

Charity registration number 1102796

Company registration number 5028053 (England and Wales)

CROSSROADS CARE NORTH WEST
ANNUAL REPORT AND FINANCIAL STATEMENTS
FOR THE PERIOD ENDED 30 SEPTEMBER 2022

ROADS CARE

North West

CROSSROADS CARE NORTH WEST

LEGAL AND ADMINISTRATIVE INFORMATION

Trustees	Mr A R Athar	(Appointed 12 October 2022)
	Mr T D Hughes	(Appointed 12 October 2022)
Charity number	1102796	
Company number	5028053	
Registered office	Unit 10 Waterside Court St Helens Merseyside WA9 1UA	
Auditor	Xeinadin Audit Limited 2 Hilliards Court Chester Business Park Chester Cheshire CH4 9QP	
Bankers	Barclays Bank PLC 19 Church Street St Helens Merseyside WA10 1BG	
Solicitors	Tickle Hall Cross 25 Hardshaw Street St Helens Merseyside WA10 1RF	

CROSSROADS CARE NORTH WEST

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CROSSROADS CARE NORTH WEST

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT)

FOR THE PERIOD ENDED 30 SEPTEMBER 2022

The trustees present their annual report and financial statements for the period ended 30 September 2022.

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

Objectives and activities

The Charity's objectives are:

- 1.To ensure that carers and people with complex care needs are treated with respect and sensitivity, recognising the dignity and value of each person for whom our service is provided.
- 2.To relieve stress experienced by all service users who have care needs, as a result of disability, illness or age by offering respite service through the provision of community based support workers who are well trained to provide personal and individualised care.
- 3.To deliver a quality service which is consistent and tailored to the individual needs of each carer and the person with care needs

The Charity employs Carer Support Workers, alongside Supervisory, Administrative and Management staff who have defined and evaluated duties and responsibilities. The Charity ensures that CCNW staff are supervised and have an annual appraisal, and strives to maintain competitive pay rates. Personnel functions, including pay and conditions review, are ongoing and discussed regularly during all operational and Board meetings. Finance functions are overseen by the Board as well as the Complex Coordination Team.

The trustees have paid due regard to guidance issued by the Charity Commission in deciding what activities the charity should undertake.

Achievements and performance

The operational business model has been continually monitored and adapted in the light of recent challenges presented by the covid-19 national pandemic as well as the associated challenges faced by the health and social care sector.

The policies and operative procedures for the Charity continue to be reviewed and monitored on a regular basis. All reviewed policies have been adopted by the Board of Trustees and recorded as such in the minutes of Board meetings.

The financial performance of the Charity has been overseen by the Board.

Training of all staff has been maintained as dictated by the policies and procedures. All statutory training requirements have been fulfilled.

All contracts have been successfully delivered and commissioners have been satisfied at regular audits they have undertaken.

Increased focus on sustainability needs of the charity and the long term aspirations for service users.

The Charity continues to provide the same level of support to carers in the face of an increasingly difficult economic climate and continued reductions in government funding.

Respite care for carers in St Helens, Halton, Wigan and Leigh, Chorley and South Ribble, Hyndburn and West Lancashire has been continued. Despite the challenges faced as a result of the pandemic resulting in reduced income, the charity has been able to retain long standing service users and ensure continuity of care.

CROSSROADS CARE NORTH WEST

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

FOR THE PERIOD ENDED 30 SEPTEMBER 2022

We continue to provide End of Life care which is very much valued by carers looking after a loved one who is terminally ill and wishes to remain at home.

Our work with children with complex needs continues to increase and we maintained our charitable offer of extra support. There is an increased emphasis to look towards further developing the charity's offer around complex learning disabilities by harnessing core competencies around this area.

Local partnerships have developed particularly in Wigan and Halton and we have developed partnerships working with the local universities to undertake joint research.

Further consideration has been given to re-shaping Crossroads in light of the challenges presented by the pandemic as well as the acute changes within the health and social care sector.

