

Registered number: 03694575
Charity number: 1073896

Crossroads Care Kent
(A company limited by guarantee)

Trustees' report and financial statements

For the year ended 31 March 2022

Crossroads Care Kent
(A company limited by guarantee)

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Reference and administrative details of the Charity, its Trustees and advisers
For the year ended 31 March 2022

Trustees	Denis Linfoot Patricia Hughes, Treasurer Susan Cliffe Deborah Ward Lynne Tindle Christopher Parkinson Nicholas Fuller (resigned 23 November 2021) David Hall Richard Parsons, Chairman
Company registered number	03694575
Charity registered number	1073896
Registered office	170 Tonbridge Road Watlingbury Maidstone Kent ME18 5NS
Company secretary	Lorraine Williamson
Chief executive officer	Irene Jeffrey
Independent auditors	Kreston Reeves LLP Chartered Accountants Statutory Auditor 37 St Margaret's Street Canterbury Kent CT1 2TU
Bankers	Royal Bank of Scotland 14 Rose Lane Canterbury Kent CT1 2ST Santander UK plc Bridle Road Bootle Merseyside L30 4GB COIF Charities 80 Cheapside London EC2V 6DZ

Crossroads Care Kent
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Chairman's statement
For the year ended 31 March 2022

The chairman presents his statement for the year.

This year Crossroads Care Kent celebrates 40 years of service, supporting unpaid Carers and their loved ones and families throughout the County. This is a remarkable milestone and achievement and reflects the passion and dedication of our staff who continue to work tirelessly to make the lives of so many Carers richer and less stressful. They do this by delivering a range of services that give respite through regular breaks to unpaid family Carers so that they in turn can have time out to take a well-earned break, to recharge and do something for themselves.

But for Carers to be able to take time out they need to be confident that the replacement care support that they receive, in order to take that break, is exemplary. Our unbroken 40 years of carer support in communities in Kent and Medway clearly demonstrates why we are best placed to deliver vital support services and develop trusted relationships with Carers throughout the County.

More than most, Crossroads Care Kent understands the challenges that family Carers face every day in supporting a loved one. Their lives are very extremely difficult, often exhausting and always stressful but being made even more challenging given the current harsh economic climate within the United Kingdom, where prices are rising at an alarming rate, putting enormous strains on the finances of unpaid Carers.

For Crossroads Care Kent to remain viable we rely on external funding, predominantly from Kent County Council whose support over many years has allowed us to operate so effectively across the County. Whilst we remain grateful for their support, they in turn have always had real value for money as year-on-year Crossroads has over-delivered on its' mandated role in supporting Carers and relieving the local authority of some of the stresses they face in managing their social care budgets and obligations. In fact, 78% of the Carers that we work with have told us that our support has delayed or negated the need for the person with care needs to move into long-term residential care, which must be good news.

The Charity now waits to hear how our funding will be impacted by a new Kent Carers Strategy that is being formulated, under consultation, by Kent County Council. We anticipate change to how care is delivered but ill-considered change for change's sake does not necessarily mean improvement or even progress but often represents an abdication of leadership and responsibility.

It is true to say that along with our senior management team the board of Trustees at Crossroads Care Kent are extremely concerned that, in a move by local authorities towards more preventative wellbeing services, those Carers who need support the most will be marginalised and will no longer have a voice. We are further alarmed that the funding that we do need to continue our work will be lost to support wellbeing services and this then challenges our continued existence as a Charity for Carers.

We would remind those who are charged with weighty decisions on care services that a civilized, modern society must care for its most vulnerable people not only because it's the morally right thing to do, but because the cost of not doing so would be far greater to our society and economy.

Reflecting on yet another excellent year for Crossroads Care Kent, where we won the award for being "the best care charity" in the County I am reminded of the outstanding work undertaken by all our teams.

Our short breaks service is in high demand with more referrals than ever particularly from GPs and other health professional and our staff delivered well over 100,000 hours of replacement care so that carers could have a break. Demand for our health appointment service has also risen significantly as Carers look to attend to their own medical needs.

The Crossroads crisis team operate around the clock and have supported around 1,500 Carers in real need, saving the NHS well over £1 million at the same time.

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Chairman's statement (continued)
For the year ended 31 March 2022

Post COVID we have been able to fully resume our Young Carers projects offering children as young as 5 years old fun and social activities, outings and events after school and in school holidays. We have also resumed our COGS clubs through our dementia outreach team and our Macmillan Crossroads Volunteer Service in Kent and Medway has grown and thrived, supporting people living with cancer.

We remain financially secure, despite the downturn in the economy and we are well placed to manage the uncertainties that the new Kent Carers Strategy may throw at us. I am delighted to report that 83% of all the income we generate is spent on our services, leaving just 17% to cover our general overheads.

I would like to express my thanks to my colleagues on the Board of Trustees for their time, support and commitment to our Charity and for being such a willing source of information and a sounding board for me as Chairman.

At Crossroads Care Kent we are extremely fortunate to have an inspirational and forward-thinking management team who have been relentless in delivering our vision and strategy throughout the year and in their pursuit of future funding for the Charity. Their work is simply outstanding and deserving of much broader recognition.

It has never been more important for our communities to pull together and ensure that our vulnerable, our elderly and all of those who need care are receiving that care and support they need and that extends to those who step up, unpaid to offer that care. Mahatma Gandhi once said that 'the true measure of any society can be found in how it treats its most vulnerable members'. Let us hope that those authorities who control social care funding never lose sight of that.



Richard Parsons

Date:

8.12.2022

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Trustees' report
For the year ended 31 March 2022

In accordance with the Companies Act, the directors present their report and the audited financial statements of the Company for the year ended 31 March 2022. The Trustees confirm that the Annual Report and financial statements of the charity comply with the current statutory requirements, the requirements of the charities governing document and the provisions of the Statement of Recommended Practice Accounting (SORP), applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective January 2019).

Since the charity qualifies as small under section 383, the strategic report required of medium and large companies under The Companies Act 2006 (Strategic Report and Director's Report) Regulations 2013 is not required.

STRUCTURE, GOVERNANCE AND MANAGEMENT LEGAL AND ADMINISTRATIVE INFORMATION

Name

The full name under which the Charity is registered is **CROSSROADS CARE KENT**

Constitution and governing documents

The Charity is a company limited by guarantee and does not have share capital. It was incorporated on 19 September 2002. Its governing documents are its Memorandum and Articles of Association. In the event of the company being wound up members are required to contribute an amount not exceeding £5.

The company is potentially exempt from tax on its charitable activities under the provisions of the Finance Act 2010.

It is a charity registered with the Charity Commission under the provisions of the Charities Act 2011, the area of benefit being the county of Kent.

ORGANISATIONAL STRUCTURE

The policies reviewed and amended where necessary and agreed by the Trustees during the year were carried out by its staff: Chief Executive Officer, Irene Jeffrey, Services Director, Lorraine Williamson; Finance Manager, Iryna Perry; Care Managers: Hayley Last, Leanne Clark, Viv Harper, Katie Still, Lesley Sharp, Sheila Davies, Susan Brickland, Samantha Hollett, Emily McGowan; and training Manager Nick Lawton.

176 carer support workers were provided with training as required, to ensure compliance with the latest policies and procedures.

A scheme of delegation is in place and the responsibility for day-to-day operations management, and for ensuring that the charity delivers the services specified, rests with the Chief Executive Officer.

THE ROLE OF THE CHARITY TRUSTEES

During the year 2021-2022 the scheme's Trustees met 5 times and received regular briefings relating to the organisation, activities, policies and employment matters needed to provide overarching governance to the scheme.

The Board of Trustees ensured that the Scheme pursued the aims and objectives set out in its governing documents and that the scheme's assets have been used exclusively for those aims.

We strive to ensure that the needs of the organisation are appropriately reflected through the diversity of the trustee body, which is made up of committed individuals who have a good mixture of traditional business skills, experience in the voluntary sector and of caring. They give their time voluntarily and do not receive any remuneration for their time and input to the scheme. This support and commitment is much appreciated and valued by staff, Carers and other stakeholders involved in Crossroads Care Kent.

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Trustees' report (continued)
For the year ended 31 March 2022

MEMBERSHIP OF CROSSROADS CARE KENT

Membership of Crossroads Care Kent is open to the public and membership is not a requirement to become a beneficiary of the service. The Trustees may, at their discretion, admit to voting membership individuals and organisations, who or which support the objects of the company, on payment of the appropriate annual subscription for the time being in force. The Memorandum and Articles provide that a Board of Trustees is elected by the members from their number and shall govern the company/charity. The requirement is for a minimum of three Trustees to a maximum of seventeen.

The Board may appoint a person who is willing to act as a director and trustee either to fill a casual vacancy or as an additional director and trustee should their number be less than twelve.

The particulars of bankers, Auditor and the names of the Trustees and the Company Secretary who served throughout the year are shown on page 1.

New directors and trustees undergo appropriate induction procedures after appointment and have their training needs regularly reviewed.

Board members and staff are required to sign a code of conduct and directors and staff are obliged to consider the conflict of interest policy throughout its management process.

