

CROSSROADS CARING FOR CARERS WORCESTERSHIRE

England & Wales · Charity number 1110582

Details

| | |
|-----------------------|---|
| Other names | CROSSROADS CARE ATTENDANT SCHEME (WORCESTER BRANCH), CROSSROADS, CROSSROADS CARE WORCESTERSHIRE, CROSSROADS CARING FOR CARERS, WORCESTERSHIRE CROSSROADS SCHEME |
| Status | Registered |
| Legal form | Charitable company |
| Company number | 05424005 |
| Registered | 2005-07-26 |
| Register | View on the Charity Commission register |

Contact

| | |
|----------------|--|
| Address | Crossroads Weir Lane Lower Wick Worcester WR2 4AY |
| Phone | 01905729293 |
| Email | care@crossroads-worcestershire.org.uk |
| Website | www.crossroadsworcs.org.uk |

Activities

Objects: TO RELIEVE THE STRESSES EXPERIENCED BY CARERS, CHILDREN AND ADULTS WHO HAVE CARE NEEDS, AS A RESULT OF DISABILITY, ILLNESS OR AGE BY OFFERING A SERVICE THROUGH THE PROVISIONS OF COMMUNITY-BASED SUPPORT WORKERS. TO ADVANCE TRAINING AND EDUCATION TO CARE STAFF, CARERS, VOLUNTEERS, VOLUNTARY, PUBLIC AND INDEPENDENT SECTOR ORGANISATIONS.

Activities: We provide care and support to people with care needs throughout Worcestershire. In so doing, we also assist family based carers by offering support and respite. In addition, we provide training for our staff and offer this service to benefit the staff of other care providers and charities within Worcestershire.

Classification

- **How:** Provides Buildings/facilities/open Space, Provides Services
- **What:** Education/training, The Advancement Of Health Or Saving Of Lives, Disability
- **Who:** Elderly/old People, People With Disabilities, Other Charities Or Voluntary Bodies

Geography

- **Area of benefit:** WORCESTERSHIRE.
- Worcestershire

Finances

| Period end | Income | Expenditure | Assets | Employees |
|------------|----------|-------------|--------|-----------|
| 2025-03-31 | £341,703 | £454,188 | - | - |
| 2024-03-31 | £422,714 | £448,660 | - | - |
| 2023-03-31 | £381,513 | £455,300 | - | - |
| 2022-03-31 | £441,331 | £452,754 | - | - |
| 2021-03-31 | £452,754 | £455,054 | - | - |

Trustees

| Name | Role | Appointed |
|----------------------|------|------------|
| GRAHAM HUGHES | | |
| PETER JAMES BROWN | | 2015-09-30 |
| RICHARD JULIAN ADEY | | |
| Robert John Burford | | 2023-08-22 |
| Steven Albert Murray | | 2022-11-29 |

CROSSROADS CARING FOR CARERS WORCESTERSHIRE

England & Wales - Charity number 1110582

Accounts

Charity Registration No. 1110582

Company Registration No. 05424005 (England and Wales)

**CROSSROADS CARING FOR CARERS WORCESTERSHIRE
ANNUAL REPORT AND UNAUDITED FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025**

CROSSROADS CARING FOR CARERS WORCESTERSHIRE

LEGAL AND ADMINISTRATIVE INFORMATION

| | |
|----------------------|---|
| Secretary | Roger Garland |
| Charity number | 1110582 |
| Company number | 05424005 |
| Principal address | Weir Lane Lower Wick Worcester Worcestershire WR2 4AY |
| Registered office | Weir Lane Lower Wick Worcester Worcestershire WR2 4AY |
| Independent examiner | Paul Tivey FCA, FCCA, PPW Limited 10 St. Andrews Street Droitwich Worcestershire WR9 8DY |

CROSSROADS CARING FOR CARERS WORCESTERSHIRE

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CROSSROADS CARING FOR CARERS WORCESTERSHIRE
TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT)
FOR THE YEAR ENDED 31 MARCH 2025

The trustees present their report and financial statements for the year ended 31 March 2025.

