

**THE CARE FORUM**  
**(A COMPANY LIMITED BY GUARANTEE)**

**TRUSTEES' REPORT AND FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2025**

**THE CARE FORUM**  
**(A COMPANY LIMITED BY GUARANTEE)**

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**THE CARE FORUM**  
**(A COMPANY LIMITED BY GUARANTEE)**

**REFERENCE AND ADMINISTRATIVE DETAILS OF THE CHARITY, ITS TRUSTEES AND ADVISERS**  
**FOR THE YEAR ENDED 31 MARCH 2025**

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**Trustees**                      D Cottam (resigned 30 July 2024)  
   J Allen  
   G Barnes  
   R Butcher  
   S Okoro (appointed 1 January 2025)

**Company registered**  
**number**                      03170666

**Charity registered**  
**number**                      1053817

**Registered office**              The Vassall Centre  
   Gill Avenue  
   Bristol  
   BS16 2QQ

**Company secretary**        Kevin Peltonen-Messenger

**Independent auditors**        Bishop Fleming Audit Limited  
   Chartered Accountants  
   10 Temple Back  
   Bristol  
   BS1 6FL

**Bankers**                        CAF Bank Limited  
   25 Kings Hill Avenue  
   Kings Hill  
   West Malling  
   Kent  
   ME19 4JQ

**Solicitors**                      Quality Solicitors Burroughs Day  
   18-21 Queen Square  
   Bristol  
   BS1 5PT

**THE CARE FORUM  
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**CHAIRMAN'S STATEMENT  
FOR THE YEAR ENDED 31 MARCH 2025**

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The Chair presents her statement for the year.

This past year has been one of continued success for TCF, strengthening our bond with both evolving communities and existing partners.

Our innovative and practical approach to supporting recently displaced refugees continues to be widely praised both strategically and by the people we support. I would like to thank the volunteers from across the communities we work with who have supported us with cooking, crafts and wellbeing courses. We can't thank you enough.

Additionally, we are thrilled to celebrate our success in winning multiple Healthwatch contracts across the South West of England. These tenders highlight our continued ability to represent and amplify community voices in health and social care decision-making, ensuring that the needs and experiences of local populations are at the forefront of service delivery.

Our collaboration with Bristol City Council to support the understanding and implementation of Therapeutic Communities has been another key milestone this year. This initiative is driving a deeper awareness of the importance of lived experience and therapeutic approaches as a model of care. Furthermore, we are proud to have supported the development of Domestic Abuse Lived Experience Panels, ensuring the voices of survivors are central to shaping and improving domestic abuse services.

This year, TCF has created a range of lived experience and student placement opportunities, enriching our insight and strategic contributions. We are incredibly proud and grateful for the volunteers, students, and individuals with lived experience who amplify our communities' voices and aspirations. Their input has been instrumental in areas such as substance misuse services, domestic abuse support for women, our Ageing Well panels, and our growing collaborations with academic institutions across the region.

Despite the continued financial challenges, we have managed to retain key contracts and secure several new or restructured delivery contracts, ensuring a degree of financial stability.

Our Senior Leadership team have worked hard to create a compassionate high-performing staff base. It is because of our staff and our volunteers that we continue to grow our delivery portfolio whilst remaining true to our core values.

As I reflect on the past year's achievements, I must also acknowledge the great loss of our former Chair, David Cottam. David was a passionate leader whose dedication to social inclusion made a lasting impact on TCF and the community we serve. I am grateful for his leadership and commitment over the years. As we move forward, I hope we can honour his legacy by building on the dedication he brought to our work.

Signed by:  
  
1FE8A193DA2249D...  
J Allen  
Chair of Trustees

Date: 13 March 2026 | 16:31 GMT

## **THE CARE FORUM (A COMPANY LIMITED BY GUARANTEE)**

### **TRUSTEES' REPORT FOR THE YEAR ENDED 31 MARCH 2025**

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The Trustees present their Annual Report together with the audited financial statements of the Charity for the year to 31 March 2025. The Annual Report serves the purposes of both a Trustees' report and a directors' report under company law. The Trustees confirm that the Annual Report and financial statements of the charitable company comply with the current statutory requirements, the requirements of the charitable company's governing document and the provisions of the Statement of Recommended Practice (SORP) applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) (effective 1 January 2019).

Since the Charity qualifies as small under section 382 of the Companies Act 2006, the Strategic Report required of medium and large companies under the Companies Act 2006 (Strategic Report and Directors' Report) Regulations 2013 has been omitted.

#### **Structure, Governance and Management**

The Care Forum is a charitable company limited by guarantee and governed by its Memorandum and Articles of Association. The Board of Trustees has ultimate responsibility for governance, strategy, and ensuring that the charity's resources are applied solely to further its charitable objectives.

Trustees are appointed through open recruitment, bringing a wide range of experience from the voluntary, health, academic and public sectors. All trustees receive a full induction covering governance, safeguarding, and equality, diversity and inclusion (EDI).

The Board meets regularly with agendas that ensure areas of governance such as finance and risk are given time to report and inform. Day-to-day operations are delegated to the Chief Executive and Senior Leadership Team, who manage service delivery, partnerships and staff across the South West.

As part of governance audit cycle, the board undertook a review of its governance and the development of a new strategic plan. This work is expected to complete during 2025/26.

