

Charity registration number 1102796

Company registration number 5028053 (England and Wales)

**CROSSROADS CARE NORTH WEST**  
**ANNUAL REPORT AND UNAUDITED FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 30 SEPTEMBER 2023**



**McLintocks**  
Xeinadin Group

# CROSSROADS CARE NORTH WEST

## LEGAL AND ADMINISTRATIVE INFORMATION

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<b>Trustees</b>	Mr A R Athar Mr T D Hughes	(Appointed 12 October 2022) (Appointed 12 October 2022)
<b>Charity number</b>	1102796	
<b>Company number</b>	5028053	
<b>Registered office</b>	Unit 10 Waterside Court St Helens Merseyside WA9 1UA	
<b>Independent examiner</b>	Helen Furlong FCCA McLintocks (NW) Limited 46 Hamilton Square Birkenhead Wirral Merseyside CH41 5AR	
<b>Bankers</b>	Barclays Bank PLC 19 Church Street St Helens Merseyside WA10 1BG	
<b>Solicitors</b>	Tickle Hall Cross 25 Hardshaw Street St Helens Merseyside WA10 1RF	

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# CROSSROADS CARE NORTH WEST

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# CROSSROADS CARE NORTH WEST

## TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) FOR THE YEAR ENDED 30 SEPTEMBER 2023

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The trustees present their annual report and financial statements for the year ended 30 September 2023.

The financial statements have been prepared in accordance with the accounting policies set out in note 1 to the financial statements and comply with the charity's Articles of Association, 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.

### *Public benefit*

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

### **Achievements and performance**

#### *Significant activities and achievements against objectives*

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.

# CROSSROADS CARE NORTH WEST

## TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 30 SEPTEMBER 2023

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The Charity has taken further steps towards implementing further the person-centered plans that were developed over the past year to offer services that are robust, person centered and aimed at enhancing the quality of life for individuals with complex needs successfully completing transitions working with multi agency stakeholders and professionals. These transitions have involved successful collaboration with critical stakeholders including both acute NHS provisions as well as community multi-disciplinary professionals.

We continue to provide complex care and support services which is very much valued by both service users and carers.

Our work with children with complex needs continues to develop 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 with community multi-disciplinary teams have continued and proactive communications are also continuing to take place with the NHS newly formed Integrated Care Boards.

Further consideration has continued to be 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 Care Support Workers continues to be difficult, different proactive approaches to attracting a diverse array of staff have been deployed with a high level of success.

### **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 2023.

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 £79,874 (2022 - deficit £129,756) and accumulated funds of deficit £18,405 (2022 - surplus £61,469).

### *Going concern*

#### **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.

# CROSSROADS CARE NORTH WEST

## TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 30 SEPTEMBER 2023

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### *Reserves policy*

#### **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 £61,469 to -£18,405. The amount of restricted reserves was £1,205 (2022 - £1,250) and the amount of free reserves was -£19,610 (2022 - £60,219).

### *Major risks*

#### **Risk management**

CCNW continues to operate in a very challenging economic environment within the health and social care sector due to the covid-19 pandemic. 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 organization regularly.

Long term decisions have been taken after evaluating the financial viability of all LA contracts and the impact these had on key sustainability factors.

All overheads have been reviewed following proactive discussions taking place with all suppliers. The board continues to focus on 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 year 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 YEAR ENDED 30 SEPTEMBER 2023

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### *Recruitment and appointment of trustees*

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*

#### **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 trustees*

#### **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 YEAR ENDED 30 SEPTEMBER 2023

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### *Other matters*

#### **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.

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

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Mr A R Athar

**Trustee**

Date: .....



# CROSSROADS CARE NORTH WEST

## INDEPENDENT EXAMINER'S REPORT

### TO THE TRUSTEES OF CROSSROADS CARE NORTH WEST

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I report to the trustees on my examination of the financial statements of Crossroads Care North West (the charity) for the year ended 30 September 2023.

#### **Responsibilities and basis of report**

As the trustees of the charity (and also its directors for the purposes of company law) you are responsible for the preparation of the financial statements in accordance with the requirements of the Companies Act 2006 (the 2006 Act).

Having satisfied myself that the financial statements of the charity are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of the charity's financial statements carried out under section 145 of the Charities Act 2011 (the 2011 Act). In carrying out my examination I have followed all the applicable Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act.

#### **Independent examiner's statement**

Since the charity's gross income exceeded £250,000 your examiner must be a member of a body listed in section 145 of the 2011 Act. I confirm that I am qualified to undertake the examination because I am a member of the Institute of Chartered Accountants in England and Wales, which is one of the listed bodies.