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)" (as amended for accounting periods commencing from October 2019).

Objectives and activities

Charitable Objects

The Charity is established for the public benefit for the following objects:

To relieve in the geographical area of Worcestershire:

- (a) The stresses experienced by carers and people with physical, mental or sensory impairment within the family or home by offering a respite service through the provision of community-based care staff, or
- (b) At the discretion of the Board of Trustees to provide such Home Care Staff for older people and disabled people living alone.

Area of Benefit

The area of benefit is effectively that covered by Worcestershire County Council. The area of benefit was confirmed when charitable status was renewed and was motivated by the mutual interests of Worcestershire County Council and the Charity, in developing a more uniform level of specialist provision across their entire administrative area.

Property

As mentioned in previous reports, the Charity owned premises at Weir Lane, Lower Wick, Worcester. This property was sold in November 2023. We are now renting office space at the same address as this continues to provide an attractive and functional operational base for many of the Charity's activities.

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

CROSSROADS CARING FOR CARERS WORCESTERSHIRE

TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

What is there to do? This is a question that occupies our time at every management meeting.

Increase the charges for private users. We do this every year.

Reduce our admin service. Probably impossible, we already have an unpaid chief officer, Carol Gale who had her finger on every aspect of the service has retired and only partly replaced.

Provide a poorer service. We absolutely will not go down this road. We consider that our users are entitled to the best service we can provide as are our staff who are entitled to the best management, training, supervision and care.

Employ more care staff. If only we could. How do you compete with the hourly rates paid by local supermarkets.

I could go on but will just list a few more matters.

We decided that we could no longer spare the time to continue to attend the meetings of the Carers Action Consortium but we will retain our membership.

We still have outstanding County Court action against a former tenant which is a continuing call on Roger's time.

Helen finds dealing with the CQC difficult and time consuming. Even the Secretary of State has described them as not fit for purpose.

Covid. Never goes away and we to be constantly on our guard to protect service users and care staff.

I do need to thank everyone involved at Crossroads, the board, Roger, Helen, admin and above all our care staff. I would like to single out a couple of people in particular. One would be Carol Gale a long serving member of our admin staff. One of those people who knew everything and everybody, who came back to work after a serious illness who eventually retired in her usual quiet no fuss way. She will be missed. The other person is Helen whose knowledge, drive, enthusiasm and care for staff and users has ensured that we continue to retain our OUTSTANDING status with the CQC.

Financial review

Financial review of the year

For the year ended 31 March 2024 there was a total income of £422,714 and a total expenditure of £448,660 giving a deficit of £25,946. This figure was skewed by part of the income resulting from the sale of our property being credited to our current account.

Reserves policy

The Trustees previously agreed a Reserves Policy for Crossroads Caring for Carers, based on the need to hold a sum in reserves equivalent to between 6 and 12 months of turnover, in order to cover any sudden change in Purchaser activity and/or cover an orderly rundown of the Crossroads affairs in the event of being forced to terminate the range of activities undertaken.

Having sold our office base, the current level of reserves equates to rather more than 6 months of turnover. Trustees are aware of the situation.

Future plans

The basic plan remains to ensure that the Charity continues to provide an efficient and high-quality service to its end users. The Chairman's statement sets out some of the plans associated with this.

CROSSROADS CARING FOR CARERS WORCESTERSHIRE

TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

It is also realised that the Charity must remain financially viable while still providing a high level of support and help to its care staff and service users. This can only be achieved through careful financial monitoring and the use of reserves.

The level of activity within Worcestershire continues to reflect a range of links between the Managers, their staff and those in key positions within Worcestershire County Council Adult Services. However, the major economic downturn continues and is having a profound impact on public expenditure.

Worcestershire County Council has made significant cuts to most services including Adult Services and it remains unclear whether additional cuts will be made. This 'race to the bottom' could spell disaster for a large number of service users/potential service users and social care organisations within the county.

Chairman's Appreciation

Once again a big thank you to the board, the management and admin staff and most of all our care staff who are the people most responsible for Crossroads retaining the CQC's OUTSTANDING status.