Whilst recruitment of Carer Support Workers continues to be difficult, different approaches to attract differing age groups have been adopted with some success, particularly with health care students from the universities.

Strategic Plan

The Charity aims to continue support across all its areas and emphasis continues now on complex care provision including complex learning disabilities where we feel we have greater expertise. A review will be taking place in relation to implementing a robust and sustainable future plan for the charity to operate effectively in the new era of health and social care significantly affected by the pandemic.

Domiciliary Care continued to be the main care provision during the most recent period up to September 2022.

The charity will be looking at reviewing all aspects of its operational infrastructure with a view to further develop the scope of its operations to provide complex person-centred care and support services.

The Risk Management Register will continue to be reviewed and monitored to support the Strategic Plan.

Financial review

Details of the results for the period are shown in the Statement of Financial Activities and Notes forming part of the financial statements. The charitable company Statement of Financial Activities is set out on page 10 of these accounts. The Trustees report a deficit in the period of £129,756 (2021 - surplus £30,150) and accumulated funds of £61,469 (2021 - £191,225).

Going concern

The Financial Statements are prepared on a going concern basis.

The charity is confident that it remains financially viable with a substantive amount of work that has been done by the new board inclusive of a full review of all current contracts, review of all suppliers and expenditure. As well as realigning the business to harness the challenges faced by the health and social care sector. This has resulted in increased operational preparedness through the appointment of a Complex Coordination Team which has improved CCNW's overall strategic and operational positioning.

The new board has also made increased funding available to assist with infrastructural development as well as increase the contingency reserves that are being maintained. Given all this substantive work, new work projects have been identified as a result of which CCNW's financial and operational position is expected to improve significantly. A significant new contract to support a complex service user has also been awarded to CCNW.

Reserves policy

The Trustees recognise the level of reserves (that is those funds that are freely available) that the Charity needs to bridge the funding gaps between the expenditure associated with providing care support and receiving resources through grants and donations that provide the funding.

During the year the charitable company's total reserves decreased from £191,225 to £61,469. The amount of restricted reserves was £1,250 (2021 - £1,276) and the amount of free reserves was £60,219 (2021 - £189,449).

CROSSROADS CARE NORTH WEST

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

FOR THE PERIOD ENDED 30 SEPTEMBER 2022

Risk management

CCNW continues to operate in a very challenging economic environment. However the organisation has adopted a number of risk reducing operational practices in an attempt to mitigate/reduce some operating risks. This has involved taking a holistic approach and reviewing all aspects of the organisation.

This has also meant ongoing work around evaluating the financial viability of all LA contracts and the impact these have on key sustainability factors.

All overheads are also being reviewed and proactive discussions taking place with all suppliers. The board is also looking at further infrastructural development to better position CCNW to deal with the increasingly challenging environment within the health and social care sector inclusive of the acute challenges posed as a result of the global pandemic.

Plans for future periods

Since the appointment of the new board in October 2022, a comprehensive review has taken place.

All contracts have been reviewed and we have taken substantive steps to return contracts that are not financially viable.

The business has required significant investment to support these steps and all business functions including payroll have been streamlined to be overseen and delivered by our complex coordination team with robust oversight and regular operational engagement from the board.

A full review of all suppliers and financial feasibility has also taken place to ensure more robustness moving forward and the direction of the business going forward will be seeking to focus on providing complex care and support services to individuals with complex learning disabilities. This is an area we specialise in and have a proven track record.

We are also investing further in initiatives to develop both our logistical infrastructure as well as depth of skills within the organisation building upon existing core competencies at all levels.

Structure, governance and management

Crossroads Care North West is a Registered Charity and also a Company Limited by Guarantee. The charity is governed by its Memorandum and Articles of Association which define its aims, objectives, duties and responsibilities.