I have completed my examination. I confirm that no matters have come to my attention in connection with the examination giving me cause to believe that in any material respect:

- 1 accounting records were not kept in respect of the charity as required by section 386 of the 2006 Act; or
- 2 the financial statements do not accord with those records; or
- 3 the financial statements do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a true and fair view which is not a matter considered as part of an independent examination; or
- 4 the financial statements have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the financial statements to be reached.

**Helen Furlong FCCA**  
**McLintocks (NW) Limited**

46 Hamilton Square  
Birkenhead  
Wirral  
Merseyside  
CH41 5AR

Dated: .....

# CROSSROADS CARE NORTH WEST

## STATEMENT OF FINANCIAL ACTIVITIES INCLUDING INCOME AND EXPENDITURE ACCOUNT

**FOR THE YEAR ENDED 30 SEPTEMBER 2023**

		Unrestricted funds 2023 £	Restricted funds 2023 £	Total 2023 £	Unrestricted funds 2022 £	Restricted funds 2022 £	Total 2022 £
	Notes						
<b>Income and endowments from:</b>							
Donations and legacies	3	110	-	110	35,580	-	35,580
Charitable activities	4	439,699	-	439,699	1,418,157	-	1,418,157
Investments	5	800	-	800	60	-	60
Other income	6	316	-	316	5,310	-	5,310
<b>Total income</b>		<b>440,925</b>	<b>-</b>	<b>440,925</b>	<b>1,459,107</b>	<b>-</b>	<b>1,459,107</b>
<b>Expenditure on:</b>							
Charitable activities	7	520,754	45	520,799	1,588,837	26	1,588,863
<b>Total expenditure</b>		<b>520,754</b>	<b>45</b>	<b>520,799</b>	<b>1,588,837</b>	<b>26</b>	<b>1,588,863</b>
<b>Net expenditure and movement in funds</b>		<b>(79,829)</b>	<b>(45)</b>	<b>(79,874)</b>	<b>(129,730)</b>	<b>(26)</b>	<b>(129,756)</b>
<b>Reconciliation of funds:</b>							
Fund balances at 1 October 2022		60,219	1,250	61,469	189,949	1,276	191,225
<b>Fund balances at 30 September 2023</b>		<b>(19,610)</b>	<b>1,205</b>	<b>(18,405)</b>	<b>60,219</b>	<b>1,250</b>	<b>61,469</b>

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

The notes on pages 9 to 20 form part of these financial statements.

# CROSSROADS CARE NORTH WEST

## BALANCE SHEET

AS AT 30 SEPTEMBER 2023

	Notes	2023 £	£	2022 £	£
<b>Fixed assets</b>					
Tangible assets	13		669		1,051
<b>Current assets</b>					
Debtors	14	82,231		71,031	
Cash at bank and in hand		63,755		112,786	
		145,986		183,817	
<b>Creditors: amounts falling due within one year</b>	16	(165,060)		(123,399)	
<b>Net current (liabilities)/assets</b>			(19,074)		60,418
<b>Total assets less current liabilities</b>			(18,405)		61,469
<b>Net assets excluding pension liability</b>			(18,405)		61,469
<b>The funds of the charity</b>					
Restricted income funds	18		1,205		1,250
Unrestricted funds			(19,610)		60,219
			(18,405)		61,469

The company is entitled to the exemption from the audit requirement contained in section 477 of the Companies Act 2006, for the year ended 30 September 2023.

The directors acknowledge their responsibilities for complying with the requirements of the Companies Act 2006 with respect to accounting records and the preparation of financial statements.

The members have not required the company to obtain an audit of its financial statements for the year in question in accordance with section 476.

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

The financial statements were approved by the trustees on .....

.....

Mr A R Athar

Trustee

Company registration number 5028053 (England and Wales)

# CROSSROADS CARE NORTH WEST

## NOTES TO THE FINANCIAL STATEMENTS

### FOR THE YEAR ENDED 30 SEPTEMBER 2023

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#### 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 charity has taken advantage of the provisions in the SORP for charities not to prepare a Statement of Cash Flows.

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. Two significant new contracts to support complex service users have also been awarded to CCNW, one at the end of the financial year and another post year end.

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

##### 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.

# CROSSROADS CARE NORTH WEST

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 30 SEPTEMBER 2023

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### 1 Accounting policies

(Continued)

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.

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.