Structure, governance and management

Governing document

Crossroads Caring for Carers Worcestershire is a company limited by guarantee governed by its Memorandum and Articles of Association dated 17 November 2016 with the company no. 5424005. The company is registered as a charity with the Charity Commission, charity number 1110582 from 26 July 2005

Recruitment and appointment of new Trustees

Trustee Appointment

To date, Trustees have been identified through localised networking. The current Trustees continue to have the organisation under appropriate control thanks, in no small part to the continued commitment of Roger Garland, Helen Simmons and other senior staff.

The trustees, who are also the directors for the purpose of company law, and who served during the year were:

| | |
|-------------------------|-----------------------------|
| G. V. Hughes (Chairman) | Retired Social Care Manager |
| R. Adey | Retired Finance Manager |
| P. Brown | Carer |
| S. Murray | Solicitor |
| R Burford | Retired |

CROSSROADS CARING FOR CARERS WORCESTERSHIRE

TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

Trustee induction and training

Prior to appointment, potential Trustees are invited for discussion at the Crossroads offices in Worcester and the Chairman is present at this introductory session. Documentation, including the constitution is shared, individuals are invited to attend Trustee Board meetings, primarily as an observer before a final decision is made by both the applicant and Trustees.

Organisation

The Charity and its rented office are managed by a Board of Trustees who are elected by and from the membership at each Annual General Meeting in accordance with such procedures as may from time to time be adopted by the Board of Trustees, provided that such procedures allow every member of the Charity to stand for election and to vote.

The Board of Trustees may make regulations concerning the election of members to ensure balanced representation of various interest groups amongst the membership.

A Trustee shall cease to hold office if he/she would at the date of re-appointment have served as a Trustee for a continuous period of 6 years except by special resolution of the Board of Trustees to the contrary.

Trustees may appoint one or more of their number to any remunerated executive office under the Scheme. Any such appointment may be made upon such terms as the Board of Trustees determine. Any appointment of a Trustee to an executive office shall terminate if he/she ceases to be a Trustee. A Trustee holding any executive office shall not be subject to retirement by rotation.

The Board meets, on average, every eight weeks and receives and considers reports from the Registered Manager and the Chief Officer of the Charity, whilst also considering any item tabled by the Chairman and/or other Trustees. All managerial and financial decisions, apart from day-to-day management decisions, are made by the Trustees.

Related parties

The Trustees who served during the relevant period were listed on the previous page. There were no new declarations of interest during the relevant period.

The trustees report was approved by the Board of Trustees.

Chairman

Dated:

CROSSROADS CARING FOR CARERS WORCESTERSHIRE

STATEMENT OF TRUSTEES RESPONSIBILITIES

FOR THE YEAR ENDED 31 MARCH 2025

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

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

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

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charity 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 charitable company will continue in operation.

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

CROSSROADS CARING FOR CARERS WORCESTERSHIRE
INDEPENDENT EXAMINER'S REPORT TO THE TRUSTEES OF
CROSSROADS CARING FOR CARERS WORCESTERSHIRE

I report to the trustees on my examination of the financial statements of Crossroads Caring For Carers Worcestershire (the charity) for the year ended 31 March 2025.

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 ICAEW, 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 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.

P. Tivey FCA, FCCA
PPW Limited
10 St. Andrews Street
Droitwich
Worcs.
WR9 8DY

Dated

CROSSROADS CARING FOR CARERS WORCESTERSHIRE

STATEMENT OF FINANCIAL ACTIVITIES
INCLUDING INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 31 MARCH 2025

| | Notes | Unrestricted Funds 2025 £ | Unrestricted Funds 2024 £ |
|--|-------|------------------------------------|------------------------------------|
| Income and endowments from: | | | |
| Donations and legacies | 3 | 843 | 563 |
| Charitable activities | 4 | 326,907 | 380,224 |
| Investments | 5 | 13,953 | 1,017 |
| Other Income | 6 | - | 40,910 |
| Total Income | | <u>341,703</u> | <u>422,714</u> |
| Expenditure on: | | | |
| Raising funds | 7 | 246,141 | 223,838 |
| Charitable activities | 8 | 207,486 | 224,223 |
| Other | 12 | 561 | 599 |
| Total resources expended | | <u>454,188</u> | <u>448,660</u> |
| Net expenditure for the year/ Net movement in funds | | (112,485) | (25,946) |
| Fund balances at 1 April 2024 | | 398,304 | 424,250 |
| Fund balances at 31 March 2025 | | <u><u>285,819</u></u> | <u><u>398,304</u></u> |

