDA

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

FOR THE YEAR ENDED 31 MARCH 2024

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

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

Demonstrate the Impact of our work.

- Developed delivery and mobilisation plans for existing services and new services through tenders and fundraising. Templates and guidance developed to support future business opportunities.
- Work began to improve our reporting capabilities for our Hub services along with development of case studies for social media and contract monitoring demonstrating the impact of our work. More work is required in this area of work and will be included in our new strategy. A top-level impact report was produced and shared across the organisations, with stakeholders and posted on our website.

Develop our Foundations.

- We carried out the largest engagement plan to inform our new strategy speaking to and consulting our beneficiaries, staff, stakeholders and partners and the public through an online survey. Our three-year strategy was completed by the end of the year and included our new vision and 'the TuVida way' to enhance our culture and values. This will be implemented from April 2024.
- We continued to develop relationships with funders and commissioners via partnerships and stakeholder engagement, in West Northamptonshire, West Sussex and with Carers Trust and other Network Partners.

Support our Leaders to Succeed

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

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

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

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

EAST MIDLANDS CROSSROADS-CARING FOR CARERS TRADING AS TUVIDA TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2024

Strategic and external activity

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

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

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

Financial review

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

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

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

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

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

1. Daily, and at times hourly, monitoring of the HFRS hours of care to maximise the income opportunity. This was achieved by November 2023 through this diligent over-sight and ensuring care in the field was delivered in an effective and efficient way.
2. The cutting of costs specifically focused on reducing office-based post in corporate teams. This led to a headcount reduction of 13 positions delivering a monthly saving of £37k. In addition other cost cutting was implemented including: -
 - a. Reduction in the senior staffing costs.
 - a. Reduction in travel and meeting costs to essential only.
 - b. Reduced recruitment activity to essential field-based care staff only.
3. The third and final element of the plan related to cashflow management in the face of the deficit and redundancy costs to deliver the cost savings. To achieve this, negotiations took place with Social Investment Bank (SIB) whom the charity already had a relationship with following the merger with Crossroads Together in FY2023. SIB agreed to a new loan agreement to pay off the old loan and provide the charity with some cash investment to ensure cash reserves were available. The loan agreed was for £250k to be paid back over a 36-month period with the first year being interest only payments.

EAST MIDLANDS CROSSROADS-CARING FOR CARERS

TRADING AS TUVIDA

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

FOR THE YEAR ENDED 31 MARCH 2024

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

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

Income came in below budget for a number of reasons:

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

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

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

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

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

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

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

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

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

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

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TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2024**

Reserves Policy

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

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

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

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

Principal Funding Sources

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

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

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

FOR THE YEAR ENDED 31 MARCH 2024

Risk Management

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

Plans for future periods

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

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

Our Services:

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

Our People:

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

Our Partnerships:

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

**EAST MIDLANDS CROSSROADS-CARING FOR CARERS
TRADING AS TUVIDA
TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2024**

Our Business:

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

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

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

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

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

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

Structure, governance and management

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

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

Mrs E Convery

Mrs K Cook

(Appointed 10 May 2023)

Mr D T Y Liu

Mrs A Roberts (Vice-Chair)

Mr N Stringfellow (Treasurer)

Mr I Turnbull (Chair)

EAST MIDLANDS CROSSROADS-CARING FOR CARERS

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

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

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

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

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

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

Decision Making

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

Key Personnel Remuneration Policy

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

**EAST MIDLANDS CROSSROADS-CARING FOR CARERS
TRADING AS TUVIDA
TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2024**

Communication with Employees and Volunteers

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

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

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

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

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

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

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

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

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

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

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

Disabled Employees

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

**EAST MIDLANDS CROSSROADS-CARING FOR CARERS
TRADING AS TUVIDA
TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2024**

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

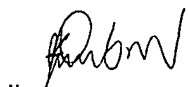
Auditor

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

Disclosure of information to auditor

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

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



Mr I Turnbull (Chair)
Trustee

Date: 18/12/2024

EAST MIDLANDS CROSSROADS-CARING FOR CARERS
TRADING AS TUVIDA
STATEMENT OF TRUSTEES' RESPONSIBILITIES
FOR THE YEAR ENDED 31 MARCH 2024

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

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

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

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

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

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

Opinion

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

In our opinion, the financial statements:

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

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

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

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

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

**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.

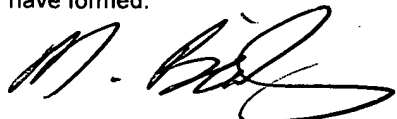
There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance 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**

19/12/24

**Chartered Accountants
Statutory Auditor**

Newstead House
Pelham Road
Nottingham
NG5 1AP

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

FOR THE YEAR ENDED 31 MARCH 2024

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

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

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

**EAST MIDLANDS CROSSROADS-CARING FOR CARERS
TRADING AS TUVIDA
BALANCE SHEET**

AS AT 31 MARCH 2024

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

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

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



Mr N Stringfellow (Treasurer)
Trustee



Mr I Turnbull (Chair)
Trustee

Company registration number 03128681 (England and Wales)

EAST MIDLANDS CROSSROADS-CARING FOR CARERS
TRADING AS TUVIDA
STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 MARCH 2024