INVESTMENT POWERS

Crossroads Care Kent may invest money not immediately required in or upon such investments, securities, and property as thought fit, subject to any conditions imposed by law or as otherwise provided for in the company's regulations. The Board of Trustees continue to consider investing in property purchase as a long-term investment. A designated fund remains allocated for this investment.

OUR MISSION STATEMENT

Crossroads Care Kent exists to provide high quality short breaks and support for Carers throughout Kent, to relieve the stresses of caring.

In carrying this out we will ensure that the highest standards of quality assurance and equal opportunities are adhered to.

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Trustees' report (continued)
For the year ended 31 March 2022

OBJECTIVES

The Scheme is established for the benefit of the public for the following objective:

To relieve the stresses experienced by Carers and beneficiaries

In this document

"**Beneficiaries**" means any person or people who have care needs as a result of disability, illness, or age.

"**Carers**" means any person or people involved in the provision of care for a person or people who have care needs as a result of disability, illness, or age.

The area of benefit for the service is Kent

WHO IS A CARER?

The Care Act 2014 states:

A Carer is "somebody who provides support or who looks after a family member, partner or friend who needs help because of their age, physical or mental illness, or disability. This would not usually include someone paid or employed to carry out that role, or someone who is a volunteer"

The term Carer refers to anyone who is caring for, or supporting one or more individuals, having acquired this role by virtue of their relationship to that person.

Carers hold families together, enabling loved ones to get the most out of life and making an enormous contribution to society. Many people do not think of themselves as 'carers'. They see themselves simply as a husband, wife, partner, father, mother, son, daughter, or friend looking after someone they love, who needs support. Caring comes in all shapes and sizes and different challenges present themselves depending on the individual in need of their support, the Carer, and their needs.

All circumstances are different, but a Carer might help someone with any of the following:

- personal care: washing, dressing, taking medication
- household tasks: shopping, cleaning, cooking, laundry
- financial matters: dealing with bills, writing letters
- supervision: watching over someone who cannot be left alone
- travel assistance: getting out and about, going to appointments
- emotional support: friendship, listening and advice.

As Kent's largest Charity, set up specifically to support Carers and the people they care for, we continue to champion Carers rights to a short regular break and bespoke support, in order to reduce the significant risk of breakdown in Carers own health so often attributed to caring responsibilities.

PRINCIPAL ACTIVITY - How our activities deliver public benefit

HOW DOES CROSSROADS CARE KENT HELP CARERS?

SHORT BREAKS SERVICE

Crossroads Care Kent is the leading provider of direct home-based respite services for Carers and our core offer is that of a regular, flexible short break - time out from a caring role to enable a Carer to carry out their own activities; household, social or business, or to take a proper rest without worrying that the person they care for is unsafe, or unattended.

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Trustees' report (continued)
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Our service is bespoke, designed to meet the needs of each caring family led by them and the person they care for. Following an assessment, which includes consideration of a Carers network of support a regular visit from a trained carer support worker commences. They will work closely and flexibly with each Carer and the person they are caring for, to ensure that the support offered is exactly how they want it to be.

Carers are a diverse section of the population, ranging from relatively healthy, independently living individuals, active and inactive retired, to very frail individuals with multiple long-term health conditions, poor physical functioning, and cognitive problems, all presenting unique challenges.

The UK's ageing population means that an increasing number of people are caring for aging partners and parents, alongside other caring responsibilities. Aging also increases other risk factors such as cognitive impairment, falls, level of physical activity, co-morbidity, depression, age related diseases and living in isolation/loneliness.

Often these changes occur in later life; post retirement, following bereavement, giving up independence through ill health or caring responsibilities. These changes can have a significant effect on the quality of people's lives.

Many carers are so emotionally and/or physically tired because of caring that any free time is spent sleeping, or doing nothing, rather than pursuing their ideal activities, or looking after their own health.

A Carer's life may be restricted by the need to be on call for some or most of the day and night because the significant care needs of the person they are caring for are complex, or they cannot be left alone safely in an emergency or for any length of time; despite this, Carers often feel guilty about, or are unwilling to, leave their cared-for person.

OUR TRAINED CARER SUPPORT WORKERS

One of our trained, experienced carer support staff (currently 152) visit a Carer's home to take over their caring role for a while. They will spend time with the family getting to know the needs of the individual they are helping and will follow as closely as possible the routine of the Carer.

For emergency care, our staff will take over the caring role for a period of up to 48 continuous hours. All our carer support workers receive:

- regular refresher and continuing training in accordance with their training plans plus comprehensive training at induction, which complies with the standards as set down by the Care Quality Commission
- Health & Safety training in accordance with current legislation
- on-going support from the senior management team consisting of the Care Management and Business Team staff

OUR VALUES

Crossroads Care Kent is committed to:

Treating Carers and people with care needs with respect and sensitivity, recognising the dignity and value of each person for whom the service is provided

Supporting Carers and people with care needs to make choices and maintain independence Offering flexible services that meet the needs of both the Carer and the person with care needs

Involving and consulting with Carers and people with care needs in the provision, management and development of the support provided by Crossroads Care Kent

Respecting the privacy and personal choices of lifestyles, custom, culture values and spiritual beliefs of each person for whom the service is provided

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Trustees' report (continued)
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The principle of equal opportunity regardless of race, gender, marital status, legal sexual orientation, age, ethnic origin, disability, or religion, both in the provision of our services and in our employment practices and policies.

Responding to the diversity of needs presented and developing appropriate services for all Carers in all communities

Working in partnership with other organisations in the interests of Carers

Crossroads Care Kent believes that everyone involved with the organisation must be valued and treated with respect and has the opportunity to give input into the development of the organisation.

Carers, people with care needs, staff and Trustees, as well as funders and other interested stakeholders, are invited to engage with the monitoring and planning of services to ensure that the organisation continues to work towards achieving the aims of the charity.

STRATEGIC OBJECTIVES 2021/2022

The strategic objectives of the organisation remain to:

- Secure tenders for Carers services: A critical aspect of our business plan is to ensure that we are well placed to compete in tender processes.
- Work with KCC and Kent ICB's to ensure that carers are given a voice
- To maintain existing services to current carers and to secure the highest possible level of support for new Carers
- Increase income: Proactively seek alternative fundraising sources
- Develop further volunteering opportunities across Kent, both within our partnership with Macmillan and to provide volunteer services for Carers and people with care needs, which are flexible and meet their needs and those of our funders.
- Effective partnership working with Carers Trust, and local Carers organisations to achieve joint objectives

STRATEGIC PLANNING

Key strategy objectives are reported to, and closely monitored by, the Board of Trustees for Crossroads Care Kent at bi-monthly meetings, ensuring targets are met and decisions implemented.

REVIEW OF ACTIVITIES DURING THE YEAR 2021-2022

SERVICE UPDATES

Winners of Kent Care Charity of the Year 2021

In September 2021 we were proud and delighted to be announced the winners of the Kent Care Charity of the Year award at a prestigious award ceremony in Rochester Cathedral. Selected from around 400 other Kent Charities, supporting a wide range of vulnerable and disabled, adults, children, families and Carers, the recognition that came from winning this award was a great achievement for everyone who is part of Crossroads Care Kent.

Short Breaks service

The need for Carers to take a break from their caring role is essential, not a luxury. Carers make huge sacrifices when they take on a caring role, giving up their time, their social lives and often having to make life changing decisions about their working lives, their homes and even their living environments within the home, with significant associated and ongoing costs, often at their own expense.

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What Crossroads offers Carers is a few hours of 'me' time each week to enable them to recharge their batteries, time away to shop for food, attend to things that matter to them that they cannot do while caring for someone whose needs and demands are greater than their own. Regular Carers' breaks can mean the difference between continuing to care for someone or not being able to cope. Our staff are experts at forming strong trusting relationships with the families they care for, offering both parties an opportunity to spend time apart safely and bringing a bit of the outside world into their home.

The recent pandemic lockdown, highlighted the issues that Carers face on a day to day basis, isolation, loneliness - imprisoned in their own homes because of someone else's dependency on them. Knowing that their Crossroads carer support worker is coming every week is such a significant event for them and such a small ask for what they do as a Carer.

GP's, health professionals, care navigators and social prescribers, are meeting more and more Carers in need of support, which is just not obtainable or affordable from social care providers, and the number of referrals for a Crossroads short break has reached record levels since lockdown as our service is seen as invaluable by the professional and medical staff that make those referrals.

1704 Carers received a short break in 21/22, as well as the 1711 people they care for: 3415 beneficiaries in all. Our staff delivered 115,318 hours of replacement care to ensure Carers were able to have some time to themselves.

Health Appointments

Our health appointment service remains desperately needed across the county. Carers known to us try to plan their appointments around their Crossroads break when they can, but many 'new' Carers come to us direct for replacement care so that they can attend ad hoc medical appointments or treatment sessions, and we do our best to accommodate these so that they can stay well. GP's, medical clinics and hospitals are trying to clear their waiting lists due to the covid back log and this is having a knock-on effect for Crossroads replacement care, with demand for our health appointment service increasing as Carers try to attend to their own belated health needs.