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

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 CARING FOR CARERS WORCESTERSHIRE

BALANCE SHEET

AS AT 31 MARCH 2025

| | Notes | 2025 | | 2024 | |
|--|-------|----------------|----------------|----------------|-------|
| | | £ | £ | £ | £ |
| Fixed assets | | | | | |
| Tangible assets | 13 | | 3,801 | | 4,918 |
| Current assets | | | | | |
| Debtors | 14 | 31,485 | | 27,407 | |
| Cash at bank and in hand | | 295,420 | | 407,445 | |
| | | <u>326,905</u> | | <u>434,852</u> | |
| Creditors : amounts falling due within one year | 15 | (44,887) | | (41,466) | |
| Net current assets | | | <u>282,018</u> | <u>393,386</u> | |
| Total assets less current liabilities | | | <u>285,819</u> | <u>398,304</u> | |
| Income funds | | | | | |
| Unrestricted funds | | | <u>285,819</u> | <u>398,304</u> | |
| | | | <u>285,819</u> | <u>398,304</u> | |

The company is entitled to the exemption from the audit requirement contained in section 477 of the Companies Act 2006, for the year ended 31 March 2025.

The directors acknowledge their responsibilities for ensuring that the charity keeps accounting records which comply with section 386 of the Act and for preparing financial statements which give a true and fair view of the state of affairs of the company as at the end of the financial year and of its incoming resources and application of resources, including its income and expenditure, for the financial year in accordance with the requirements of sections 394 and 395 and which otherwise comply with the requirements of the Companies Act 2006 relating to financial statements, so far as applicable to the company.

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 25 November 2025.

.....
Trustee

Company Registration No. 05424005

CROSSROADS CARING FOR CARERS WORCESTERSHIRE

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2025

1. Accounting policies

Charity information

Crossroads Caring For Carers is a private company limited by guarantee incorporated in England and Wales. The registered office is Weir Lane, Lower Wick, Worcs. WR2 4AY.

1.1 Accounting convention

These financial statements have been prepared in accordance with the charity's [governing document], the Companies Act 2006 and "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective October 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 applying FRS 102 Update Bulletin 1 not to prepare a Statement of Cash Flows.

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

The financial statements have been prepared under the historical cost convention, modified to include the revaluation of freehold properties and to include investment properties and certain financial instruments at fair value. The principal accounting policies adopted are set out below.

1.2 Going concern

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.

1.3 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.

Endowment funds are subject to specific conditions by donors that the capital must be maintained by the charity.

1.4 Income

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

CROSSROADS CARING FOR CARERS WORCESTERSHIRE

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

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.

Legacies are recognised on receipt or otherwise if the charity has been notified of an impending distribution, the amount is known, and receipt is expected. If the amount is not known, the legacy is treated as a contingent asset.

Income from grants, trusts and foundations is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received, and the amount can be measured reliably. Grant income received in advance is deferred and released in the financial year to which it relates.

1.5 Expenditure

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

Expenditure on charitable activities includes all costs relating to the furtherance of the charity's objectives as stated in the trustees report and their associated support costs.

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

Support costs have been allocated between governance costs and other support. Governance costs comprise all costs involving public accountability of the charity and its compliance with regulation and good practice.

Support costs include central functions and have been allocated to activity cost categories on a basis consistent with the use of resources.

1.6 Tangible fixed assets

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

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

| | |
|-----------------------|-------------------------------|
| Fixtures and Fittings | 25% on reducing balance basis |
|-----------------------|-------------------------------|

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 net income/(expenditure) for the year.