#### **Decision-making and Delegation**

The Board reserves strategic decisions, including approval of strategy, budget, risk appetite and major contracts. Operational decisions are delegated to the Chief Executive within a scheme of delegation approved annually.

#### **Pay and Remuneration of Key Management Personnel**

Pay for key management personnel is set by the Board using sector benchmarks, internal relativities and affordability parameters within the annual budget and remuneration policy.

#### **Objectives and Activities**

The Care Forum exists to promote health, wellbeing and equality by strengthening the voice of individuals and communities, especially those who experience exclusion or disadvantage in accessing health and care.

We achieve this through four main areas of work:

- Voice and Influence: enabling citizens and communities to shape health and care services.
- Support and Development: strengthening the voluntary, community and social enterprise (VCSE) sector through advice, networking and collaboration.
- Inclusion and Lived Experience: delivering training and engagement to improve understanding of stigma, trauma and inequality.
- Creative Health: Working with communities who are often overlooked by services to engage them in creative workshops.

All of our work is guided by our values of partnership, inclusion, respect and empowerment.

## **THE CARE FORUM (A COMPANY LIMITED BY GUARANTEE)**

### **TRUSTEES' REPORT (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2025**

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#### **Achievements and Performance**

##### Healthwatch and Citizen Voice

During 2024/25, our Healthwatch services across Bristol, North Somerset and South Gloucestershire, Gloucestershire, Wiltshire, Swindon and Bath and North East Somerset continued to be a vital bridge between communities and health and care systems.

- Over 100,000 people accessed Healthwatch information, advice, and support.
- We gathered extensive public insight on access to GPs, urgent care, dentistry, and mental health services, producing reports that directly informed Integrated Care Board (ICB) priorities.
- Healthwatch volunteers and community researchers played a key role in ensuring seldom-heard voices are represented in decision-making.

##### Well Aware and Community Support

The Well Aware information and signposting service supported over 30,000 individuals, many living with multiple disabilities or long-term health conditions.

- We provided accessible, personalised information through our website, helpline and outreach work.
- Many users faced barriers such as social isolation, digital exclusion and limited access to transport issues addressed through tailored signposting and collaboration with local partners.

##### Refugee Resettlement and Inclusion Work

Working in partnership with local authorities and community organisations, we successfully rehomed two refugee families in Bath and North East Somerset.

- We supported families with safe housing, healthcare registration, school access and community integration.
- The work reflects The Care Forum's continued commitment to inclusion, compassion and trauma-informed practice, ensuring those arriving in our region are welcomed and supported to thrive.

Our work with displaced communities continues to deliver high engagement and positive outcomes for communities based in South Gloucestershire. Our weekly hubs are regularly attended by high numbers of people seeking support and community cohesion.

##### Research and National Engagement

We continued our active role in the National Institute for Health and Care Research (NIHR) Stigma Research Engagement Programme, building networks of people with lived experience to shape national research priorities.

- Engagement focused on understanding and addressing stigma related to mental health, substance use and homelessness.
- Our approach has been recognised nationally for ethical, inclusive engagement that amplifies lived experience in research design.
- This work reached 400 vulnerable people never consulted with before.

##### Broader Organisational Impact

- Expanded the Lived Experience training offer, supporting professionals to work more inclusively with communities facing disadvantage.
- Enhanced our digital engagement capacity, launching a live Power BI dashboard to visualise citizen voice data and equality metrics for system partners.

**THE CARE FORUM  
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**TRUSTEES' REPORT (CONTINUED)  
FOR THE YEAR ENDED 31 MARCH 2025**

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**Volunteers and placements**

We have over 100 volunteers and student placements who support our projects and the individuals who use our services. From our Hong Kong community leaders to our Healthwatch Volunteers, we are proud and thankful for the support, tenacity and compassion our volunteers bring to TCF.

Over the past 12 months we were awarded Placement of the Year by Bath University with our more recent volunteer from Bath University winner a commendation from Bath University for her placement work.

Our student placements come from 7 different educational institutions across the country bring expertise, insight and support project delivery with reporting and insight development work.

During 24/25 we undertook our Investing in Volunteers assessment which will be completed by 25/26 and took steps to ensure the way we collect, use and present the impact of our volunteers is more robust.

**Public Benefit Statement**

The Trustees confirm they have had regard to the Charity Commission's guidance on public benefit when planning and delivering activities.

**Risk Management**

The Board maintains a comprehensive risk register reviewed at least every six months. Key risks include funding concentration, information governance and sector restructuring. Mitigations include income diversification, Cyber Essentials compliance and proactive engagement with commissioners.

**Going Concern**

The Trustees have considered the current and projected financial position, cash flows, reserves and principal risks. Unrestricted reserves remain within the 4–6 month policy range. Trustees have a reasonable expectation that TCF has adequate resources to continue in operational existence for the foreseeable future and therefore adopt the going concern basis in preparing the financial statements.

**Plans for Future Periods**

Launch and working pathways with the Military, the Police and the emerging Hospital Groups; expand Lived Experience training; strengthen digital platforms; influence ICS collaboration; complete governance review and implement new strategic plan.

**Financial Review**

Total income for the year ended 31 March 2025 was £1,348,154 with total expenditure of £1,171,345, resulting in a net movement in funds of £176,809.

The charity remains financially stable, with sustained funding from local authorities, NHS bodies, and charitable grants.