This service is funded by the CCG under the health element of our contract and this year supported 469 different Carers to attend their appointments, providing 4883 hours of replacement care.

Carers Crisis Support

Many Carers don't have support networks around them to help out when there is an emergency or when they just can't cope alone anymore in a crisis. Our teamwork around the clock, supporting Carers 24/7 and taking over the caring role if a Carer is ill, or in desperate need of support, rather than having someone admitted to care unnecessarily because their Carer can't cope.

Our established staff team look at each situation individually and provide a bespoke response, taking into consideration the needs of the Carer, the person they care for (and where appropriate the wider family network), delivering support when it matters most, whilst longer term solutions are considered, or the current crisis is resolved.

During the year 22/23 1903 waking nights of support were provided through this service for families caring for someone at the end of life, or for those Carers who were struggling with their caring role due to the changing health of the person they are caring for, or Carers who were taken ill themselves and could not provide the care needed to keep their loved one at home during their illness, or hospital stay.

Dementia Outreach & COGS (Cognitive Stimulation) Clubs

Post lockdown, we were pleased to be able to restore all but one of our COGS clubs, recruiting new staff and welcoming members new and returning. Our dementia outreach team has continued to support many families with one to one support, information and advice and help to access practical support services.

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Trustees' report (continued)
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Macmillan Crossroads Volunteer Service Kent & Medway

Post covid this wonderful service has survived and thrived. Clients and volunteers were happy to be reunited in person and despite losing some of our volunteers who stepped back during lockdown for various reasons, the majority have returned, offering even more hours of support than before. Our staff team now include some administrative volunteer support too which has been very helpful, providing peer support for other volunteers, telephone client support and the development of our counselling services. Thanks to some funding from West Kent Freemasons, our counselling service has expanded significantly, and we now have 10 trainee counsellors who provided talking therapies to over 70 carers equalling over 860 sessions.

During the period 134 volunteers helped over 450 people living with cancer and those who support them, providing transport to lifesaving appointments, practical support around the home and garden, a chance to chat to feel better alongside receiving company at home reducing loneliness and isolation.

In order to support a more effective link with cancer services and a better patient journey, our team is now working on a new electronic joint assessment process with Macmillan so that patients only have to tell their story once. As part of this new process during 22/23, the team will be developing 12 week action plans with their clients to help develop resilience in line with Macmillan's whole cancer journey approach.

In September 21, 14 of our wonderful volunteers were nominated for a Kent Volunteering Award. We were thrilled when all 14 got through to the judges rounds and became finalists. Two of them went on to win awards, Isabel, and Jill. Isabel then went on to win the overall Kent Volunteer of the Year; a well-deserved and fantastic achievement and we are very grateful for their service and immensely proud of them all.

Volunteer quote:

"I joined the Crossroads and Macmillan service almost seven years ago and have thoroughly enjoyed seeing it evolve as a vital caring provision across Kent. It is a service that keeps on giving, helping one to understand life's rich tapestry whether in good or bad times. I thoroughly recommend to anyone who wants to get out there and discover people, places, and the rewarding feeling of being of some value to society to join this wonderful organisation"

Client Quote:

"I knew I wouldn't be able to do the housework and walk the dog for at least 6 weeks after my operation. The Crossroads Macmillan Volunteer Service found me a lovely volunteer who took my dog out when he walked his own dogs a couple of times a week. It was such a relief for me to know he had a long walk and made some new dog friends. The volunteer also kindly ran the cleaner round once a week for me until I could do it myself. It's good to know there are people out there willing to help out when we need it most"

Volunteers contribute a variety of skills and experiences that enhance the work of our organisation; in return they gain personal satisfaction and for some it is a route into employment. The recruitment and retention of volunteers is an integral part of our business model; without them we would not be able to run our services, or indeed, our organisation.

Carers Café and Social events

Our social cafes have recommenced face to face activities this year and we commenced a planned geographical expansion of cafes to reach more Carers who can come along with the person they are looking after, providing a safe space for Carers to get together and where they can feel comfortable being with other people who understand.

Young Carers

Our Young Carers project was one of the hardest hit services during lockdown, with long term consequences for children due to no school, isolation from friends and community activities, and the additional caring responsibilities that they took on when other support services stopped coming in to help at home.

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Trustees' report (continued)
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As the year progressed, and lockdown restrictions eased, we were able to fully resume all our activities within the clubs, during the holidays, and after school, supporting children to get back out and about within the community and to fully participate in group sessions, outings and events to increase their confidence and restore a sense of independence and integration with other children.

Our club nights in Maidstone, Sittingbourne and Ashford continue to thrive and we are actively seeking funding to commence a further club in the Thanet area shortly.

Funding

The planned procurement of Carers Short Breaks services, due Autumn 2021, was delayed for a further year to allow time for Kent County Council to consult with Carers, Carers organisations and the public, on a new Carers Strategy which was finally ratified and published in August 2022.

Future Carers services will now be commissioned against the new strategy's vision in order to meet the aims and objectives set out within it.

Crossroads proactively contributed to the process of consultation, organising Carers events and online meetings, working with staff to make sure all the Carers we work with had an opportunity to participate online, or through paper questionnaires, and by speaking with KCC councillors and MP's, to ensure that a wide range of views could be heard, especially from those Carers with the heaviest caring roles.

Health's new Kent and Medway Integrated Care Board (ICB) worked in shadow form during the year, going live in July 2022. Their new approach to joining up health and care services may significantly impact on how health funding, historically devolved to KCC contracts, will be allocated in future, and this could potentially threaten our practical crisis support service.

The delayed Carers Short Breaks contract is now due to go out for procurement late Autumn 22, and we continue to raise our concerns with KCC staff, Kent County Councillors, and district councillors about the implications for both the Carers, we support and our charity as a viable organisation, if there are significant changes to the contract specification.

West Kent CCG End of Life

This service is funded by West Kent CCG to support Carers who are caring for a loved one in the last 12 months of their life. Dealing with the news that someone you care for is nearing the end of their life is an enormously difficult time for Carers and we are grateful to the CCG for grant funding us to provide additional support, including waking night support.

Canterbury Parkinson's UK

As always, we are very grateful to the branch members and supporters of the Canterbury Parkinson's Society. Once again, they have funded weekly services this year for two families who are caring for someone with a Parkinson's diagnosis. We would like to thank them for their continued and much appreciated support.

Social Value and Charitable Objectives

Crossroads as a charity retains its values of supporting Carers and beneficiaries of all ages. As a large charity, with around 200 staff and 150 volunteers, Crossroads works hard to maintain and deliver a wide range of different types of support for all Carers and beneficiaries, 81% of all our income is spent on supporting general charitable purposes and 19% on overheads.

Our 8 strong Board of skilled and experienced Trustees provide strategic governance and support to the senior management team and collectively hold responsibility for ensuring the charity meets its charitable objectives and contractual requirements. They are committed to ensuring the sustainability of our charitable services and projects, such as our Young Carers clubs, Carers social activities, COGS clubs and dementia outreach support work, as well as the development of new and innovative services.

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Employers of Choice – Supporting the Kent

As a charitable organisation employing around 200 staff we monitor against a number of factors to ensure best value, such as:

- flexible contracts provide additional resources without embedded costs.
- locally situated, highly trained staff available across all contracts.
- calls allocated to nearest CSW, minimising delays and travel costs
- county referral communication hub reducing costs and avoiding duplication.
- integrated services, enabling seamless access to a variety of support for Carers of all ages
- high staff retention minimising recruitment costs.
- re-invested of any surplus in service improvement
- wide range of Volunteer opportunities

We invest in planned workforce development and actively promote the status of care work as a profession. We have a highly skilled, experienced, and qualified staff team with high rates of colleague retention.

Results from our latest confidential staff survey, carried out during 2022, confirm that staff feel well trained (100% saying that they have received the training they need to do their job effectively), well supported and respected, valued, and get great job satisfaction from supporting our caring families. The report highlights that working for a charity is very important to 98% of staff and 100% of staff feel proud to work for Crossroads.

Charity / proud to work for Crossroads:

"I am very proud to work for Crossroads. As a charity, we do excellent work and step up where and when it matters most."

"Crossroads are massively important as they are the only charity to give respite to desperate carers who would otherwise end up in hospital/care home, which is not wanted by them or the family."

"Everybody at Crossroads is all part of a great team that changes people's lives for the better."

Staff feel well supported and respected, valued, have job satisfaction:

"Very good place to work and feel valued with what we do."

"Crossroads is a lovely organisation to work for. They treat all staff and service users with respect and are very understanding."

"Fantastic organisation to work for, very caring and supportive at all times"

"Crossroads and all the staff are amazing. They are so kind, caring, supportive and understanding about EVERYTHING. Everything is so well run / managed and organised. I have nothing but good words to say about them. They're amazing toward their clients and staff. They are an incredible service and brilliant employers and I'm proud to work for them."

"Management and organisational support is very much valued and appreciated allowing me to do the job I love."