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

Mr A R Athar	(Appointed 12 October 2022)
Mr T D Hughes	(Appointed 12 October 2022)
Mr P R Cahill	(Resigned 12 October 2022)
Mrs Elizabeth Dearden MBE DL	(Resigned 12 October 2022)
Mrs C Mather	(Resigned 12 October 2022)
Mrs J Richards	(Resigned 12 October 2022)
Mr J G Spencer	(Resigned 12 October 2022)

CROSSROADS CARE NORTH WEST

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

FOR THE PERIOD ENDED 30 SEPTEMBER 2022

As set out in the Articles of Association, Trustees will be appointed at future Annual General Meetings of the charity. Trustees may at their discretion admit individuals or organisations to the Board of Trustees. The Board of Trustees may appoint a person who is willing to act to be a Trustee, either to fill a casual vacancy or as an additional Trustee provided that the appointment does not cause the number of Trustees to exceed 12.

The Chairperson of the Board of Trustees is appointed by the Board of Trustees.

All trustees are appointed for a period of 12 months, whereby 50% of them resign and should they wish, are subsequently able to offer themselves for re-election.

All trustees are circulated with invitations to nominate Trustees prior to the AGM and requesting nominations for the AGM. When considering co-opting Trustees, the Board has regard to the requirement for any specialist skills needed.

Organisational structure

The Board of Trustees, which can have up to 12 members, administers the Charity. The Board meets every month and is proactively involved with all aspects of the organisation. The trustees oversee all operational matters and a Complex Coordination Team has been put in place to operationalise the strategic and operational priorities of the organisation.

A long term strategic plan with measurable goals is being developed to better understand the nuances of performance within all aspects of the business.

The Charity is subject to Inspections by the Care Quality Commission (CQC). The Charity is also monitored and evaluated and audited both from a financial perspective and a service delivery perspective by its Commissioners, notably the local authority, Adult Services Directorate, The Children's Services Directorate and the Primary Care Trust. Other grant making bodies also demand fiscal, quality and service standards' monitoring.

CQC concern themselves with all the major issues of service delivery and management, including quality, value for money, voice of service users of the Charity, risk management of all elements, strategic planning and development issues, personnel, work force planning, finance and governance. To satisfy these agencies a rigorous detailed examination is undertaken with reports published and placed in the public domain. We pride ourselves on reaching good standards in CQC audits across all our operating areas of service delivery.

Additionally, the Charity has its own carer questionnaire, which is an annual one sent to all carers and families. A Trustee is appointed as the nominated person to scrutinise and comment upon these returns. This is part of the quality control process of the organisation. CCNW also conducts an annual staff survey, which is analysed on a timely basis and any concerns/issues managed accordingly.

Induction and training of new trustees

New Trustees will spend time in the office with the Complex Coordination Team having the systems, processes, policies and philosophy of the Charity explained to them. They are issued with the necessary policy and procedures documents, with the Charity's handbook that details the day to day working of the Charity, and is the guidance book for the complex care teams. Additionally they meet with the Chairperson of the Board of Trustees, together with other Trustees to gain knowledge and insight into the workings of the Board, and its sub Committees. They also receive a copy of the latest CQC and CROQUET reports, together with a copy of the Memorandum and Articles of Association, the Business Plan and the Strategic Plan along with the recent financial report and the most recent AGM report.

Trustees are also encouraged to attend appropriate internal organised Crossroads Care and external training events where these will facilitate the undertaking of their role.

Key management remuneration

Salaries are regularly bench marked against similarly sized Crossroads Care charities. Increments are based upon annual appraisal and achievement of objectives.

CROSSROADS CARE NORTH WEST

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE PERIOD ENDED 30 SEPTEMBER 2022

Public Benefit

The Charity exists to provide services to members of the public with complex medical and behavioural needs as well as invaluable care staff that support these individuals. It is part of the Charity's ethos to develop services to meet the changing needs of both our service users and carer staff and to be responsive to requests for support. We have within our leadership and operational team extensive experience within the health and social care sector as well as representation of the voice of the service users and care staff. The Trustees have considered the Charity Commission's guidance on public benefit.