1.7 Impairment of fixed assets

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

1.8 Cash and cash equivalents

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

Bank overdrafts are shown within borrowings in current liabilities.

1.9 Financial instruments

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

Financial instruments are recognised in the company's balance sheet when the company 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 company's contractual obligations expire or are discharged or cancelled.

1.10 Employee benefits

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

CROSSROADS CARING FOR CARERS WORCESTERSHIRE

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

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.

1.11 Retirement benefits

Payments to defined contribution retirement benefit schemes are charged as an expense as they fall due.

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

| | 2025 | 2024 |
|---------------------|-------------|-------------|
| | £ | £ |
| Donations and gifts | 843 | 563 |

CROSSROADS CARING FOR CARERS WORCESTERSHIRE

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

4. Charitable activities

| | WCC £ | Carers Unit Flexi Breaks £ | Private Care £ | Training £ | Continuous Healthcare £ | Total 2025 £ | Total 2024 £ |
|------------------------------------|----------|----------------------------------|-------------------|---------------|-------------------------------|--------------------|--------------------|
| Sales within charitable activities | 88,247 | 10,880 | 225,329 | 2,185 | 266 | 326,907 | 380,224 |

CROSSROADS CARING FOR CARERS WORCESTERSHIRE
 NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
 FOR THE YEAR ENDED 31 MARCH 2025

5. Investments

| | 2025 | 2024 |
|---------------|---------------|--------------|
| | £ | £ |
| Bank interest | 13,036 | 1,017 |
| Rental Income | 917 | - |
| | <u>13,953</u> | <u>1,017</u> |

6. Other income

| | 2025 | 2024 |
|----------------------------|-------------|---------------|
| | £ | £ |
| Profit on sale of property | - | 40,910 |
| | <u>-</u> | <u>40,910</u> |

The profit on the sale of the property is shown net of legal fees of £12,915.

7. Raising funds

| | 2025 | 2024 |
|------------------------|----------------|----------------|
| | £ | £ |
| Support costs (Note 9) | 246,141 | 223,838 |
| | <u>246,141</u> | <u>223,838</u> |

CROSSROADS CARING FOR CARERS WORCESTERSHIRE

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

8. Charitable activities

| | WCC £ | Carers Unit Flexi Breaks £ | Private Care £ | Training £ | Continuous Healthcare £ | Total 2025 £ | Total 2024 £ |
|-------------------------|---------------|----------------------------------|-------------------|---------------|-------------------------------|--------------------|--------------------|
| Staff costs | 49,816 | 6,133 | 114,827 | 24,626 | 160 | 195,562 | 211,293 |
| Travelling costs | 2,423 | 211 | 8,204 | - | 6 | 10,844 | 12,930 |
| Bad debts | - | - | - | 1,080 | - | 1,080 | - |
| Training | - | - | - | - | - | - | - |
| Postage | - | - | - | - | - | - | - |
| Printing and stationery | - | - | - | - | - | - | - |
| Sundry expenses | - | - | - | - | - | - | - |
| | <u>52,239</u> | <u>6,344</u> | <u>123,031</u> | <u>25,706</u> | <u>166</u> | <u>207,486</u> | <u>224,223</u> |