CARERS TRUST

Crossroads Care Kent remains a Network Partner of Carers Trust, a national charity which supports Crossroads Care scheme members by providing safe policies and procedures, access to information and advice, operational support tools and many forms of support.

Carers Trust works to improve support and services as well as recognition for anyone living with the challenges of caring, unpaid, for a family member or friend who is ill, frail, disabled or has mental health or addiction problems. With network Partners, they aim to ensure that information, advice, and practical support are available to all carers across the UK.

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Carers Trust's Network Partners are made up of a unique network of independently managed carers' charities, the majority of which are based in UK. The shared vision for carers is to make sure that information, advice, and practical support are available to all carers across the UK.

Crossroads Care Kent is an autonomous charity, carrying full legal responsibility for its own management, services, and finances, but as a network partner of Carers Trust, they exercise some control over Crossroads Care Kent (and its other member charities): namely its name, its objects, its obligation to vote to elect a representative on to the Regional Partnership Board, and certain standards of work and management.

Carers Trust advises on service development and supports schemes to provide Carer services that meet national and local initiatives and drivers within a framework of legislation and good practice. The terms and conditions of Crossroads Care Kent membership of the Trust are annually reviewed to reflect this.

INCOME AND EXPENDITURE

Total income for the year amounted to £3,811,330 of which £3,646,415 was generated from charitable activities including grants and contracts and £164,915 was derived from other sources, namely investments, donations and other trading activities.

Income from charitable activities decreased by £47,404 due to the one-off grants received to enhance post COVID support to Kent Carers in the prior year.

Total expenditure of Crossroads Care Kent in 2021/2022 was £3,832,494 an increase of £317,622. The main reason for this was an increase of direct costs, project, and group activities costs to pre pandemic level as well as staff costs to accommodate increase of NMW.

The overall result for the year was a deficit of £21,164 comparing to the surplus of £343,862 for 2021.

The average number of staff employed by the Crossroads Care Kent during the year was 181, an increase from 177 in 2021. Total staff costs for the year was £3,427,558, an increase of 8.8% compared with 2021. Further analysis is shown in note 9 to the accounts.

Net assets at 31 March 2022

Crossroads Care Kent net assets at 31 March 2022 was £2,790,279. This represents a decrease of £21,164 compared with the net assets at 31 March 2021.

Financial strategy and reserves

The charity's financial strategy is guided by its policies on expenditure and reserves. The Crossroads Care Kent policy on expenditure is to ensure that it has sufficient resources to meet its charitable objectives over the medium term. The charity generates money from a variety of activities that support or are complementary to its core purpose and make best use of its assets.

In agreeing the level of resources, Trustees are mindful of their responsibility for the stewardship of the charities long-term mission. Trustees take a risk-based approach, which aims to balance the ambition in meeting its charitable objectives; its ability to generate income; and its capacity to spend now and in the future.

The Crossroads Care Kent total reserves at 31 March 2022 was £2,790,279. As set out in note 15 to the accounts, £1,434,886 of this represents restricted funds, £1,220,000 of designated funds and the remaining £135,393 represents unrestricted funds.

Crossroads Care Kent
(A company limited by guarantee)

Trustees' report (continued)
For the year ended 31 March 2022

DEVELOPMENTS SINCE 1st APRIL 2022

40th Anniversary Celebrations

Crossroads Care Kent celebrates 40 years of Carer Support this year across the county. Starting with 11 Crossroads schemes, the organic and proactive merging of these individual charities has formed the amazing countywide organisation that we know today.

Carers events are being held throughout county during the Summer, Autumn and Winter, starting in June with a Jubilee lunch in Maidstone and finishing with a Christmas party in Faversham.

Staff events were held in East and West Kent with long service awards being presented to many staff, some for over 30 years service. Our wonderful volunteers have a celebratory event scheduled in September, and we have two fundraising Quiz evenings arranged in September and November, as well as a planned Autumn sponsored walk to raise funds for Carers.

A commemorative Carers Rose Garden will be planted in the grounds of Age UK Herne Bay in November with 40 assorted roses bushes and trees, for Carers who would like to sponsor them.

20th Anniversary Young Carers Celebrations

Our Young Carers project is also celebrating 20 years of working with children who are supporting a family member with a physical, or mental health illness. The project has supported 1000's of children over the last 20 years and the team has an action-packed summer of events and parties planned to celebrate.

A public fundraising appeal for Young Carers was launched in August 2022 to highlight the need to continue this important, very special service.

FUNDING FROM SOCIAL SERVICES & KENT CCGs

The current financial landscape is unstable and unpredictable, both nationally and locally. This may have implications on the value of the Short Breaks contract going forward – but this is as yet unknown.

A late decision to roll funding forward for the year 2022/2023 once again pushed the procurement of the Short Breaks contract further down the road; this process is now expected to commence late Autumn 2022.

Health funding also rolled over for our crisis and health appointment services, but due to the cessation of the Clinic Commissioning Groups and the formation of the Integrated Care Systems this year, as yet there has been no formal commitment through the Short Breaks contract with KCC for Carers crisis support, or the health appointments service, to continue funding this valuable support.

We have continued to actively campaign since April, for the recognition of the importance of Carers breaks, talking with MP's, council staff, Kent Council Members and district Councillors; rallying support for the LA's Carers Strategy consultation in May/June, and garnering feedback from Carers and staff to support the case for a Crossroads Short Breaks service, which offers quality replacement care, based around the needs of the Carers.

FORWARD LOOKING STATEMENTS

#kentcarersneedbreaks campaign

Having played an active role in the consultation for the new Kent Carers Strategy, we now wait to see what will be included in the service specification of the Short Breaks contract and whether that will lead to positive change for Carers.

Our concerns remain that the voices of those Carers with the heaviest caring roles have been lost in the more generic push towards preventative Wellbeing services, and we worry that this approach will be reflected in the new contract, leading to a loss of focus on the Carers that Crossroads support.

Crossroads Care Kent
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Trustees' report (continued)
For the year ended 31 March 2022

We want to see the need for regular specialist replacement care recognised as a priority for these carers, more of a service they can rely on with the same trusted member of staff coming each week so that the caring family can establish a meaningful relationship, not less.

Our key messages for commissioners are that:

- **Breaks for carers are a lifeline:** Caring can be 24/7, especially if you're caring for someone with complex needs. Carers need regular breaks so they don't become so exhausted that they can't go on.
- **Breaks need to be regular** Caring can be round the clock for many years. A break just once in a while or a couple of hours a week for a few weeks isn't enough.
- **Carers should be able to choose what to do on their breaks.** They shouldn't be limited to having to take part in particular activities.
- **For a carer to get a break, excellent replacement care is needed** People with dementia or complex disabilities need people they know and trust coming in to look after them. If that doesn't happen, carers can't take a break.
- **Carers know when they need a break** Carers don't need to wait weeks for an assessment to tell them they need a break. If they say they need breaks, and a health or care worker agrees with them, they should get them.
- **Carers also need help in a crisis or to go to their own health appointments.** Carers often become unable to keep on caring when there's an unexpected crisis or they become unwell themselves. Giving them the help they need will mean they can carry on caring.
- **Carers need special help when the person they care for is dying.** This means they can spend the time they have left with the person they care for as well as possible, instead of worrying about care.

Kent county council have financed the Crossroads model of support for Carers for 40 years. They know it makes sense to help these carers with a regular break and we can only hope that common sense prevails and that this wonderful service is supported to continue with this vital work for the next 40 years.

PUBLIC BENEFIT

The Trustees have a responsibility to report on how the aims of the charity are carried out for public benefit through the activities undertaken by the charity.

This report sets out the activities of the scheme using both narrative and statistics to evidence that these aims are being met and that the charity is operating for public benefit.

The Directors and Trustees confirm that they have complied with the duty in section 17 of the Charities Act 2011 to have regard to public benefit guidance published by the Charity Commission.

RESERVES AND RISK REVIEW RISK FACTORS

The Board is responsible for undertaking regular reviews of any major internal or external risk factors associated with running a Charity. There are currently several risks to which Crossroads Care Kent is exposed:

1. Reliance on publicly funded entities, such as Local Authorities and the NHS. Any material reduction or loss of grant revenue could adversely impact Crossroads Care Kent' business.
2. Crossroads Care Kent operates in a highly regulated business and care environment; failure to comply with regulations could lead to substantial penalties, and de-registration.
3. Failure to accurately predict and provide for future cost increases, or to overestimate its ability efficiently to deliver services that it contracts to provide, could affect its capability to deliver services.
4. Changes in public health care policy and uncertainty as to the future of such policies

Crossroads Care Kent
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Trustees' report (continued)
For the year ended 31 March 2022

5. Competition with other for-profit and not-for-profit entities for contracts.
6. The ability to attract, retain and train experienced and/or qualified staff, managers, Trustees and other volunteers required to deliver a quality service

STATEMENT OF RISK ASSESSMENT

The Trustees have a duty to take all reasonable steps to assess and manage risks to their charity's activities, beneficiaries, property, work, or reputation. A Risk Register control system of all risks including financial and operational is in place to monitor internal risks. Where appropriate, systems or procedures have been established to mitigate the risks the charity faces. Internal control risks are minimised by the financial control procedures approved by the Trustees.