Auditor

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

Impact of Covid-19

The most recent period, similar to the last reporting period, has involved substantive work in dealing with the complex challenges presented by the pandemic.

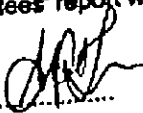
These have also included sector wide challenges with recruitment and retention.

As well as increased organisational resources needed to deal with logistical matters vital to day-to-day service delivery and ensuring continuity of care.

Disclosure of information to auditor

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

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


Mr A R Athar
Trustee

Date: 9/8/23

CROSSROADS CARE NORTH WEST

STATEMENT OF TRUSTEES' RESPONSIBILITIES

FOR THE PERIOD ENDED 30 SEPTEMBER 2022

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

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

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

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

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

CROSSROADS CARE NORTH WEST

INDEPENDENT AUDITOR'S REPORT

TO THE MEMBERS OF CROSSROADS CARE NORTH WEST

Opinion

We have audited the financial statements of Crossroads Care North West (the 'charity') for the period ended 30 September 2022 which comprise the statement of financial activities, the balance sheet, the statement of cash flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 30 September 2022 and of its incoming resources and application of resources, including its income and expenditure, for the period then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

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

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

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

CROSSROADS CARE NORTH WEST

INDEPENDENT AUDITOR'S REPORT (CONTINUED)

TO THE MEMBERS OF CROSSROADS CARE NORTH WEST

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charity and its environment obtained in the course of the audit, we have not identified material misstatements in the directors' report included within the trustees' report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the trustees' report and from the requirement to prepare a strategic report.

Responsibilities of trustees

As explained more fully in the statement of trustees' responsibilities, the trustees, who are also the directors of the charity for the purpose of company law, are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error. In preparing the financial statements, the trustees are responsible for assessing the charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

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

Extent to which the audit was considered capable of detecting irregularities, including fraud

Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, was as follows:

- the engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;
- we identified the laws and regulations applicable to the charity through discussions with trustees and other management, and from our knowledge and experience of charity sector;
- we focused on specific laws and regulations which we considered may have a direct material effect on the financial statements or the operations of the charity, including the Companies Act 2006, Charities Act 2011, data protection, anti-bribery, employment and health and safety legislation;
- we assessed the extent of compliance with the laws and regulations identified above through making enquiries of management team and inspecting legal correspondence; and identified laws and regulations were communicated within the audit team regularly and the team remained alert to instances of non-compliance throughout the audit.

CROSSROADS CARE NORTH WEST

INDEPENDENT AUDITOR'S REPORT (CONTINUED)

TO THE MEMBERS OF CROSSROADS CARE NORTH WEST

We assessed the susceptibility of the charity's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:

- making enquiries of management team as to where they considered there was susceptibility to fraud, their knowledge of actual, suspected and alleged fraud; and
- considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

To address the risk of fraud through management bias and override of controls, we:

- performed analytical procedures to identify any unusual or unexpected relationships;
- tested journal entries to identify unusual transactions;
- assessed whether judgements and assumptions made in determining the accounting estimates were indicative of potential bias; and
- investigated the rationale behind significant or unusual transactions.

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

- agreeing financial statement disclosures to underlying supporting documentation;
- enquiring of management as to actual and potential litigation and claims; and
- reviewing correspondence with HMRC and relevant regulators.

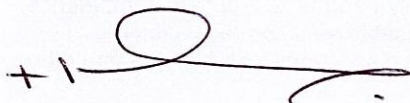
There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of the directors and other management and the inspection of regulatory and legal correspondence, if any.

Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

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

Use of our report

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



Helen Furlong FCCA (Senior Statutory Auditor)
for and on behalf of Xeinadin Audit Limited

10.8.23

Accountants
Statutory Auditor

2 Hilliards Court
Chester Business Park
Chester
Cheshire
CH4 9QP

CROSSROADS CARE NORTH WEST

STATEMENT OF FINANCIAL ACTIVITIES INCLUDING INCOME AND EXPENDITURE ACCOUNT

FOR THE PERIOD ENDED 30 SEPTEMBER 2022

		Unrestricted funds 2022 £	Restricted funds 2022 £	Total 2022 £	Unrestricted funds 2021 £	Restricted funds 2021 £	Total 2021 £
Notes							
Income and endowments from:							
Donations and legacies	3	35,580	-	35,580	127,067	-	127,067
Charitable activities	4	1,418,157	-	1,418,157	1,193,361	21,900	1,215,261
Investments	5	60	-	60	130	-	130
Other income	6	5,310	-	5,310	-	-	-
Total income		1,459,107	-	1,459,107	1,320,558	21,900	1,342,458
Expenditure on:							
Charitable activities	7	1,588,837	26	1,588,863	1,290,408	21,900	1,312,308
Net (expenditure)/income for the period/ Net movement in funds		(129,730)	(26)	(129,756)	30,150	-	30,150
Fund balances at 1 April 2021		189,949	1,276	191,225	159,799	1,276	161,075
Fund balances at 30 September 2022		60,219	1,250	61,469	189,949	1,276	191,225

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

All income and expenditure derive from continuing activities.

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

CROSSROADS CARE NORTH WEST

BALANCE SHEET

AS AT 30 SEPTEMBER 2022

	Notes	2022 £	£	2021 £	£
Fixed assets					
Tangible assets	12		1,051		497
Current assets					
Debtors	13	71,031		111,736	
Cash at bank and in hand		112,786		252,767	
		183,817		364,503	
Creditors: amounts falling due within one year	15	(123,399)		(123,775)	
Net current assets			60,418		240,728
Total assets less current liabilities			61,469		241,225
Creditors: amounts falling due after more than one year	16		-		(50,000)
Net assets			61,469		191,225
Income funds					
Restricted funds	18		1,250		1,276
Unrestricted funds			60,219		189,949
			61,469		191,225

The financial statements were approved by the Trustees on 9/8/23

Mr A R Alhar
Trustee

Company registration number 5028053

CROSSROADS CARE NORTH WEST

STATEMENT OF CASH FLOWS

FOR THE PERIOD ENDED 30 SEPTEMBER 2022

	Notes	2022 £	£	2021 £	£
Cash flows from operating activities					
Cash (absorbed by)/generated from operations	22		(132,372)		150,215
Investing activities					
Purchase of tangible fixed assets		(1,146)		-	
Investment income received		60		130	
Net cash (used in)/generated from investing activities			(1,086)		130
Financing activities					
Repayment of bank loans		(6,523)		50,000	
Net cash (used in)/generated from financing activities			(6,523)		50,000
Net (decrease)/increase in cash and cash equivalents			(139,981)		200,345
Cash and cash equivalents at beginning of period			252,767		52,422
Cash and cash equivalents at end of period			112,786		252,767

CROSSROADS CARE NORTH WEST

NOTES TO THE FINANCIAL STATEMENTS

FOR THE PERIOD ENDED 30 SEPTEMBER 2022

1 Accounting policies

Charity information

Crossroads Care North West is a private company limited by guarantee incorporated in England and Wales. The registered office is Unit 10, Waterside Court, St Helens, Merseyside, WA9 1UA.

1.1 Reporting period

The annual year end of the accounts has been extended and therefore the comparative amounts present in the financial statement (including the related notes) are not entirely comparable.

1.2 Accounting convention

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

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

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

1.3 Going concern

The charity is confident that it remains financially viable with a substantive amount of work that has been done by the new board inclusive of a full review of all current contracts, review of all suppliers and expenditure. As well as realigning the business to harness the challenges faced by the health and social care sector. This has resulted in increased operational preparedness through the appointment of a Complex Coordination Team which has improved CCNW's overall strategic and operational positioning.