# CROSSROADS CARE NORTH WEST

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 30 SEPTEMBER 2023

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### 1 Accounting policies

(Continued)

#### 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).

#### 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.

# CROSSROADS CARE NORTH WEST

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 30 SEPTEMBER 2023

### 1 Accounting policies

(Continued)

#### 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.

### 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 Income from donations and legacies

	Unrestricted funds 2023 £	Unrestricted funds 2022 £
Donations and gifts	110	35,580

### 4 Income from charitable activities

	Unrestricted funds 2023 £	Unrestricted funds 2022 £
<b>Charitable Activity</b>		
Services provided under contract	62,962	-
Income from charitable activities	376,737	1,418,157
	<u>439,699</u>	<u>1,418,157</u>

# CROSSROADS CARE NORTH WEST

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 30 SEPTEMBER 2023

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### 5 Income from investments

	Unrestricted funds 2023 £	Unrestricted funds 2022 £
Interest receivable	800	60
	<u>800</u>	<u>60</u>

### 6 Other income

	Unrestricted funds 2023 £	Unrestricted funds 2022 £
Other income	316	5,310
	<u>316</u>	<u>5,310</u>



# CROSSROADS CARE NORTH WEST

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 30 SEPTEMBER 2023

### 7 Expenditure on charitable activities

	Charitable Activity 2023 £	Charitable Activity 2022 £
<b>Direct costs</b>		
Staff costs	340,829	1,197,876
Depreciation and impairment	344	534
Rent, rates and water	25,078	39,671
Insurance	9,810	14,191
Light and heat	2,421	4,849
Telephone	28,168	35,874
Postage and stationary	2,822	6,962
Travel	15,072	46,401
Uniforms and consumables	46	807
Computer and IT costs	19,437	26,763
Affiliation fees	-	12,217
Training and course fees	1,000	5,188
Recruitment costs	5,932	15,226
Consultancy fees	365	1,072
Bad debts	(3,000)	(1,817)
Interest payable and similar charges	2,526	3,838
Sundries	4,455	13,097
Other charitable expenditure	3,885	-
	<u>459,190</u>	<u>1,422,749</u>
<b>Share of support and governance costs (see note 8)</b>		
Support	50,123	155,518
Governance	11,486	10,596
	<u>520,799</u>	<u>1,588,863</u>
<b>Analysis by fund</b>		
Unrestricted funds	520,754	1,588,837
Restricted funds	45	26
	<u>520,799</u>	<u>1,588,863</u>

# CROSSROADS CARE NORTH WEST

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 30 SEPTEMBER 2023

### 8 Support costs allocated to activities

	2023 £	2022 £
Staff costs	37,870	133,097
Depreciation	38	59
Postage and telephone	3,130	3,589
Rent, rates, light and heat	2,787	4,947
Insurance	1,090	1,577
Affiliation fees	-	1,357
Printing and stationary	314	1,172
Bank charges	280	426
Consultancy	1,458	4,289
Training courses and publicity	-	576
Computer costs	2,160	2,974
Sundries	996	1,455
Governance costs	11,486	10,596
	<u>61,609</u>	<u>166,114</u>

#### Analysed between:

Charitable Activity	<u>61,609</u>	<u>166,114</u>
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	2023 £	2022 £
<b>Governance costs comprise:</b>		
Audit fees	6,050	5,116
Legal and professional	5,436	5,480
	<u>11,486</u>	<u>10,596</u>

### 9 Net movement in funds

	2023 £	2022 £
The net movement in funds is stated after charging/(crediting):		
Fees payable for the independent examination of the charity's financial statements	6,050	5,116
Depreciation of owned tangible fixed assets	382	593
	<u></u>	<u></u>

### 10 Trustees

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

# CROSSROADS CARE NORTH WEST

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 30 SEPTEMBER 2023

### 11 Employees

The average monthly number of employees during the year was:

	2023 Number	2022 Number
	30	70

### Employment costs

	2023 £	2022 £
Wages and salaries	378,699	1,330,973

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

### Remuneration of key management personnel

The remuneration of key management personnel was as follows:

The total remuneration paid to key management personnel for the 12 month period was £0 (18 month period ending 30/092022 - £139,480). Key management personnel comprise of the trustees, who for the purpose of the day to day running of the charity act as Care Managers, however received no remuneration for these services.