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

EAST MIDLANDS CROSSROADS-CARING FOR CARERS

TRADING AS TUVIDA

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2024

1 Accounting policies

Charity information

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

1.1 Accounting convention

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

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

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

1.2 Going concern

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

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

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

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

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

1.3 Charitable funds

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

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

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

EAST MIDLANDS CROSSROADS-CARING FOR CARERS
TRADING AS TUVIDA
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2024

1 Accounting policies

(Continued)

1.4 Income

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

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

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

1.5 Expenditure

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

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

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

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

Allocation of support costs

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

1.6 Tangible fixed assets

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

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

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

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

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

EAST MIDLANDS CROSSROADS-CARING FOR CARERS
TRADING AS TUVIDA
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2024

1 Accounting policies

(Continued)

1.7 Impairment of fixed assets

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

1.8 Cash and cash equivalents

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

1.9 Financial instruments

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

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

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

Basic financial assets

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

Basic financial liabilities

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

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

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

Derecognition of financial liabilities

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

1.10 Employee benefits

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

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

EAST MIDLANDS CROSSROADS-CARING FOR CARERS
TRADING AS TUVIDA
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2024

1 Accounting policies

(Continued)

1.11 Pensions

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

2 Critical accounting estimates and judgements

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

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

3 Donations and legacies

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

4 Charitable activities

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

EAST MIDLANDS CROSSROADS-CARING FOR CARERS
TRADING AS TUVIDA
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2024

5 Income from investments

	Unrestricted funds 2024 £	Unrestricted funds 2023 £
Interest receivable	<u>6,509</u>	<u>3,562</u>

EAST MIDLANDS CROSSROADS-CARING FOR CARERS
TRADING AS TUVIDA
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2024

6 Expenditure on charitable activities

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

EAST MIDLANDS CROSSROADS-CARING FOR CARERS
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NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2024

7 Support costs allocated to activities

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

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

8 Net movement in funds

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

EAST MIDLANDS CROSSROADS-CARING FOR CARERS
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NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2024

9 Auditor's remuneration

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

10 Trustees

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

11 Employees

The average number of employees during the year was:

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

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

EAST MIDLANDS CROSSROADS-CARING FOR CARERS
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NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2024

11 Employees

(Continued)

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

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

Remuneration of key management personnel

The remuneration of key management personnel is as follows:

	2024	2023
	£	£
Aggregate compensation	649,966	614,556
	<u> </u>	<u> </u>

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

12 Taxation

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

EAST MIDLANDS CROSSROADS-CARING FOR CARERS
TRADING AS TUVIDA
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2024

13 Tangible fixed assets

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

14 Debtors

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

15 Loans and overdrafts

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

EAST MIDLANDS CROSSROADS-CARING FOR CARERS
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NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2024

16 Creditors: amounts falling due within one year

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

17 Creditors: amounts falling due after more than one year

	Notes	2024 £	2023 £
Bank loans	15	<u>217,529</u>	<u>-</u>

18 Deferred income

	2024 £	2023 £
Other deferred income	<u>37,563</u>	<u>83,105</u>

Deferred income is included in the financial statements as follows:

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

EAST MIDLANDS CROSSROADS-CARING FOR CARERS
TRADING AS TUVIDA
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2024

19 Restricted funds

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

	At 1 April 2023 £	Incoming resources £	Resources expended £	At 31 March 2024 £
Wheatley Donation	105,005	-	(105,005)	-
Respite Care Relief - Carers of Dementia Clients	-	2,000	(2,000)	-
Home From Home	-	233,434	(5,904)	227,530
	<u>105,005</u>	<u>235,434</u>	<u>(112,909)</u>	<u>227,530</u>
Previous year:	At 1 April 2022 £	Incoming resources £	Resources expended £	At 31 March 2023 £
Wheatley donation	<u>105,005</u>	<u>-</u>	<u>-</u>	<u>105,005</u>

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

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

Respite Care Relief - Carers of Dementia Clients

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

Home from Home

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

EAST MIDLANDS CROSSROADS-CARING FOR CARERS
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NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2024

20 Unrestricted funds

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

	At 1 April 2023 £	Incoming resources £	Resources expended £	At 31 March 2024 £
Building improvements	36,088	-	(26,966)	9,122
General funds	1,181,335	11,930,306	(12,636,333)	475,308
	<u>1,217,423</u>	<u>11,930,306</u>	<u>(12,663,299)</u>	<u>484,430</u>
Previous year:	At 1 April 2022 £	Incoming resources £	Resources expended £	At 31 March 2023 £
Building improvements	42,097	-	(6,009)	36,088
Crossroads Care - HCY	57,250	-	(57,250)	-
Portugal investment to develop a partnership to support carers	4,075	-	(4,075)	-
General funds	867,612	12,853,070	(12,539,347)	1,181,335
	<u>971,034</u>	<u>12,853,070</u>	<u>(12,606,681)</u>	<u>1,217,423</u>

Building Improvements

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

21 Analysis of net assets between funds

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

EAST MIDLANDS CROSSROADS-CARING FOR CARERS
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FOR THE YEAR ENDED 31 MARCH 2024

21 Analysis of net assets between funds

(Continued)

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

22 Operating lease commitments

Lessee

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

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

23 Related party transactions

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

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

24 Affiliated Organisations

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

25 Company Limited by Guarantee

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

EAST MIDLANDS CROSSROADS-CARING FOR CARERS
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NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2024

26 Investment

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

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

27 Analysis of changes in net debt

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

28 Charity Merger

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

29 Cash generated from operations

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