CROSSROADS CARING FOR CARERS WORCESTERSHIRE

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

9. Support costs

| | Support costs £ | Governance costs £ | 2025 £ | Support costs £ | Governance costs £ | 2024 £ |
|------------------------------|--------------------|-----------------------|----------------|--------------------|-----------------------|----------------|
| Staff costs | 194,579 | - | 194,579 | 171,332 | - | 171,332 |
| Depreciation | 1,267 | - | 1,267 | 1,639 | - | 1,639 |
| Premises costs | 11,012 | - | 11,012 | 9,538 | - | 9,538 |
| Insurance | 3,884 | - | 3,884 | 4,352 | - | 4,352 |
| Communications | 2,935 | - | 2,935 | 3,134 | - | 3,134 |
| Training | 1,151 | - | 1,151 | 636 | - | 636 |
| Travelling costs | 2,670 | - | 2,670 | 2,650 | - | 2,650 |
| Advertising | - | - | - | 120 | - | 120 |
| General office running costs | - | - | - | - | - | - |
| Clothing | 266 | - | 266 | 638 | - | 638 |
| Sundry expenses | 608 | - | 608 | 406 | - | 406 |
| Subscriptions | 2,347 | - | 2,347 | 2,570 | - | 2,570 |
| Computer costs | 6,871 | - | 6,871 | 8,523 | - | 8,523 |
| Equipment leasing | 5,159 | - | 5,159 | 6,172 | - | 6,172 |
| Independent examination fees | - | 1,418 | 1,418 | - | 2,220 | 2,220 |
| Legal and professional | - | 7,400 | 7,400 | - | 4,918 | 4,918 |
| General office running costs | - | 4,217 | 4,217 | - | 4,874 | 4,874 |
| DB checks | - | 357 | 357 | - | 116 | 116 |
| | <u>232,749</u> | <u>13,392</u> | <u>246,141</u> | <u>211,710</u> | <u>12,128</u> | <u>223,838</u> |

Governance costs includes payments to the independent examiner £1,418.

CROSSROADS CARING FOR CARERS WORCESTERSHIRE

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

10. Trustees

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

11. Employees

The average monthly number of employees during the year was:

| 2025 Number | 2024 Number |
|------------------------|------------------------|
| 30 | 30 |
| <hr/> | <hr/> |

Employment costs

| | 2025 £ | 2024 £ |
|---------------------|-------------------|-------------------|
| Wages and salaries | 381,983 | 378,494 |
| Other pension costs | 8,159 | 8,130 |
| | <hr/> | <hr/> |
| | 390,142 | 386,624 |
| | <hr/> | <hr/> |

No employee received emoluments in excess of £60,000.

The aggregate remuneration paid to Key Management Personnel (including employer's pension contributions was £102,372. (2024 - £102,372).

12. Other

| | 2025 £ | 2024 £ |
|-----------------|-------------------|-------------------|
| Financing costs | 561 | 599 |
| | <hr/> | <hr/> |
| | 561 | 599 |
| | <hr/> | <hr/> |

CROSSROADS CARING FOR CARERS WORCESTERSHIRE

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

13. Tangible fixed assets

| | Freehold land and buildings Property £ | Fixtures And Fittings £ | Totals £ |
|------------------------------------|---|--|---------------------|
| Cost | | | |
| At 1 April 2024 | - | 19,431 | 19,431 |
| Additions | - | 150 | 150 |
| Disposals | - | - | - |
| At 31 March 2025 | <u>-</u> | <u>19,581</u> | <u>19,431</u> |
| Depreciation and impairment | | | |
| At 1 April 2024 | - | 14,513 | 14,513 |
| Depreciation charged in the year | - | 1,267 | 1,267 |
| At 31 March 2025 | <u>-</u> | <u>15,780</u> | <u>15,780</u> |
| Carrying amount | | | |
| At 31 March 2025 | <u>-</u> | <u>3,801</u> | <u>3,801</u> |
| At 31 March 2024 | <u>-</u> | <u>4,918</u> | <u>4,918</u> |

14. Debtors

| | 2025 £ | 2024 £ |
|--------------------------------------|-------------------|-------------------|
| Amounts falling due within one year: | | |
| Trade debtors | 28,355 | 24,097 |
| Prepayments and accrued income | 3,130 | 3,310 |
| Other debtors | - | - |
| | <u>31,485</u> | <u>27,407</u> |

15. Creditors: amounts falling due within one year

| | 2025 | 2024 |
|------------------------------|---------------|---------------|
| | £ | £ |
| Trade creditors | - | 282 |
| Other creditors | 42,376 | 38,778 |
| Accruals and deferred income | 2,511 | 2,406 |
| | <u>44,887</u> | <u>41,466</u> |

16. Related party transactions

There were no disclosable related party transactions during the year (2024 – none)

17. Other Commitments

The total of future minimum lease payments under non-cancellable operating leases are as follows:

| | 2025 | Other | 2024 |
|-----------------------|---------------|--------------|---------------|
| | £ | | £ |
| Within 1 year | 13,227 | | 13,227 |
| Between 1 and 5 years | 18,060 | | 18,060 |
| | <u>31,287</u> | | <u>31,287</u> |

Following the sale of the property the charity will be leasing office space in the premises. After a rent free period the rental commitments are shown in this note.