The new board has also made increased funding available to assist with infrastructural development as well as increase the contingency reserves that are being maintained. Given all this substantive work, new work projects have been identified as a result of which CCNW's financial and operational position is expected to improve significantly. A significant new contract to support a complex service user has also been awarded to CCNW.

Therefore at the time of approving the financial statements, the trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. Thus the trustees continue to adopt the going concern basis of accounting in preparing the financial statements.

1.4 Charitable funds

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

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

1.5 Income

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

Cash donations are recognised on receipt. Other donations are recognised once the charity has been notified of the donation, unless performance conditions require deferral of the amount. Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

CROSSROADS CARE NORTH WEST

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE PERIOD ENDED 30 SEPTEMBER 2022

1 Accounting policies

(Continued)

Income from charitable activities includes income received under contract. Income is recognised in the Statement of Financial Activities when the related services have been provided.

Local government covid-19 related grants are recognised on receipt.

1.6 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 are allocated on the portion of the asset's use.

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, 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 accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources.

Support costs are those that assist the work of the charity but are not directly attributable to the charitable activities. Support costs include office costs, administrative payroll costs and governance costs which support the charity's activities. Where the support costs cannot be attributable to a direct activity they have been allocated to the costs of raising funds and charitable activities on a pro-rata basis.

Governance costs represent costs associated with meeting the constitutional and statutory requirements of the charity and include the audit fees and costs linked to the strategic management of the charity.

1.7 Tangible fixed assets

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

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

Leasehold improvements	5 years straightline
Fixtures and fittings	3 to 6 years straightline
Computers	4 to 5 years straightline

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

1.8 Impairment of fixed assets

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

CROSSROADS CARE NORTH WEST

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE PERIOD ENDED 30 SEPTEMBER 2022

1 Accounting policies

(Continued)

1.9 Cash and cash equivalents

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

1.10 Financial instruments

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

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

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

Basic financial assets

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

Basic financial liabilities

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

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

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

Derecognition of financial liabilities

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

1.11 Taxation

The charity is exempt from corporation tax on its activities.

1.12 Employee benefits

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

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

CROSSROADS CARE NORTH WEST

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE PERIOD ENDED 30 SEPTEMBER 2022

2 Critical accounting estimates and judgements

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

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

3 Donations and legacies

	Unrestricted funds	Unrestricted funds
	2022	2021
	£	£
Donations and gifts	35,580	127,067

4 Charitable activities

	Caring and Grants	Caring and Grants
	2022	2021
	£	£
Income from charitable activities	1,418,157	1,215,261
Analysis by fund		
Unrestricted funds	1,418,157	1,193,361
Restricted funds	-	21,900

5 Investments

	Unrestricted funds	Unrestricted funds
	2022	2021
	£	£
Interest receivable	60	130

CROSSROADS CARE NORTH WEST

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE PERIOD ENDED 30 SEPTEMBER 2022

6 Other income

	Unrestricted funds	Total
	2022	2021
	£	£
Other income	5,310	-

7 Charitable activities

	Caring and Grants 2022	Caring and Grants 2021
	£	£
Staff costs	1,197,876	948,469
Depreciation and impairment	534	976
Rent, rates and water	39,671	24,518
Insurance	14,191	8,455
Light and heat	4,849	2,795
Telephone	35,874	19,661
Postage and stationary	6,962	6,905
Travel	46,401	34,932
Uniforms and consumables	807	23,062
Computer and IT costs	26,763	28,545
Affiliation fees	12,217	13,380
Training and course fees	5,188	6,571
Recruitment costs	15,226	4,657
Consultancy fees	1,072	185
Bad debts	(1,817)	23,956
Interest payable and similar charges	3,838	5,491
Sundries	13,097	26,616
	1,422,749	1,179,174
Share of support costs (see note 8)	155,518	122,115
Share of governance costs (see note 8)	10,596	11,019
	1,588,863	1,312,308
Analysis by fund		
Unrestricted funds	1,588,837	1,290,408
Restricted funds	26	21,900
	1,588,863	1,312,308