Key funding streams included:

- Healthwatch
- Research and insight
- Inclusion and lived experience engagement

**THE CARE FORUM  
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**TRUSTEES' REPORT (CONTINUED)  
FOR THE YEAR ENDED 31 MARCH 2025**

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**Reserves Policy**

Purpose of Reserves

TCF recognises the importance of maintaining an appropriate level of unrestricted reserves to ensure financial sustainability, manage unforeseen risks, and allow for strategic decision-making. Reserves provide a financial buffer to protect the organisation against disruption to income, unexpected expenditure, or delays in funding. They also ensure TCF can continue operating core services while adapting to changing circumstances or delivering planned organisational development.

Target Level of Reserves

TCF will aim to maintain unrestricted reserves equivalent to three to six months of annual operational expenditure.

- Based on annual operational costs for the year 2025/2026, the target range is:
  - Minimum reserves (3 months): £350,000
  - Maximum reserves (6 months): £600,000

The reserves target will be recalculated annually to reflect changes in operational expenditure. The Finance Lead will provide updated financial projections to the Board each year so that the reserve levels can be accurately indexed to current costs.

**Components and Calculation of Reserves**

For clarity and transparency:

- Unrestricted reserves are defined as funds freely available for general use and not subject to externally imposed restrictions.
- Designated funds, fixed asset values, or restricted income streams will not be counted as part of the organisation's free reserves.
- The calculation of target reserves will be based on the organisation's budgeted recurring costs, including:
  - Staffing
  - Premises and utilities
  - IT systems and licences
  - Insurance
  - Core organisational overheads

Extraordinary or one-off project costs will not normally be included in the calculation.

**Monitoring and Review**

Reserves will be reviewed by the Board of Trustees at least twice per year, or more frequently if circumstances require—such as major service changes, significant shifts in income, or emerging organisational risks.

Each review will include:

- Current reserve level
- Variance against the target range
- Forecasted reserves for the next 12–24 months
- Assessment of financial risks that might require drawing down reserves

Any movement outside the established target range must be reported to the Board with a clear explanation and recommendations for action.



**THE CARE FORUM  
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**TRUSTEES' REPORT (CONTINUED)  
FOR THE YEAR ENDED 31 MARCH 2025**

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**Use of Reserves**

Decisions relating to the use or replenishment of reserves will be informed by TCF's Risk Assessment and Risk Management Plan.

Reserves may be used to:

- Maintain continuity of services during income interruption or unexpected financial pressures
- Cover unanticipated essential expenditure critical to operational delivery
- Invest in organisational development, digital improvements, or transformation activities where these strengthen long-term sustainability
- Support planned strategic initiatives with Board approval

Use of reserves must be authorised by the Board of Trustees and accompanied by a plan for returning reserves to the minimum target level within a reasonable timeframe, normally within 12–24 months.

**Risk Management**

The Board maintains a comprehensive risk register reviewed six monthly in line with out policy Key risks include funding concentration, data protection, and workforce wellbeing. Mitigations include:

- Diversification of income sources
- Enhanced staff support and wellbeing initiatives
- Trustee recruitment

The financial statements have been prepared in accordance with support from Bishop Fleming and have been independently audited.

**Plans for Future Periods**

Looking ahead to 2025/26, The Care Forum will:

- Launch and evaluate the Social Prescribing for Cancer Support Project in Swindon and Wiltshire's Core20 neighbourhoods.
- Further expand the Lived Experience Working training and peer network regionally.
- Strengthen digital platforms to enhance citizen feedback, transparency and inclusion.
- Continue to influence system-level collaboration across Integrated Care Systems (ICSs)

Approved by order of the members of the Board of Trustees and signed on their behalf by:

Signed by:  
  
1FE8A193DA2249D...  
**J Allen**  
Chair of Trustees

Date: 13 March 2026 | 16:31 GMT

**THE CARE FORUM  
(A COMPANY LIMITED BY GUARANTEE)**

**STATEMENT OF TRUSTEES' RESPONSIBILITIES  
FOR THE YEAR ENDED 31 MARCH 2025**

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The Trustees (who are also the directors of the Charity for the purposes 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 . Under company law, the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the Charity and of its incoming resources and application of resources, including its income and expenditure, for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles of the Charities SORP (FRS 102);
- make judgements and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards (FRS 102) have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Charity will continue in business.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the Charity's transactions and 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.

**THE CARE FORUM  
(A COMPANY LIMITED BY GUARANTEE)**

**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF THE CARE FORUM**

**OPINION**

We have audited the financial statements of The Care Forum (the 'charity') for the year ended 31 March 2025 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2025 and of its incoming resources and application of resources, including its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

**BASIS FOR OPINION**

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditors' responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the United Kingdom, including the Financial Reporting Council'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 charitable company'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 Auditors' 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.

**THE CARE FORUM  
(A COMPANY LIMITED BY GUARANTEE)**

**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF THE CARE FORUM (CONTINUED)**

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**OPINION ON OTHER MATTERS PRESCRIBED BY THE COMPANIES ACT 2006**

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

- the information given in the Trustees' Report for the financial year for which the financial statements are prepared is consistent with the financial statements.
- the Trustees' Report has been prepared in accordance with applicable legal requirements.

**MATTERS ON WHICH WE ARE REQUIRED TO REPORT BY EXCEPTION**

In the light of our knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Report.