18. Going Concern

The nature of the charity's funding is such that the timing and the amount of future income is unpredictable.

It is not possible to reliably predict future income streams in the current economic climate. Local Authority and NHS funding has changed from block grants to "spot" funding where the charity is reimbursed for actual work done.

Based upon projection of salaries and running costs (salaries being the main cost) compared to expected income (as far as this can be reasonably estimated, taking into account the previously mentioned unpredictability), the Trustees believe that the charity has sufficient resources to continue operations for the foreseeable future. For this reason, the financial statements have, therefore, been prepared on a going concern basis which assumes that the charity will continue in operational existence for the foreseeable future.

Accounts

Charity Registration No. 1110582

Company Registration No. 05424005 (England and Wales)

**CROSSROADS CARING FOR CARERS WORCESTERSHIRE
ANNUAL REPORT AND UNAUDITED FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2024**

CROSSROADS CARING FOR CARERS WORCESTERSHIRE

LEGAL AND ADMINISTRATIVE INFORMATION

| | |
|----------------------|---|
| Secretary | Roger. Garland |
| Charity number | 1110582 |
| Company number | 05424005 |
| Principal address | Weir Lane Lower Wick Worcester Worcs. WR2 4AY |
| Registered office | Weir Lane Lower Wick Worcester Worcs. WR2 4AY |
| Independent examiner | Paul Tivey FCA, FCCA, PPW Limited 10 St. Andrews Street Droitwich Worcs. WR9 8DY |

CROSSROADS CARING FOR CARERS WORCESTERSHIRE

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CROSSROADS CARING FOR CARERS WORCESTERSHIRE
TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT)
FOR THE YEAR ENDED 31 MARCH 2024

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

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

Objectives and activities
Charitable Objects

The Charity is established for the public benefit for the following objects:

To relieve in the geographical area of Worcestershire:

- (a) The stresses experienced by carers and people with physical, mental or sensory impairment within the family or home by offering a respite service through the provision of community-based care staff, or
- (b) At the discretion of the Board of Trustees to provide such Home Care Staff for older people and disabled people living alone.

Area of Benefit

The area of benefit is effectively that covered by Worcestershire County Council. The area of benefit was confirmed when charitable status was renewed and was motivated by the mutual interests of Worcestershire County Council and the Charity, in developing a more uniform level of specialist provision across their entire administrative area.

Property

As mentioned in previous reports, the Charity owned premises at Weir Lane, Lower Wick, Worcester. This property was sold in November 2023. We are now renting office space at the same address as this continues to provide an attractive and functional operational base for many of the Charity's activities.

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

CROSSROADS CARING FOR CARERS WORCESTERSHIRE

TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2024

Finances: we have been haemorrhaging money for some years and the decision to sell off our Weir Lane premises can only delay the inevitable unless there is a national change in the attitude towards caring.

Worcestershire County Council: Without wishing in any way to be seen to be biting the hand that feeds us the County Council payment per hour for the work we do for them is miserly at best in that it always falls well below current levels of inflation and in one recent year the increase was zero. Every year they propose a figure and then invite us to a consultation where they never amend their original figure.

Private service users: These peoples financial payments keep the service running right across the county not only Crossroads. Its doubtful if many appreciate that they are subsidising the responsibilities of the County Council in that as providers we are able to set the price to private service users.

On the other hand, we still retain our OUTSTANDING status with the CQC. This is entirely due to efforts of Roger, Helen and the management team, the admin team and most of all our team of caring staff who are out there day after day and in all weathers and at all times of the day doing a job that most people would balk at, preferring a lie in or watching the telly in the evenings.

As I've said before we could increase our income by lowering our standards which we are not prepared to do. Care staff are entitled to the best available level of training, supervision, advice and support to ensure that they continue to provide the highest quality of service to people that use our service.