These procedures are periodically reviewed to ensure they meet the needs of the charity.

Reserves Policy

Reserves are the unrestricted funds held as the general funds of the charity, often described as free reserves. In SORP, the term reserves are defined as follows:

"In this SORP the term "reserves" (unless otherwise indicated) describes that part of a charity's income funds that is freely available to spend on any of the charity's purposes".

Another way to view reserves is to see them as the funds we can use to cover expenditure to "buy some time" in the event of reduced income or changes in circumstances. We also need reserves to fund the committed expenditure whilst sourcing alternative funding.

The main concerns of the board are to ensure:

- that staff can continue to deliver support to our clients in the event of income reduction
- coverage for unexpected rise in costs or any other unforeseen liability.
- covering any fluctuations in cash requirements

It is therefore essential to ensure that there are sufficient reserves to tide the organisation over while fundraising is done or to wind up activity while meeting its obligations to the staff and service users.

Designated funds are as follows:

Our designated funds which are set aside by trustees' total £1,220,000 and including £250,000 to support the potential relocation of both offices to one central site or to meet the organisation's short- and long-term accommodation needs in the event that one or both offices are required to find alternative suitable accommodation.

Our accommodation in both East and West Kent is stable at present with suitable premises rented from external landlords. However, the Trustees consider it prudent to continue to designate this fund for the foreseeable future.

In addition, reserves of £690,000 are also designated to cover updated costs of staff redundancy and 1 month notice period in the event of charity being wound up.

The Care Replacement Fund of £280,000 represents the cost of 4 weeks for core and palliative clients currently being supported and relates to the commitment we make to our clients providing future respite, emergency, and palliative care in the event of restricted income being withdrawn.

We are committed to maintain at least 3 months of unrestricted general funds equivalent to £850,000 as at end of March 2022 to accommodate cash flow fluctuations. KCC contract is paid 2 months in arrears and any delay in KCC funding will significantly affect our cash flow. Trustees are satisfied that the level of free reserves (£1,434,886) is therefore adequate.

Crossroads Care Kent
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Trustees' report (continued)
For the year ended 31 March 2022

Pay Policy Introduction

This policy sets out the principles upon which the Trustees of Crossroads Care Kent make decisions about staff salary.

Principles

The following pay principles are applied:

- salaries will be reviewed annually and benchmarked when necessary, against suitable employers
- salaries must be affordable given the financial performance of the charity
- salaries will recognise appropriate regional differences

Policy Statement

Crossroads Care Kent seeks to ensure that its remuneration policy and practices are compatible with effective risk management. This is done by embedding the following principles into its Pay Policy:

- remuneration is compatible with the risk management and risk tolerance of the charity
- remuneration supports the charity's strategy, objectives, values, and long-term interests
- employees in control functions have appropriate authority and are remunerated adequately in accordance with their functions; and
- the board of Trustees approves and reviews annually the general principles of the remuneration policy.

This policy aims to attract and retain people with the right mix of skills and experience who share the charity's values and are prepared to work together as a team.

Scope

This policy applies to all employees of Crossroads Care Kent. It is owned by the Trustees. Its content and any amendments are subject to approval by the Trustees. The policy will be reviewed annually by the Board of Trustees.

Benchmarking

Crossroads Care Kent needs to be able to attract and retain suitable individuals. The need for appropriate levels of remuneration must be considered. A job evaluation scheme would be disproportionate to the size of Crossroads Care Kent. Therefore, should the need for benchmarking occur Crossroads Care Kent will consider pay across charities and not-for-profit organisations within the Kent area. It will aim to benchmark its salaries at the median after making allowance for other benefits that are included within a role.

Salary process and recommendations for salary awards

The Trustees maintain oversight and control over Crossroads Care Kent's salaries to ensure pay levels remain appropriate. The approach adopted comprises:

- The Chief Executive is responsible for making recommendations to the Board of Trustees.
- The Chief Executive has authority to make decisions around salary adjustments necessary to meet operational need within overall agreed budget.
- A recommendation on whether to make an annual pay increase will be made by the Chief Executive Officer when they consider the next financial year's estimates and the performance of an employee. Different levels of increase may be awarded to different staff if felt appropriate by the Chief Executive Officer.
- Employees will receive written notification of any salary awards made to them.

Anyone who is subject to formal action arising from poor performance or conduct will not receive a pay increase until their performance is deemed satisfactory by their line manager.

Crossroads Care Kent
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Trustees' report (continued)
For the year ended 31 March 2022

Employee Benefits

Crossroads Care Kent offers the following employee benefits in addition to salary:

- In addition to public holidays 20 days annual leave per calendar year. This is adjusted "pro-retain the first and last year of employment and as appropriate for part-time staff. An additional 3 days annual leave is available for staff serving 3 years or more.
- Occupational sick pay is offered in addition to Statutory Sick Pay for key personnel in the organisation.
- Staff are automatically enrolled into the organisations auto enrolment pension provider when reaching the eligibility criteria.
- Access to health insurance through payroll
- Enhanced training and progression opportunities.

INSURANCE

Crossroads Care Kent carries a variety of insurance policies including, among others, property and material damage, business interruption, employer's liability, public liability, directors and officers liability and medical malpractice. Crossroads Care Kent maintains insurance coverage that is of the type that is customary for a business of the nature and size of Crossroads Care Kent.

LEGAL PROCEEDINGS

In the normal course of its business, Crossroads Care Kent is subject to national and local regulatory scrutiny, supervision, and control. At the date of this annual report, to the best of Crossroads Care Kent knowledge, after due inquiry, there were no exceptional events, claims or litigation which have had or are likely to have a material adverse impact on Crossroads Care Kent business activities, results of operations or financial condition.

The Trustees of Crossroads Care Kent declare that no serious incident has taken place during the year which should have been reported to the Charity Commission.

QUALITY ASSURANCE

Crossroads Care Kent is focused on providing services that achieve high quality and service user satisfaction. The scheme has consistently maintained the high quality of work demanded by the sector and the Care Quality Commission which publicly regulates social care providers and facilities in England.

CARE QUALITY COMMISSION

The Care Quality Commission are not yet resuming site inspections, but we continue to work with them providing information about our work through desk top reviews and conversations with inspectors to ensure compliant. CQC use this information to evaluate our ratings annually, which remain GOOD across the board. Information to this effect will be posted on our CQC's website to inform the public of this outcome.

Links to our latest CQC reports are available on our website, www.crossroadskent.org

Crossroads Care Kent
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Trustees' report (continued)
For the year ended 31 March 2022

STATEMENT OF TRUSTEES RESPONSIBILITIES FOR THE YEAR ENDED 31 MARCH 2022

The trustees (who are also the directors of Crossroads Care Kent for the purposes of company law) are responsible for preparing the Report of the Trustees 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 charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing those financial statements, the trustees are required to

- select suitable accounting policies and then apply them consistently; observe the methods and principles in the Charity SORP
- make judgements and estimates that are reasonable and prudent
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

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

DISCLOSURE OF INFORMATION TO AUDITORS

Each of the persons who are Trustees at the time when this Trustees' report is approved has confirmed that:

- so far as the trustees are aware there is no relevant audit information of which the charitable company's auditors are unaware; and
- that Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant information needed by the charitable company's auditors in connection with preparing their report and to establish that the charitable company's auditors are aware of that information.

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



Lynne Tindle
Trustee

Date: 8/12/22

Crossroads Care Kent
(A company limited by guarantee)

Independent auditors' report to the Members of Crossroads Care Kent

Opinion

We have audited the financial statements of Crossroads Care Kent (the 'charitable company') for the year ended 31 March 2022 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 2022 and of its incoming resources and application of resources, including its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Charities Act 2011.

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.

Crossroads Care Kent
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Independent auditors' report to the Members of Crossroads Care Kent (continued)

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.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters where the Charities (Accounts and Reports) Regulations 2008 requires us to report to you if, in our opinion:

- the information given in the Trustees' report is inconsistent in any material respect with the financial statements; or
- sufficient accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we require for our audit.

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.

Crossroads Care Kent
(A company limited by guarantee)

Independent auditors' report to the Members of Crossroads Care Kent (continued)

Auditors' responsibilities for the audit of the financial statements

We have been appointed as auditor under section 145 of the Charities Act 2011 and report in accordance with the Act and relevant regulations made or having effect thereunder.

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:

- Discussions with management and assessment of known or suspected instances of non-compliance with laws and regulations (including health and safety, Care Quality Commission inspection reports, and fundraising practices) and fraud, and review of the reports made by management; and
- Confirmation of related parties with management, and review of transactions throughout the period to identify any previously undisclosed transactions with related parties outside the normal course of business; and
- Reading minutes of meetings of those charged with governance; and
- Performing analytical procedures with automated data analytics tools to identify any unusual or unexpected relationships, including related party transactions, that may indicate risks of material misstatement due to fraud; and
- Identifying and testing journal entries.

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 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.