### 12 Taxation

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

### 13 Tangible fixed assets

	Leasehold improvements £	Fixtures and fittings £	Computers £	Total £
<b>Cost</b>				
At 1 October 2022	18,011	29,220	38,800	86,031
At 30 September 2023	18,011	29,220	38,800	86,031
<b>Depreciation and impairment</b>				
At 1 October 2022	17,209	28,971	38,800	84,980
Depreciation charged in the year	344	38	-	382
At 30 September 2023	17,553	29,009	38,800	85,362
<b>Carrying amount</b>				
At 30 September 2023	458	211	-	669
At 30 September 2022	802	249	-	1,051

# CROSSROADS CARE NORTH WEST

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 30 SEPTEMBER 2023

### 14 Debtors

	2023 £	2022 £
<b>Amounts falling due within one year:</b>		
Trade debtors	21,683	41,956
Prepayments and accrued income	60,548	29,075
	<u>82,231</u>	<u>71,031</u>

### 15 Loans and overdrafts

	2023 £	2022 £
Bank loans	-	43,477
	<u>-</u>	<u>43,477</u>
Payable within one year	-	43,477
	<u>-</u>	<u>43,477</u>

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.

### 16 Creditors: amounts falling due within one year

	Notes	2023 £	2022 £
Bank loans	15	-	43,477
Other taxation and social security		5,029	(483)
Deferred income	17	-	21,709
Trade creditors		1,605	14,198
Other creditors		152,374	3,381
Accruals		6,052	41,117
		<u>165,060</u>	<u>123,399</u>

### 17 Deferred income

	2023 £	2022 £
Other deferred income	-	21,709
	<u>-</u>	<u>21,709</u>

Deferred income is included in the financial statements as follows:

# CROSSROADS CARE NORTH WEST

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 30 SEPTEMBER 2023

### 17 Deferred income

(Continued)

	2023 £	2022 £
Deferred income is included within:		
Current liabilities	-	21,709
	=====	=====
Movements in the year:		
Deferred income at 1 October 2022	21,709	5,614
Released from previous periods	(21,709)	(5,614)
Resources deferred in the year	-	21,709
	=====	=====
Deferred income at 30 September 2023	-	21,709
	=====	=====

### 18 Restricted funds

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

	At 1 October 2022 £	Resources expended £	At 30 September 2023 £
Marilyn Porter	1,250	(45)	1,205
	=====	=====	=====
<b>Previous period:</b>	<b>At 1 October 2021 £</b>	<b>Resources expended £</b>	<b>At 30 September 2022 £</b>
Marilyn Porter	1,276	(26)	1,250
	=====	=====	=====

# CROSSROADS CARE NORTH WEST

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 30 SEPTEMBER 2023

### 19 Unrestricted funds

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

	At 1 October 2022	Incoming resources	Resources expended	At 30 September 2023
	£	£	£	£
General funds	60,219	440,925	(520,754)	(19,610)
	<u>60,219</u>	<u>440,925</u>	<u>(520,754)</u>	<u>(19,610)</u>
<b>Previous period:</b>	<b>At 1 October 2021</b>	<b>Incoming resources</b>	<b>Resources expended</b>	<b>At 30 September 2022</b>
	£	£	£	£
General funds	189,949	1,459,107	(1,588,837)	60,219
	<u>189,949</u>	<u>1,459,107</u>	<u>(1,588,837)</u>	<u>60,219</u>

### 20 Analysis of net assets between funds

	Unrestricted funds 2023 £	Restricted funds 2023 £	Total 2023 £
<b>At 30 September 2023:</b>			
Tangible assets	669	-	669
Current assets/(liabilities)	(20,279)	1,205	(19,074)
	<u>(19,610)</u>	<u>1,205</u>	<u>(18,405)</u>
	Unrestricted funds 2022 £	Restricted funds 2022 £	Total 2022 £
<b>At 30 September 2022:</b>			
Tangible assets	1,051	-	1,051
Current assets/(liabilities)	59,168	1,250	60,418
	<u>60,219</u>	<u>1,250</u>	<u>61,469</u>

# CROSSROADS CARE NORTH WEST

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 30 SEPTEMBER 2023

### 21 Operating lease commitments

#### Lessee

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

	2023 £	2022 £
Within one year	19,216	30,626
Between two and five years	43,230	62,445
	<u>62,446</u>	<u>93,071</u>

### 22 Related party transactions

#### Transactions with related parties

During the year the charity entered into the following transactions with related parties:

	Services provided	
	2023 £	2022 £
Trustees	19,646	-
	<u>19,646</u>	<u>-</u>

During the year the charity received income for care services provided which in total amounted to £19,646 (2022 - nil) in relation to a family member of Araz Athar, a trustee of the charity.

The following amounts were outstanding at the reporting end date:

	Amounts owed to related parties	
	2023 £	2022 £
Other related parties	131,277	-
	<u>131,277</u>	<u>-</u>

During the year the charity was supported by Acute Needs CIC, an entity under common control, while the charity transitions into new contracts. This loan is non-interest bearing and will be repayable on demand when monies has been received from new contracts.