We have nothing to report in respect of the following matters in relation to which 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 Trustees' Responsibilities Statement, the Trustees (who are also the directors of the charitable company for the purposes 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 charitable company'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.

**THE CARE FORUM  
(A COMPANY LIMITED BY GUARANTEE)**

**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF THE CARE FORUM (CONTINUED)**

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**AUDITORS' 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 Auditors' Report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud and noncompliance with laws and regulations, we considered the following:

- We have considered the nature of the sector, control environment, and financial procedures;
- We have considered the results of enquiries with management and trustees, in relation to their own identification and assessment of the risks of irregularities within the entity;
- We have reviewed the documentation of key processes and controls and supplemented our assessment with walkthroughs of transactions.

As a result of these procedures, we have considered the opportunities and incentives that may exist within the organisation for fraud and identified the highest area of risk to be in relation to revenue recognition, with a particular risk in relation to year-end cut-off. In common with all audits under ISAs (UK) we are also required to perform specific procedures to respond to the risk of management override of controls.

We have also obtained an understanding of the legal and regulatory frameworks that the company operates in, focusing on provisions of those laws and regulations that had a direct effect on the determination of material amounts and disclosures in the financial statements. The key laws and regulations we considered in this context included the UK Companies Act, FRS 102 and UK tax legislation. In addition, we considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which may be fundamental to the Company's ability to operate or avoid a material penalty. These included data protection legislation, health and safety regulations, and employment law.

Our procedures to respond to risks identified included the following:

- Reviewing the financial statement disclosures and testing to supporting documentation to assess compliance with provisions of relevant laws and regulations described as having a direct effect on the financial statements;
- Enquiring of management in relation to actual and potential claims or litigation;
- Performing analytical procedures to identify unusual or unexpected relationships that may indicate risks of material misstatement due to fraud;
- Reviewing board meeting minutes;
- Performing audit testing in relation to revenue with a particular focus around the year-end cut off; and
- In addressing the risk of fraud through management override of controls, testing the appropriateness of journal entries and other adjustments; assessing whether the judgments made in accounting estimates are indicative of potential bias; and, if applicable;
- Evaluating the business rationale of significant transactions that are unusual or outside the normal course of business.

We also communicated identified laws and regulations and potential fraud risks to all team members involved in the engagement team and remained alert to possible indicators of fraud or non-compliance with laws and regulations throughout the audit.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions

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**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF THE CARE FORUM (CONTINUED)**

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reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our Auditors' Report.

**USE OF OUR REPORT**

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

DocuSigned by:  
  
2FF09F28CEF8484...

**David Butler FCA DChA (Senior statutory auditor)**

for and on behalf of

**Bishop Fleming Audit Limited**

Chartered Accountants

Statutory Auditors

10 Temple Back

Bristol

BS1 6FL

Date: 17 March 2026 | 04:24 PDT

**THE CARE FORUM**  
**(A COMPANY LIMITED BY GUARANTEE)**

**STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT)**  
**FOR THE YEAR ENDED 31 MARCH 2025**

	Note	Unrestricted funds 2025 £	Restricted funds 2025 £	Total funds 2025 £	Total funds 2024 £
<b>Income from:</b>					
Donations and legacies	3	746	-	746	102
Charitable activities	4	124,978	1,215,567	1,340,545	743,259
Investments	5	6,863	-	6,863	5,752
<b>Total income</b>		<b>132,587</b>	<b>1,215,567</b>	<b>1,348,154</b>	<b>749,113</b>
<b>Expenditure on:</b>					
Charitable activities	6	177,885	993,460	1,171,345	837,177
<b>Total expenditure</b>		<b>177,885</b>	<b>993,460</b>	<b>1,171,345</b>	<b>837,177</b>
<b>Net (expenditure)/income</b>		<b>(45,298)</b>	<b>222,107</b>	<b>176,809</b>	<b>(88,064)</b>
Transfers between funds	15	61,294	(61,294)	-	-
<b>Net movement in funds</b>		<b>15,996</b>	<b>160,813</b>	<b>176,809</b>	<b>(88,064)</b>
<b>Reconciliation of funds:</b>					
Total funds brought forward		463,366	102,934	566,300	654,364
Net movement in funds		15,996	160,813	176,809	(88,064)
<b>Total funds carried forward</b>		<b>479,362</b>	<b>263,747</b>	<b>743,109</b>	<b>566,300</b>

The Statement of Financial Activities includes all gains and losses recognised in the year.

The notes on pages 16 to 28 form part of these financial statements.

**THE CARE FORUM**  
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**REGISTERED NUMBER:03170666**

**BALANCE SHEET**  
**AS AT 31 MARCH 2025**

	Note	2025 £	2024 £
<b>Fixed assets</b>			
Intangible assets	11	3,881	-
Tangible assets	12	6,533	-
		<u>10,414</u>	<u>-</u>
<b>Current assets</b>			
Debtors	13	182,420	215,999
Cash at bank and in hand		597,409	387,559
		<u>779,829</u>	<u>603,558</u>
<b>Current liabilities</b>			
Creditors: amounts falling due within one year	14	(47,134)	(37,258)
		<u>732,695</u>	<u>566,300</u>
<b>Net current assets</b>			
		<u>743,109</u>	<u>566,300</u>
<b>Total assets less current liabilities</b>			
		<u>743,109</u>	<u>566,300</u>
<b>Total net assets</b>		<u>743,109</u>	<u>566,300</u>
<b>Charity funds</b>			
Restricted funds	15	263,747	102,934
Unrestricted funds	15	479,362	463,366
		<u>743,109</u>	<u>566,300</u>
<b>Total funds</b>		<u>743,109</u>	<u>566,300</u>

The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

The financial statements have been prepared in accordance with the provisions applicable to entities subject to the small companies regime.