Crossroads Care Kent
(A company limited by guarantee)

Independent auditors' report to the Members of Crossroads Care Kent (continued)

As part of an audit in accordance with ISAs (UK), we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion of the effectiveness of the charitable company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Trustees.
- Conclude on the appropriateness of the Trustees' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the charitable company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our Auditors' report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our Auditors' report. However, future events or conditions may cause the charitable company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. 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.



Kreston Reeves LLP

Chartered Accountants
Statutory Auditor

Canterbury

Date: **9 December 2022**

Crossroads Care Kent
(A company limited by guarantee)

Statement of financial activities (incorporating income and expenditure account)
For the year ended 31 March 2022

	Note	Restricted funds 2022 £	Unrestricted funds 2022 £	Total funds 2022 £	Total funds 2021 £
Income from:					
Donations and legacies	4	8,169	156,464	164,633	140,486
Charitable activities	5	318,951	3,327,464	3,646,415	3,716,994
Investments	6	-	282	282	1,254
Total income		327,120	3,484,210	3,811,330	3,858,734
Expenditure on:					
Charitable activities		468,898	3,363,596	3,832,494	3,514,872
Total expenditure		468,898	3,363,596	3,832,494	3,514,872
Net (expenditure)/income		(141,778)	120,614	(21,164)	343,862
Transfers between funds	15	145,261	(145,261)	-	-
Net movement in funds		3,483	(24,647)	(21,164)	343,862
Reconciliation of funds:					
Total funds brought forward		131,910	2,679,533	2,811,443	2,467,581
Net movement in funds		3,483	(24,647)	(21,164)	343,862
Total funds carried forward		135,393	2,654,886	2,790,279	2,811,443

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

The notes on pages 27 to 45 form part of these financial statements.

Crossroads Care Kent
(A company limited by guarantee)
Registered number: 03694575

Balance sheet
As at 31 March 2022

	Note	2022 £	2021 £
Fixed assets			
Tangible assets	11	5,164	8,269
		<u>5,164</u>	<u>8,269</u>
Current assets			
Debtors	12	343,622	362,901
Cash at bank and in hand		2,714,272	2,715,153
		<u>3,057,894</u>	<u>3,078,054</u>
Creditors: amounts falling due within one year	13	(252,779)	(254,880)
Net current assets		<u>2,805,115</u>	<u>2,823,174</u>
Total assets less current liabilities		<u>2,810,279</u>	<u>2,831,443</u>
Provisions for liabilities		(20,000)	(20,000)
Total net assets		<u>2,790,279</u>	<u>2,811,443</u>
Charity funds			
Restricted funds	15	135,393	131,910
Unrestricted funds	15	2,654,886	2,679,533
Total funds		<u>2,790,279</u>	<u>2,811,443</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:



Richard Parsons

Chairman

Date: 8.12.2022

The notes on pages 27 to 45 form part of these financial statements.

Crossroads Care Kent
(A company limited by guarantee)

Statement of cash flows
For the year ended 31 March 2022

	2022 £	2021 £
Cash flows from operating activities		
Net cash used in operating activities	1,308	671,668
Cash flows from investing activities		
Dividends, interests and rents from investments	282	1,254
Purchase of tangible fixed assets	(2,471)	-
Net cash (used in)/provided by investing activities	(2,189)	1,254
Cash flows from financing activities		
Net cash provided by financing activities	-	-
Change in cash and cash equivalents in the year	(881)	672,922
Cash and cash equivalents at the beginning of the year	2,715,153	2,042,231
Cash and cash equivalents at the end of the year	2,714,272	2,715,153

The notes on pages 27 to 45 form part of these financial statements

Crossroads Care Kent
(A company limited by guarantee)

Notes to the financial statements
For the year ended 31 March 2022

1. General information

Crossroads Care Kent is a charity (company number: 03694575), limited by guarantee, incorporated in England and Wales.

The charity's registered office is 170 Tonbridge Road, Watlingbury, Maidstone, Kent, ME18 5NS.

The charitable activities of the charity continues to be to provide trained care support workers to take over the Carer's role to give the Carer a short break on a regular basis.

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 charity has applied all amendments to FRS102, in accordance with the mandatory adoption of the triennial review for accounting periods beginning on or after 1 January 2019.

Crossroads Care Kent 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.

The charity's functional and presentational currency is in Pounds Sterling.

The charity's financial statements are presented to the nearest pound.

2.2 Going concern

The charity's main source of income is from its charitable objectives being the receipt of grants and donations to provide trained Carer support workers to take over the Carer's role to give the Carer a short break on a regular basis.

In order to meet its day to day working capital requirements the charity is dependent upon these grants and donations, the nature of which are primarily awarded on an annual basis.

The Trustees have a reasonable expectation that the charity will have adequate resources to continue in operational existence for the foreseeable future. Accordingly, they continue to adopt a going concern basis in preparing the financial statements.

2.3 Company status

The company is a company limited by guarantee. The members of the company are the Trustees named on page 1. In the event of the company being wound up, the liability in respect of the guarantee is limited to £5 per member of the company.

Crossroads Care Kent
(A company limited by guarantee)

Notes to the financial statements
For the year ended 31 March 2022

2. Accounting policies (continued)

2.4 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.

The recognition of income from legacies is dependent on establishing entitlement, the probability of receipt and the ability to estimate with sufficient accuracy the amount receivable. Evidence of entitlement to a legacy exists when the charity has sufficient evidence that a gift has been left to them (through knowledge of the existence of a valid will and the death of the benefactor) and the executor is satisfied that the property in question will not be required to satisfy claims in the estate. Receipt of a legacy must be recognised when it is probable that it will be received and the fair value of the amount receivable, which will generally be the expected cash amount to be distributed to the charity, can be reliably measured.

Grants are included in the Statement of financial activities on a receivable basis. The balance of income received for specific purposes but not expended during the period is shown in the relevant funds on the Balance sheet. Where income is received in advance of entitlement of receipt, its recognition is deferred and included in creditors as deferred income. Where entitlement occurs before income is received, the income is accrued.

Where the donated good is a fixed asset, it is measured at fair value, unless it is impractical to measure this reliably, in which case the cost of the item to the donor should be used. The gain is recognised as income from donations and a corresponding amount is included in the appropriate fixed asset class and depreciated over the useful economic life in accordance with the charity's accounting policies.

On receipt, donated professional services and facilities are recognised on the basis of the value of the gift to the charity which is the amount it would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

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

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

2. Accounting policies (continued)

2.5 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.

Support costs are those costs incurred directly in support of expenditure on the objects of the company and include project management carried out at Headquarters.

Costs of generating funds are costs incurred in attracting voluntary income, and those incurred in trading activities that raise funds.

2.6 Government grants

Grants are credited to the Statement of financial activities as the related expenditure is incurred.

2.7 Taxation

The charity is considered to pass the tests set out in Paragraph 1 Schedule 6 of the Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the charity is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 Part 11 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

2.8 Tangible fixed assets and depreciation

Tangible fixed assets costing £500 or more are capitalised and recognised when future economic benefits are probable and the cost or value of the asset can be measured reliably.

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, .

Depreciation is provided on the following basis:

Fixtures and fittings	-	25% Straight line
Computer equipment	-	25% Straight line

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Notes to the financial statements
For the year ended 31 March 2022

2. Accounting policies (continued)

2.9 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.

2.10 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.

2.11 Liabilities

Liabilities and provisions 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.

Notes to the financial statements
For the year ended 31 March 2022

2. Accounting policies (continued)

2.12 Financial instruments

The charitable company only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

Debt instruments (other than those wholly repayable or receivable within one year), including loans and other accounts receivable and payable, are initially measured at present value of the future cash flows and subsequently at amortised cost using the effective interest method. Debt instruments that are payable or receivable within one year, typically trade payables or receivables, are measured, initially and subsequently, at the undiscounted amount of the cash or other consideration expected to be paid or received. However if the arrangements of a short-term instrument constitute a financing transaction, like the payment of a trade debt deferred beyond normal business terms or finance at a rate of interest that is not a market rate or in case of an outright short-term loan not at market rate, the financial asset or liability is measured, initially, at the present value of the future cash flow discounted at a market rate of interest for a similar debt instrument and subsequently at amortised cost.

Financial assets that are measured at cost and amortised cost are assessed at the end of each reporting period for objective evidence of impairment. If the objective evidence of impairment is found, an impairment loss is recognised in the profit and loss account.

For financial assets measured at amortised cost, the impairment loss is measured as the difference between an asset's carrying amount and the present value of estimated cash flows discounted at the asset's original effective interest rate. If a financial asset has a variable interest rate, the discount rate for measuring any impairment loss is the current effective interest rate determined under the contract.

For financial assets measured at cost less impairment, the impairment loss is measured as the difference between an asset's carrying amount and best estimate of the recoverable amount, which is an approximation of the amount that the company would receive for the asset if it were to be sold at the balance sheet date.

Financial assets and liabilities are offset and the net amount reported in the balance sheet when there is an 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.

2.13 Provisions

Provisions are recognised when the charity has an obligation at the reporting date as a result of a past event which it is probable will result in the transfer of economic benefits and the obligation can be estimated reliably.