CROSSROADS CARE NORTH WEST

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE PERIOD ENDED 30 SEPTEMBER 2022

8 Support costs

	Support costs £	Governance costs £	2022 £	Support costs £	Governance costs £	2021 £
Staff costs	133,097	-	133,097	105,386	-	105,386
Depreciation	59	-	59	108	-	108
Postage and telephone	3,589	-	3,589	2,185	-	2,185
Rent, rates, light and heat	4,947	-	4,947	3,035	-	3,035
Insurance	1,577	-	1,577	939	-	939
Affiliation fees	1,357	-	1,357	1,487	-	1,487
Printing and stationary	1,172	-	1,172	767	-	767
Bank charges	426	-	426	610	-	610
Consultancy	4,289	-	4,289	739	-	739
Training courses and publicity	576	-	576	730	-	730
Computer costs	2,974	-	2,974	3,172	-	3,172
Sundries	1,455	-	1,455	2,957	-	2,957
Audit fees	-	5,116	5,116	-	6,300	6,300
Legal and professional	-	5,480	5,480	-	4,719	4,719
	<u>155,518</u>	<u>10,596</u>	<u>166,114</u>	<u>122,115</u>	<u>11,019</u>	<u>133,134</u>
Analysed between Charitable activities	<u>155,518</u>	<u>10,596</u>	<u>166,114</u>	<u>122,115</u>	<u>11,019</u>	<u>133,134</u>

9 Trustees

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

10 Employees

The average monthly number of employees during the period was:

	2022 Number	2021 Number
	<u>70</u>	<u>81</u>
Employment costs	2022 £	2021 £
Wages and salaries	<u>1,330,973</u>	<u>1,053,855</u>

The total remuneration paid to key management personnel for the 18 month period was £139,480 (2021 - £98,078). Key management personnel comprise of the trustees, Chief Executive and Project Co-ordinator.

CROSSROADS CARE NORTH WEST

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE PERIOD ENDED 30 SEPTEMBER 2022

10 Employees

(Continued)

There were no employees whose annual remuneration was more than £60,000.

11 Taxation

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

12 Tangible fixed assets

	Leasehold Improvements	Fixtures and fittings	Computers	Total
	£	£	£	£
Cost				
At 1 April 2021	16,865	29,220	38,800	84,885
Additions	1,146	-	-	1,146
	<u>18,011</u>	<u>29,220</u>	<u>38,800</u>	<u>86,031</u>
At 30 September 2022	18,011	29,220	38,800	86,031
Depreciation and impairment				
At 1 April 2021	16,865	28,722	38,800	84,387
Depreciation charged in the period	344	249	-	593
	<u>17,209</u>	<u>28,971</u>	<u>38,800</u>	<u>84,980</u>
At 30 September 2022	17,209	28,971	38,800	84,980
Carrying amount				
At 30 September 2022	802	249	-	1,051
	<u>802</u>	<u>249</u>	<u>-</u>	<u>1,051</u>
At 31 March 2021	-	498	(1)	497
	<u>-</u>	<u>498</u>	<u>(1)</u>	<u>497</u>

13 Debtors

	2022	2021
	£	£
Amounts falling due within one year:		
Trade debtors	41,956	48,551
Prepayments and accrued income	29,075	63,185
	<u>71,031</u>	<u>111,736</u>

14 Loans and overdrafts

	2022	2021
	£	£
Bank loans	43,477	50,000
	<u>43,477</u>	<u>50,000</u>
Payable within one year	43,477	-
Payable after one year	-	50,000
	<u>43,477</u>	<u>50,000</u>

CROSSROADS CARE NORTH WEST

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE PERIOD ENDED 30 SEPTEMBER 2022

14 Loans and overdrafts

(Continued)

The loan relates to a bounce back loan scheme with Barclays Bank PLC. The term of the loan was 6 years with repayments payable after year 1. Interest is charged at 2.5%.