The financial statements were approved and authorised for issue by the Trustees and signed on their behalf by:

Signed by:  
  
1FE8A193DA2249D...

**J Allen**  
(Chair of Trustees)

Date: 13 March 2026 | 16:31 GMT

The notes on pages 16 to 28 form part of these financial statements.



**THE CARE FORUM**  
**(A COMPANY LIMITED BY GUARANTEE)**

**STATEMENT OF CASH FLOWS**  
**FOR THE YEAR ENDED 31 MARCH 2025**

	2025 £	2024 £
<b>Cash flows from operating activities</b>		
Net cash used in operating activities	<b>214,503</b>	(261,057)
<b>Cash flows from investing activities</b>		
Purchase of intangible assets	(4,050)	-
Purchase of tangible fixed assets	(7,466)	-
Bank interest received	6,863	5,752
<b>Net cash (used in)/provided by investing activities</b>	<b>(4,653)</b>	<b>5,752</b>
<b>Net cash provided by financing activities</b>	<b>-</b>	<b>-</b>
<b>Change in cash and cash equivalents in the year</b>	<b>209,850</b>	<b>(255,305)</b>
Cash and cash equivalents at the beginning of the year	<b>387,559</b>	642,864
<b>Cash and cash equivalents at the end of the year</b>	<b>597,409</b>	387,559

The notes on pages 16 to 28 form part of these financial statements

**THE CARE FORUM  
(A COMPANY LIMITED BY GUARANTEE)**

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2025**

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**1. GENERAL INFORMATION**

The Care Forum is a company limited by guarantee and a charity, registered at the Charity Commission in England and Wales. The principal office is The Vassall Centre, Gill Avenue, Bristol, BS16 2QQ.

**2. ACCOUNTING POLICIES**

**2.1 BASIS OF PREPARATION OF FINANCIAL STATEMENTS**

The financial statements have been prepared in accordance with the Charities SORP (FRS 102) - 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 Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

The Care Forum meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy.

**2.2 GOING CONCERN**

The Trustees assess whether the use of going concern is appropriate, i.e. whether there are any material uncertainties related to events or conditions that may cast significant doubt on the ability of the company to continue as a going concern. The Trustees make this assessment in respect of a period of one year from the date of approval of the financial statements.

After making appropriate enquiries, the Board of Trustees has a reasonable expectation that the company has adequate resources to continue in operational existence for the foreseeable future. For this reason it continues to adopt the going concern basis in preparing the financial statements.

**2.3 INCOME**

All income is recognised once the Charity has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

Income tax recoverable in relation to investment income is recognised at the time the investment income is receivable.

**2.4 EXPENDITURE**

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset's use.

Expenditure on charitable activities is incurred on directly undertaking the activities which further the Charity's objectives, as well as any associated support costs.

All expenditure is inclusive of irrecoverable VAT.

**THE CARE FORUM  
(A COMPANY LIMITED BY GUARANTEE)**

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2025**

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**2. ACCOUNTING POLICIES (continued)**

**2.5 INTEREST RECEIVABLE**

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the Charity; this is normally upon notification of the interest paid or payable by the institution with whom the funds are deposited.

**2.6 INTANGIBLE ASSETS AND AMORTISATION**

Intangible assets costing £2,000 or more are capitalised and recognised when future economic benefits are probable, and the cost or value of the asset can be measured reliably.

Intangible assets are initially recognised at cost. After recognition, under the cost model, intangible assets are measured at cost less any accumulated amortisation and any accumulated impairment losses.

Amortisation is provided on intangible assets at rates calculated to write off the cost of each asset on a straight-line basis over its expected useful life.

Amortisation is provided on the following basis:

Computer software	-	10 %
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**2.7 TANGIBLE FIXED ASSETS AND DEPRECIATION**

Tangible fixed assets are initially recognised at cost. After recognition, under the cost model, tangible fixed assets are measured at cost less accumulated depreciation and any accumulated impairment losses. All costs incurred to bring a tangible fixed asset into its intended working condition should be included in the measurement of cost.

Depreciation is charged so as to allocate the cost of tangible fixed assets less their residual value over their estimated useful lives, using the straight-line method.

Depreciation is provided on the following basis:

Fixtures and fittings	-	25%
Office equipment	-	25%
Computer equipment	-	25%

**2.8 DEBTORS**

Trade and other debtors are recognised at the settlement amount after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

**2.9 CASH AT BANK AND IN HAND**

Cash at bank and in hand includes cash and short-term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

**THE CARE FORUM  
(A COMPANY LIMITED BY GUARANTEE)**

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2025**

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**2. ACCOUNTING POLICIES (continued)**

**2.10 LIABILITIES AND PROVISIONS**

Liabilities are recognised when there is an obligation at the Balance Sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably.

Liabilities are recognised at the amount that the Charity anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.