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 within interest payable and similar charges.

2.14 Operating leases

Rentals paid under operating leases are charged to the Statement of financial activities on a straight line basis over the lease term.

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Notes to the financial statements
For the year ended 31 March 2022

2. Accounting policies (continued)

2.15 Pensions

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

2.16 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.

Designated funds comprise unrestricted funds that have been set aside by the Trustees for particular purposes. The aim and use of each designated fund is set out in the notes to the financial statements.

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.

3. Critical accounting estimates and areas of judgement

The preparation of the financial statements requires key management to make judgements, estimates and assumptions that can affect the amounts reported for assets and liabilities, and the results for the year. The nature of estimation is such though that actual outcomes could differ significantly from those estimates.

The following judgements have had the most significant impact on the amounts recognised in the financial statements:

Lease commitments

The charity has entered into a range of lease commitments in respect of property. The classification of these leases as either financial or operating leases requires key management to consider whether the terms and conditions of each lease are such that the charity has acquired the risks and rewards associated with the ownership of the underlying assets.

The following are the company's key sources of estimation uncertainty:

Allocation of support costs

The charity allocates its support costs based upon the number of hours staff members have incurred between the charitable activities. This method is also used to allocate support costs between restricted and unrestricted funds.

Provisions

A provision has been made in relation to the dilapidations of the property. This can be seen at note 14.

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Notes to the financial statements
For the year ended 31 March 2022

4. Income from donations and legacies

	Restricted funds 2022 £	Unrestricted funds 2022 £	Total funds 2022 £	Total funds 2021 £
Donations	8,169	104,358	112,527	127,528
Legacies	-	49,764	49,764	7,200
Government grants	-	2,342	2,342	5,758
	<u>8,169</u>	<u>156,464</u>	<u>164,633</u>	<u>140,486</u>
Total 2021	<u>-</u>	<u>140,486</u>	<u>140,486</u>	

5. Income from charitable activities

	Restricted funds 2022 £	Unrestricted funds 2022 £	Total funds 2022 £	Total funds 2021 £
Income from charitable activities - Provision of care services	318,951	3,204,662	3,523,613	3,593,842
Income from charitable activities - Volcare	-	122,802	122,802	123,152
	<u>318,951</u>	<u>3,327,464</u>	<u>3,646,415</u>	<u>3,716,994</u>
Total 2021	<u>548,720</u>	<u>3,168,274</u>	<u>3,716,994</u>	

6. Investment income

	Unrestricted funds 2022 £	Total funds 2022 £	Total funds 2021 £
Investment income	282	282	1,254
	<u>282</u>	<u>282</u>	
Total 2021	<u>1,254</u>	<u>1,254</u>	

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Notes to the financial statements
For the year ended 31 March 2022

7. Analysis of expenditure by activities

	Activities undertaken directly 2022 £	Support costs 2022 £	Total funds 2022 £	Total funds 2021 £
Provision of care services	3,438,296	319,623	3,757,919	3,397,914
Volcare	61,554	13,021	74,575	116,958
	<u>3,499,850</u>	<u>332,644</u>	<u>3,832,494</u>	<u>3,514,872</u>
Total 2021	<u>3,240,113</u>	<u>274,759</u>	<u>3,514,872</u>	

Analysis of direct costs

	Provision of care services 2022 £	Volcare 2022 £	Total funds 2022 £	Total funds 2021 £
Staff costs	3,381,097	46,461	3,427,558	3,149,437
Staff training	8,688	-	8,688	6,571
Recruitment costs	4,669	-	4,669	4,283
Macmillan project activities	16,770	-	16,770	13,409
COGS expenditure	9,884	-	9,884	535
Carers activities	2,551	-	2,551	769
Young Carers project activities	14,637	-	14,637	11,463
Volcare volunteer expenditure and subsistence	-	15,093	15,093	53,646
	<u>3,438,296</u>	<u>61,554</u>	<u>3,499,850</u>	<u>3,240,113</u>
Total 2021	<u>3,134,097</u>	<u>106,016</u>	<u>3,240,113</u>	

Crossroads Care Kent
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Notes to the financial statements
For the year ended 31 March 2022

7. Analysis of expenditure by activities (continued)

Analysis of support costs

	Provision of care services 2022 £	Volcare 2022 £	Total funds 2022 £	Total funds 2021 £
Depreciation	5,353	223	5,576	9,901
Rent	114,042	4,405	118,447	87,178
Gas, electricity and water	4,915	552	5,467	5,735
Telephone and postage	20,160	840	21,000	23,901
Computer costs	65,941	2,748	68,689	66,905
Repairs and maintenance	11,162	465	11,627	18,769
Insurance	21,942	914	22,856	23,533
Affiliation costs	10,824	451	11,275	11,275
Legal and professional fees	4,751	1,585	6,336	6,451
Consultancy fees	26,293	-	26,293	330
Bank charges	2,238	-	2,238	3,508
Incidental expenses	17,377	817	18,194	7,736
Fundraising and public relations	7,123	-	7,123	2,930
Bad debt write off	502	21	523	607
Audit fees	7,000	-	7,000	6,000
	<u>319,623</u>	<u>13,021</u>	<u>332,644</u>	<u>274,759</u>
Total 2021	<u>263,817</u>	<u>10,942</u>	<u>274,759</u>	

8. Auditors' remuneration

	2022 £	2021 £
Fees payable to the Charity's auditor for the audit of the Charity's annual accounts	<u>6,600</u>	<u>6,300</u>

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Notes to the financial statements
For the year ended 31 March 2022

9. Staff costs

	2022	2021
	£	£
Wages and salaries	3,173,629	2,934,945
Social security costs	197,059	162,521
Contribution to defined contribution pension schemes	56,870	51,971
	<u>3,427,558</u>	<u>3,149,437</u>

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

	2022	2021
	No.	No.
Employees	<u>181</u>	<u>177</u>

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

	2022	2021
	No.	No.
In the band £60,001 - £70,000	1	1

The 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. No Trustee received any remuneration during the year (2021: £Nil) and the total compensation paid to key management personnel amounted to £147,711 (2021: £137,189).

10. Trustees' remuneration and expenses

During the year, no Trustees received any remuneration or other benefits (2021 - £NIL).

During the year ended 31 March 2022, no Trustee expenses have been incurred (2021 - £NIL).

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Notes to the financial statements
For the year ended 31 March 2022

11. Tangible fixed assets

	Fixtures and fittings £	Computer equipment £	Total £
Cost or valuation			
At 1 April 2021	30,858	94,996	125,854
Additions	559	1,912	2,471
At 31 March 2022	<u>31,417</u>	<u>96,908</u>	<u>128,325</u>
Depreciation			
At 1 April 2021	30,849	86,736	117,585
Charge for the year	140	5,436	5,576
At 31 March 2022	<u>30,989</u>	<u>92,172</u>	<u>123,161</u>
Net book value			
At 31 March 2022	<u>428</u>	<u>4,736</u>	<u>5,164</u>
At 31 March 2021	<u>9</u>	<u>8,260</u>	<u>8,269</u>

12. Debtors

	2022 £	2021 £
Trade debtors	294,493	301,991
Other debtors	8,855	9,387
Prepayments and accrued income	40,274	51,523
	<u>343,622</u>	<u>362,901</u>

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Notes to the financial statements
For the year ended 31 March 2022

13. Creditors: Amounts falling due within one year

	2022 £	2021 £
Trade creditors	10,018	2,849
Other taxation and social security	42,798	37,605
Pension fund loan payable	9,441	12,201
Other creditors	9,765	10,048
Accruals and deferred income	180,757	192,177
	<u>252,779</u>	<u>254,880</u>

14. Provisions

	Provisions £
At 1 April 2021	20,000
	<u>20,000</u>

Dilapidations

The charity is required by the terms of its rental agreement to replace all carpets in the premises at the end of the tenancy. The Trustees are of the opinion that £20,000 remains to be a realistic provision, and therefore there have been no movements of this balance in the current year.