The loan was paid back in full post year end in April 2023.

15 Creditors: amounts falling due within one year

	Notes	2022 £	2021 £
Bank loans	14	43,477	-
Other taxation and social security		(483)	11,981
Deferred income	17	21,709	5,614
Trade creditors		14,198	14,576
Other creditors		3,381	26
Accruals		41,117	91,578
		<u>123,399</u>	<u>123,775</u>

16 Creditors: amounts falling due after more than one year

	Notes	2022 £	2021 £
Bank loans	14	-	50,000
		<u>-</u>	<u>50,000</u>

17 Deferred Income

	2022 £	2021 £
Other deferred income	<u>21,709</u>	<u>5,614</u>

Deferred income is included in the financial statements as follows:

	2022 £	2021 £
Deferred income at 1 April 2021	5,614	2,954
Released from previous periods	(5,614)	(2,954)
Resources deferred in the period	<u>21,709</u>	<u>5,614</u>
Deferred income at 30 September 2022	<u>21,709</u>	<u>5,614</u>

CROSSROADS CARE NORTH WEST

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE PERIOD ENDED 30 SEPTEMBER 2022

18 Restricted funds

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

	Movement in funds					
	Balance at 1 April 2020	Incoming resources	Resources expended	Balance at 1 April 2021	Resources expended	Balance at 30 September 2022
	£	£	£	£	£	£
Marilyn Porter	1,276	-	-	1,276	(26)	1,250
Infection Control Fund	-	13,800	(13,800)	-	-	-
Workforce Capacity Grant	-	1,500	(1,500)	-	-	-
Workforce Capacity Fund	-	600	(600)	-	-	-
Connecting Communities	-	1,900	(1,900)	-	-	-
Children's SEN Project	-	3,500	(3,500)	-	-	-
Carers Respite and Development Fund	-	600	(600)	-	-	-
	<u>1,276</u>	<u>21,900</u>	<u>(21,900)</u>	<u>1,276</u>	<u>(26)</u>	<u>1,250</u>

19 Analysis of net assets between funds

	Unrestricted funds 2022 £	Restricted funds 2022 £	Total Unrestricted funds 2022 £	Restricted funds 2021 £	Total 2021 £
Fund balances at 30 September 2022 are represented by:					
Tangible assets	1,051	-	1,051	497	497
Current assets/(liabilities)	59,168	1,250	60,418	240,728	240,728
Long term liabilities	-	-	-	(50,000)	(50,000)
	<u>60,219</u>	<u>1,250</u>	<u>61,469</u>	<u>191,225</u>	<u>191,225</u>

20 Operating lease commitments

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

	2022 £	2021 £
Within one year	30,626	4,000
Between two and five years	62,445	-
	<u>93,071</u>	<u>4,000</u>

CROSSROADS CARE NORTH WEST

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE PERIOD ENDED 30 SEPTEMBER 2022

21 Related party transactions

There were no disclosable related party transactions during the period (2021 - none).

22 Cash generated from operations	2022 £	2021 £
(Deficit)/surplus for the period	(129,756)	30,150
Adjustments for:		
Investment income recognised in statement of financial activities	(60)	(130)
Depreciation and impairment of tangible fixed assets	592	1,084
Movements in working capital:		
Decrease in debtors	40,705	63,394
(Decrease)/increase in creditors	(59,948)	50,103
Increase in deferred income	16,095	5,614
Cash (absorbed by)/generated from operations	(132,372)	150,215

23 Analysis of changes in net funds

	At 1 April 2021 £	Cash flows At 30 September 2022 £	£
Cash at bank and in hand	252,767	(139,981)	112,786
Loans falling due within one year	-	(43,477)	(43,477)
Loans falling due after more than one year	(50,000)	50,000	-
	<u>202,767</u>	<u>(133,458)</u>	<u>69,309</u>