Provisions are measured at the best estimate of the amounts required to settle the obligation. Where the effect of the time value of money is material, the provision is based on the present value of those amounts, discounted at the pre-tax discount rate that reflects the risks specific to the liability. The unwinding of the discount is recognised in the Statement of Financial Activities as a finance cost.

**2.11 PENSIONS**

The Charity operates a defined contribution pension scheme and the pension charge represents the amounts payable by the Charity to the fund in respect of the year.

**2.12 FUND ACCOUNTING**

General funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the Charity and which have not been designated for other purposes.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the Charity for particular purposes. The costs of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

Investment income, gains and losses are allocated to the appropriate fund.

**THE CARE FORUM**  
**(A COMPANY LIMITED BY GUARANTEE)**

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2025**

**3. INCOME FROM DONATIONS AND LEGACIES**

	<b>Unrestricted funds 2025 £</b>	<b>Total funds 2025 £</b>	<b>Total funds 2024 £</b>
Donations	746	<b>746</b>	102
	<u>746</u>	<u>746</u>	<u>102</u>
TOTAL 2024	<u>102</u>	<u>102</u>	

**4. INCOME FROM CHARITABLE ACTIVITIES**

	<b>Unrestricted funds 2025 £</b>	<b>Restricted funds 2025 £</b>	<b>Total funds 2025 £</b>	<b>Total funds 2024 £</b>
Grants receivable	66,637	158,556	<b>225,193</b>	45,914
Service level agreements	57,343	1,057,011	<b>1,114,354</b>	630,190
Members subscriptions	998	-	<b>998</b>	1,655
Additional commissioned services	-	-	-	65,500
	<u>124,978</u>	<u>1,215,567</u>	<u><b>1,340,545</b></u>	<u>743,259</u>
TOTAL 2024	<u>1,655</u>	<u>741,604</u>	<u>743,259</u>	

**5. INVESTMENT INCOME**

	<b>Unrestricted funds 2025 £</b>	<b>Total funds 2025 £</b>	<b>Total funds 2024 £</b>
Interest received	6,863	<b>6,863</b>	5,752
	<u>6,863</u>	<u>6,863</u>	<u>5,752</u>

**THE CARE FORUM**  
**(A COMPANY LIMITED BY GUARANTEE)**

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2025**

**6. ANALYSIS OF EXPENDITURE ON CHARITABLE ACTIVITIES**

**Summary by fund type**

	<b>Unrestricted funds 2025 £</b>	<b>Restricted funds 2025 £</b>	<b>Total 2025 £</b>	<b>Total 2024 £</b>
Central Costs	59,141	-	<b>59,141</b>	103,589
Voluntary Sector Services	3,639	-	<b>3,639</b>	111,481
Advocacy Services	12,474	-	<b>12,474</b>	23,026
Ways to Wellbeing	49,276	-	<b>49,276</b>	84,006
Healthwatch	-	727,604	<b>727,604</b>	263,043
Well Aware	-	78,994	<b>78,994</b>	92,219
Bath & North East Somerset Resettlement	-	10,654	<b>10,654</b>	-
Small Projects	53,355	52,182	<b>105,537</b>	35,634
Homes for Ukraine	-	124,026	<b>124,026</b>	124,179
	<u>177,885</u>	<u>993,460</u>	<u><b>1,171,345</b></u>	<u>837,177</u>
TOTAL 2024	<u>103,589</u>	<u>733,588</u>	<u>837,177</u>	

**7. ANALYSIS OF EXPENDITURE BY ACTIVITIES**

	<b>Activities undertaken directly 2025 £</b>	<b>Support costs 2025 £</b>	<b>Total funds 2025 £</b>	<b>Total funds 2024 £</b>
Central Costs	16,790	42,351	<b>59,141</b>	103,589
Voluntary Sector Services	2,530	1,109	<b>3,639</b>	111,481
Advocacy Services	10,327	2,147	<b>12,474</b>	23,026
Ways to Wellbeing	45,658	3,618	<b>49,276</b>	84,006
Healthwatch	584,916	142,688	<b>727,604</b>	263,043
Well Aware	60,909	18,085	<b>78,994</b>	92,219
Bath & North East Somerset Resettlement	2,212	8,442	<b>10,654</b>	-
Small Projects	83,615	21,922	<b>105,537</b>	35,634
Homes for Ukraine	103,376	20,650	<b>124,026</b>	124,179
	<u>910,333</u>	<u>261,012</u>	<u><b>1,171,345</b></u>	<u>837,177</u>
TOTAL 2024	<u>627,489</u>	<u>209,688</u>	<u>837,177</u>	

**THE CARE FORUM**  
**(A COMPANY LIMITED BY GUARANTEE)**

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2025**

**8. AUDITORS' REMUNERATION**

	2025 £	2024 £
Fees payable to the Charity's auditor for the audit of the Charity's annual accounts	13,000	-
Fees payable to the Charity's independent examiner in respect of: The independent examination of the Charity's annual accounts	-	5,340
	<u>          </u>	<u>          </u>

**9. STAFF COSTS**

	2025 £	2024 £
Wages and salaries	764,525	561,390
Social security costs	60,884	40,590
Contribution to defined contribution pension schemes	37,951	30,677
	<u>863,360</u>	<u>632,657</u>

The average number of persons employed by the Charity during the year was as follows:

	2025 No.	2024 No.
Administrative staff	4	5
Management and direct service delivery staff	25	18
	<u>29</u>	<u>23</u>

The number of employees whose employee benefits (excluding employer pension costs) exceeded £60,000 was:

	2025 No.	2024 No.
In the band £60,001 - £70,000	1	1

All Trustees and certain senior employees who have authority and responsibility for planning, directing and controlling the activities of the Charity are considered to be key management personnel. Total remuneration in respect of senior employees is £110,028 (2024: £119,960).