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Notes to the financial statements
For the year ended 31 March 2022

15. Statement of funds

Statement of funds - current year

	Balance at 1 April 2021 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 March 2022 £
Unrestricted funds					
Designated funds					
Redundancy contingency	690,000	-	-	-	690,000
Relocation fund	250,000	-	-	-	250,000
Care Replacement Fund	280,000	-	-	-	280,000
	<u>1,220,000</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>1,220,000</u>
General funds					
General Funds	1,459,533	3,484,210	(3,363,596)	(145,261)	1,434,886
	<u>1,459,533</u>	<u>3,484,210</u>	<u>(3,363,596)</u>	<u>(145,261)</u>	<u>1,434,886</u>
Total Unrestricted funds	<u>2,679,533</u>	<u>3,484,210</u>	<u>(3,363,596)</u>	<u>(145,261)</u>	<u>2,654,886</u>
Restricted funds					
Volcare	48,052	-	-	-	48,052
End of Life West Kent CCG	78,695	100,000	(94,364)	-	84,331
Young Carers	-	106,569	(103,559)	-	3,010
Macmillan Volunteer Service	5,163	55,295	(191,969)	131,511	-
KCC Enhanced Hospital Discharge	-	65,256	(79,006)	13,750	-
	<u>131,910</u>	<u>327,120</u>	<u>(468,898)</u>	<u>145,261</u>	<u>135,393</u>
Total of funds	<u>2,811,443</u>	<u>3,811,330</u>	<u>(3,832,494)</u>	<u>-</u>	<u>2,790,279</u>

Crossroads Care Kent
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Notes to the financial statements
For the year ended 31 March 2022

15. Statement of funds (continued)

Statement of funds - prior year

	Balance at 1 April 2020 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 March 2021 £
Unrestricted funds					
Designated funds					
Redundancy contingency	405,000	-	-	285,000	690,000
Relocation fund	250,000	-	-	-	250,000
Emergency care breaks	10,000	-	-	(10,000)	-
Palliative Care	11,257	-	-	(11,257)	-
Committed Future Care	55,000	-	-	(55,000)	-
Care Replacement Fund	-	-	-	280,000	280,000
	<u>731,257</u>	<u>-</u>	<u>-</u>	<u>488,743</u>	<u>1,220,000</u>
General funds					
General Funds	<u>1,628,653</u>	<u>3,310,014</u>	<u>(2,968,800)</u>	<u>(510,334)</u>	<u>1,459,533</u>
Total Unrestricted funds	<u>2,359,910</u>	<u>3,310,014</u>	<u>(2,968,800)</u>	<u>(21,591)</u>	<u>2,679,533</u>
Restricted funds					
Volcare	48,052	-	-	-	48,052
End of Life West Kent CCG	59,619	100,000	(80,924)	-	78,695
Young Carers	-	83,364	(100,888)	17,524	-
Macmillan Volunteer Service	-	187,283	(182,120)	-	5,163
KCC Enhanced Hospital Discharge	-	78,073	(78,528)	455	-
Barclays	-	100,000	(103,612)	3,612	-
	<u>107,671</u>	<u>548,720</u>	<u>(546,072)</u>	<u>21,591</u>	<u>131,910</u>
Total of funds	<u>2,467,581</u>	<u>3,858,734</u>	<u>(3,514,872)</u>	<u>-</u>	<u>2,811,443</u>

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Notes to the financial statements
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Current year transfer between funds

Macmillan Volunteer Service - the current year transfer of £131,511 from unrestricted funds represents the contribution Crossroads Care Kent has made towards providing support for this project.

KCC Enhanced Hospital Discharge - the current year transfer of £13,750 from unrestricted funds represents the contribution Crossroads Care Kent has made towards providing support for this project.

Prior year transfer between funds

Redundancy contingency - the prior year transfer of £285,000 from unrestricted funds is to increase the designated fund to cover updated costs of staff redundancy and 1 month notice period

Young Carers - the prior year transfer of £17,524 from unrestricted funds represents the contribution Crossroads Care Kent has made towards providing support for the Young Carers project.

KCC Enhanced Hospital Discharge - the prior year transfer of £455 from unrestricted funds represents the contribution Crossroads Care Kent has made towards providing support for this project.

Barclays - the prior year transfer of £3,612 from unrestricted funds represents the contribution Crossroads Care Kent has made towards providing support for this project.

Emergency Care Breaks - the prior year transfer out of £10,000 is as a result of the Charity combining some of the various designated funds into the new "Care Replacement Fund" designated fund

Palliative Care Fund - the prior year transfer out of £11,257 is as a result of the Charity combining some of the various designated funds into the new "Care Replacement Fund" designated fund

Committed Future Care - the prior year transfer out of £55,000 is as a result of the Charity combining some of the various designated funds into the new "Care Replacement Fund" designated fund

Care Replacement Fund - the prior year transfer in of £280,000 represents the monies received from transfers out of the above three funds, as well as a transfer from unrestricted fund to top up the designated fund to better reflect anticipated actual costs in the event of the Charity being wound up

Purpose of designated funds

Redundancy contingency - This represents the Trustees' estimate of costs that may be incurred in the event of the charity ceasing to operate, such as rent, redundancy payments etc.

Relocation reserve - This represents funds set aside to seek larger premises as a capital asset in the next two years.

Emergency Care Breaks - This covers the cost of meeting any Carer's emergency need for respite for which no specific funding exists

Palliative Care Fund - This represents funds set aside should there ever be a need to taper off End of Life Project in the event of funding ceasing.

Committed Future Care - This represents the cost of future respite visits to which the charity is committed.

Care Replacement Fund - This represents funds to continue supporting clients whilst they source alternative care provision in the event of closure of the Charity.

Notes to the financial statements
For the year ended 31 March 2022

Purposes of restricted funds

Volcare - This fund represents grants received in order to provide a bespoke home based respite service for Carers.

End of Life West Kent CCG - This fund represents monies received to specially help those with cancer.

Young Carers - This fund represents grants received in order to provide short breaks for Young Carers.

Macmillan Volunteer Service - This fund represents funding received for a Volunteer Befriending Service. This service provides volunteers to support people who have cancer.

KCC Enhanced Hospital Discharge - This fund represents funding received to provide care to those who are specifically COVID-19 positive.

Barclays - This fund represents monies received to provide post COVID-19 support to Carers across Kent.

16. Summary of funds

Summary of funds - current year

	Balance at 1 April 2021 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 March 2022 £
Designated funds	1,220,000	-	-	-	1,220,000
General funds	1,459,533	3,484,210	(3,363,596)	(145,261)	1,434,886
Restricted funds	131,910	327,120	(468,898)	145,261	135,393
	<u>2,811,443</u>	<u>3,811,330</u>	<u>(3,832,494)</u>	<u>-</u>	<u>2,790,279</u>

Summary of funds - prior year

	Balance at 1 April 2020 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 March 2021 £
Designated funds	731,257	-	-	488,743	1,220,000
General funds	1,628,653	3,310,014	(2,968,800)	(510,334)	1,459,533
Restricted funds	107,671	548,720	(546,072)	21,591	131,910
	<u>2,467,581</u>	<u>3,858,734</u>	<u>(3,514,872)</u>	<u>-</u>	<u>2,811,443</u>

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Notes to the financial statements
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17. Analysis of net assets between funds

Analysis of net assets between funds - current year

	Restricted funds 2022 £	Unrestricted funds 2022 £	Total funds 2022 £
Tangible fixed assets	-	5,164	5,164
Current assets	151,457	2,906,437	3,057,894
Creditors due within one year	(16,064)	(236,715)	(252,779)
Provisions for liabilities and charges	-	(20,000)	(20,000)
Total	135,393	2,654,886	2,790,279

Analysis of net assets between funds - prior year

	Restricted funds 2021 £	Unrestricted funds 2021 £	Total funds 2021 £
Tangible fixed assets	-	8,269	8,269
Current assets	194,050	2,884,004	3,078,054
Creditors due within one year	(62,140)	(192,740)	(254,880)
Provisions for liabilities and charges	-	(20,000)	(20,000)
Total	131,910	2,679,533	2,811,443

18. Reconciliation of net movement in funds to net cash flow from operating activities

	2022 £	2021 £
Net income/expenditure for the year (as per Statement of Financial Activities)	(21,164)	343,862
Adjustments for:		
Depreciation charges	5,576	9,901
Dividends, interests and rents from investments	(282)	(1,254)
Decrease in debtors	19,279	273,995
(Decrease)/Increase in creditors	(2,101)	46,915
Net cash provided by operating activities	1,308	673,419

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19. Analysis of cash and cash equivalents

	2022 £	2021 £
Cash in hand	2,714,272	2,715,153
Total cash and cash equivalents	2,714,272	2,715,153

20. Analysis of changes in net debt

	At 1 April 2021 £	Cash flows £	At 31 March 2022 £
Cash at bank and in hand	2,715,153	(881)	2,714,272
Debt due within 1 year	(12,201)	2,760	(9,441)
	2,702,952	1,879	2,704,831

21. Pension commitments

The charity operates three defined contribution pension schemes. The assets of each scheme are held separately from those of the company in separate independently administered funds. The pension cost charge represents contributions payable by the company to the funds and amounted to £56,870 (2021: £51,917). Contributions totalling £9,441 (2021: £12,201) were payable to the funds at the balance sheet date and are included in creditors.

22. Operating lease commitments

At 31 March 2022 the Charity had commitments to make future minimum lease payments under non-cancellable operating leases as follows:

	2022 £	2021 £
Not later than 1 year	198,396	142,596
Later than 1 year and not later than 5 years	683,535	570,384
Later than 5 years	-	106,947
	881,931	819,927

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23. Related party transactions

S Cliffe, a Trustee of the charity, is also Chief Executive Officer of Age UK (Herne Bay). During the year Age UK (Herne Bay) provided office accommodation totalling £54,013 (2021: £32,701). Other expenses paid to Age UK (Herne Bay) during the year totalled £3,816 (2021: £589). At the year end date, no amounts were outstanding to Age UK (Herne Bay) (2021: £Nil).

24. Controlling party

In the opinion of the Trustees, there is no controlling party.