**10. TRUSTEES' REMUNERATION AND EXPENSES**

During the year, no Trustees received any remuneration or other benefits (2024 - £NIL).

During the year ended 31 March 2025, expenses totalling £NIL were reimbursed or paid directly to Trustees (2024 - £10 to 4 Trustees). The expenses in 2024 related to membership expenses.

THE CARE FORUM  
(A COMPANY LIMITED BY GUARANTEE)

NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2025

11. INTANGIBLE ASSETS

	Computer software £
<b>COST</b>	
Additions	4,050
At 31 March 2025	4,050
<b>AMORTISATION</b>	
Charge for the year	169
At 31 March 2025	169
<b>NET BOOK VALUE</b>	
At 31 March 2025	3,881
At 31 March 2024	-



**THE CARE FORUM**  
**(A COMPANY LIMITED BY GUARANTEE)**

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2025**

**12. TANGIBLE FIXED ASSETS**

	Fixtures and fittings £	Office equipment £	Computer equipment £	Total £
<b>COST OR VALUATION</b>				
At 1 April 2024	1,156	8,190	6,323	15,669
Additions	-	-	7,466	7,466
Disposals	(1,156)	(8,190)	(6,323)	(15,669)
At 31 March 2025	-	-	7,466	7,466
<b>DEPRECIATION</b>				
At 1 April 2024	1,156	8,190	6,323	15,669
Charge for the year	-	-	933	933
On disposals	(1,156)	(8,190)	(6,323)	(15,669)
At 31 March 2025	-	-	933	933
<b>NET BOOK VALUE</b>				
At 31 March 2025	-	-	6,533	6,533
At 31 March 2024	-	-	-	-

**13. DEBTORS**

	2025 £	2024 £
<b>DUE WITHIN ONE YEAR</b>		
Trade debtors	179,198	198,971
Other debtors	3,222	223
Prepayments and accrued income	-	16,805
	<b>182,420</b>	<b>215,999</b>

**THE CARE FORUM**  
**(A COMPANY LIMITED BY GUARANTEE)**

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2025**

**14. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR**

	2025 £	2024 £
Trade creditors	9,581	14,573
Other taxation and social security	18,225	13,503
Other creditors	6,328	4,732
Accruals and deferred income	13,000	4,450
	<u>47,134</u>	<u>37,258</u>

**15. STATEMENT OF FUNDS**

**STATEMENT OF FUNDS - CURRENT YEAR**

	Balance at 1 April 2024 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 March 2025 £
<b>UNRESTRICTED FUNDS</b>					
General Funds	463,366	132,587	(177,885)	61,294	479,362
	<u>463,366</u>	<u>132,587</u>	<u>(177,885)</u>	<u>61,294</u>	<u>479,362</u>
<b>RESTRICTED FUNDS</b>					
Healthwatch	(3,930)	840,485	(727,604)	-	108,951
Information Services	56,998	91,526	(78,994)	(45,294)	24,236
Homes for Ukraine	-	125,000	(124,026)	-	974
Small Projects	49,866	-	-	(16,000)	33,866
BathNES Resettlement	-	13,556	(10,654)	-	2,902
MNVP	-	145,000	(52,182)	-	92,818
	<u>102,934</u>	<u>1,215,567</u>	<u>(993,460)</u>	<u>(61,294)</u>	<u>263,747</u>
<b>TOTAL OF FUNDS</b>	<u>566,300</u>	<u>1,348,154</u>	<u>(1,171,345)</u>	<u>-</u>	<u>743,109</u>

**THE CARE FORUM  
(A COMPANY LIMITED BY GUARANTEE)**

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2025**

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**15. STATEMENT OF FUNDS (CONTINUED)**

Healthwatch Bath and North East Somerset, Healthwatch Wiltshire and Healthwatch Swindon are the local voice and influence champions who enable people to have their say about health and social care experiences.

Well Aware (Information Services) is an award winning directory of services which allows patients, citizens and professionals to understand what and where support for them can be accessed.

Resettlement (Homes for Ukraine) services ensure that displaced populations seeking wellbeing information advice and guidance, support with inclusion, 121 trauma informed support and culturally relevant advice can access this through open and accessible support routes.

Small Projects is the collective term The Care Forum uses to describe a group of shortterm, tightly defined, typically grantfunded pieces of work that sit outside the organisation's core contract portfolio (e.g., Healthwatch, Well Aware, Homes for Ukraine). They share several common characteristics:

Short-Term, FixedDuration Projects

Small Projects are usually funded for a few weeks to a few months, often aligned to a specific activity, event, or discrete delivery requirement. Examples include; Research or insightgathering pieces, pilot or exploratory community engagement work, local authority or small grant funded community projects. Their focussed duration means they have clear start and end dates and strict deliverables.

Ring-Fenced Funding

Funding for Small Projects is:

Restricted, meaning it must be spent exactly as defined by the funder

Nonrecurring, as grants typically do not roll over

Allocated to a specific output, such as producing a report, delivering workshops, or expanding a service temporarily

Flexible and Responsive Work

Small Projects are often where the organisation can be:

Innovative – exploring new themes, new communities, or new service approaches

Responsive – quickly addressing emerging needs (e.g. refugee support, additional wellbeing outreach)

Strategic – using small pieces of work to build relationships, test ideas, or position The Care Forum for future bidsSmall Projects is the collective term The Care Forum uses to describe a group of shortterm, tightly defined, typically grantfunded pieces of work that sit outside the organisation's core contract portfolio (e.g., Healthwatch, Well Aware, Homes for Ukraine).

Resettlement Support – Bath and North East Somerset

During the reporting period, The Care Forum delivered resettlement support activities across Bath and North East Somerset, working alongside local partners to support individuals and families transitioning into the community. Funding enabled the provision of tailored information, guidance and connection to health, wellbeing and community services, helping people to access practical support, build social networks and improve their confidence in navigating local systems.

The programme focused on strengthening community integration and reducing isolation by linking individuals with voluntary sector organisations, peer support opportunities and local activities. Through partnership working with statutory services and community groups, we helped ensure that people resettling in the area were supported to establish stable, healthy and connected lives within their new communities.

BNSSG MNVP Delivery – The Care Forum (TCF)

During the financial year, The Care Forum continued to deliver the Bristol, North Somerset and South Gloucestershire Maternity and Neonatal Voices Partnership (BNSSG MNVP), ensuring that the voices and lived experiences of women, birthing people and families meaningfully informed the development of local maternity and neonatal services. Funding supported community engagement, coproduction activities, and the facilitation of feedback channels across Bristol, North Somerset and South Gloucestershire. This included outreach to seldom-heard communities, partnership working with local providers, and the coordination of service user feedback to strengthen equity, safety and person-centred care across the maternity pathway.

The funding also enabled us to provide governance and administrative support for the partnership,



**THE CARE FORUM**  
**(A COMPANY LIMITED BY GUARANTEE)**

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2025**

**16. ANALYSIS OF NET ASSETS BETWEEN FUNDS**

**ANALYSIS OF NET ASSETS BETWEEN FUNDS - CURRENT YEAR**

	Unrestricted funds 2025 £	Restricted funds 2025 £	Total funds 2025 £
Tangible fixed assets	-	6,533	6,533
Intangible fixed assets	-	3,881	3,881
Current assets	446,362	333,467	779,829
Creditors due within one year	33,000	(80,134)	(47,134)
<b>TOTAL</b>	<b>479,362</b>	<b>263,747</b>	<b>743,109</b>

**ANALYSIS OF NET ASSETS BETWEEN FUNDS - PRIOR YEAR**

	Unrestricted funds 2024 £	Restricted funds 2024 £	Total funds 2024 £
Current assets	463,366	140,192	603,558
Creditors due within one year	-	(37,258)	(37,258)
<b>TOTAL</b>	<b>463,366</b>	<b>102,934</b>	<b>566,300</b>

**17. RECONCILIATION OF NET MOVEMENT IN FUNDS TO NET CASH FLOW FROM OPERATING ACTIVITIES**

	2025 £	2024 £
Net income/expenditure for the year (as per Statement of Financial Activities)	176,809	(88,064)
<b>ADJUSTMENTS FOR:</b>		
Depreciation charges	933	-
Amortisation charges	169	-
Interest received	(6,863)	(5,752)
Decrease/(increase) in debtors	33,579	(141,694)
(Decrease)/increase in creditors	9,876	(25,547)
<b>NET CASH PROVIDED BY/(USED IN) OPERATING ACTIVITIES</b>	<b>214,503</b>	<b>(261,057)</b>

THE CARE FORUM  
(A COMPANY LIMITED BY GUARANTEE)

NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2025

18. ANALYSIS OF CASH AND CASH EQUIVALENTS

	2025 £	2024 £
Cash in hand	518,187	308,894
Notice deposits (less than 3 months)	79,222	78,665
<b>TOTAL CASH AND CASH EQUIVALENTS</b>	<b>597,409</b>	<b>387,559</b>

19. ANALYSIS OF CHANGES IN NET DEBT

	At 1 April 2024 £	Cash flows £	At 31 March 2025 £
Cash at bank and in hand	387,559	209,850	597,409

20. PENSION COMMITMENTS

The company operates a defined contribution pension scheme. The pension cost charge represents contributions payable by the charity to the fund and amounted to £37,951 (2024: £30,677). Contributions totalling £5,947 (2024: £4,433) were payable to the fund at the Balance Sheet date and are included in other creditors.

21. OPERATING LEASE COMMITMENTS

The Charity had no commitments under non-cancellable operating leases at 31 March 2025.

22. RELATED PARTY TRANSACTIONS

All Trustees and certain senior employees who have authority and responsibility for planning, directing and controlling the activities of the Charity are considered to be key management personnel. Remuneration of key management personnel and remuneration and expenses of Trustees is detailed in 10.

The Charity has not entered into any related party transaction during the year, nor are there any outstanding balances owing between related parties and the Charity at 31 March 2025.

23. ACKNOWLEDGEMENTS

The Trustees gratefully acknowledge funding received from:

Bath and North East Somerset Council, Bristol City Council, Healthwatch England, Macmillan, BNSSG ICB, South Gloucestershire Council, Swindon Borough Council, Wiltshire County Council and The Advocacy People.