Financial review

Financial review of the year

For the year ended 31 March 2024 there was a total income of £422,714 and a total expenditure of £448,660 giving a deficit of £25,946. This figure was skewed by part of the income resulting from the sale of our property being credited to our current account.

Reserves policy

The Trustees previously agreed a Reserves Policy for Crossroads Caring for Carers, based on the need to hold a sum in reserves equivalent to between 6 and 12 months of turnover, in order to cover any sudden change in Purchaser activity and/or cover an orderly rundown of the Crossroads affairs in the event of being forced to terminate the range of activities undertaken.

Having sold our office base, the current level of reserves equates to far more than 6 months of turnover. Trustees are aware of the situation.

Future plans

The basic plan remains to ensure that the Charity continues to provide an efficient and high-quality service to its end users. The Chairman's statement sets out some of the plans associated with this.

It is also realised that the Charity must remain financially viable while still providing a high level of support and help to its care staff and service users. This can only be achieved through careful financial monitoring and the use of reserves.

The level of activity within Worcestershire continues to reflect a range of links between the Managers, their staff and those in key positions within Worcestershire County Council Adult Services. However, the major economic downturn continues and is having a profound impact on public expenditure.

CROSSROADS CARING FOR CARERS WORCESTERSHIRE

TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2024

Worcestershire County Council has made significant cuts to most services including Adult Services and it remains unclear whether additional cuts will be made. This 'race to the bottom' could spell disaster for a very large number of service users/potential service users and social care organisations within the county.

Chairman's Appreciation

Once again a big thank you to the board, the management and admin staff and most of all our care staff who are the people most responsible for Crossroads retaining the CQC's OUTSTANDING status.

Structure, governance and management

Governing document

Crossroads Caring for Carers Worcestershire is a company limited by guarantee governed by its Memorandum and Articles of Association dated 17 November 2016 with the company no. 5424005. The company is registered as a charity with the Charity Commission, charity number 1110582 from 26 July 2005

Recruitment and appointment of new Trustees

Trustee Appointment

To date, Trustees have been identified through localised networking. The current Trustees continue to have the organisation under appropriate control thanks, in no small part to the continued commitment of Roger Garland, Helen Simmons and other senior staff.

The trustees, who are also the directors for the purpose of company law, and who served during the year were:

| | |
|-------------------------|-----------------------------|
| R. Adey | Retired Finance Manager |
| G. V. Hughes (Chairman) | Retired Social Care Manager |
| P. Brown | Carer |
| S. Murray | Solicitor |
| R Burford | Retired |

TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2024

Trustee induction and training

Prior to appointment, potential Trustees are invited for discussion at the Crossroads offices in Worcester and the Chairman is present at this introductory session. Documentation, including the constitution is shared, individuals are invited to attend Trustee Board meetings, primarily as an observer before a final decision is made by both the applicant and Trustees.

Organisation

The Charity and its rented office are managed by a Board of Trustees who are elected by and from the membership at each Annual General Meeting in accordance with such procedures as may from time to time be adopted by the Board of Trustees, provided that such procedures allow every member of the Charity to stand for election and to vote.

The Board of Trustees may make regulations concerning the election of members to ensure balanced representation of various interest groups amongst the membership.

A Trustee shall cease to hold office if he/she would at the date of re-appointment have served as a Trustee for a continuous period of 6 years except by special resolution of the Board of Trustees to the contrary.

Trustees may appoint one or more of their number to any remunerated executive office under the Scheme. Any such appointment may be made upon such terms as the Board of Trustees determine. Any appointment of a Trustee to an executive office shall terminate if he/she ceases to be a Trustee. A Trustee holding any executive office shall not be subject to retirement by rotation.

The Board meets, on average, every eight weeks and receives and considers reports from the Registered Manager and the Chief Officer of the Charity, whilst also considering any item tabled by the Chairman and/or other Trustees. All managerial and financial decisions, apart from day-to-day management decisions, are made by the Trustees.

Related parties

The Trustees who served during the relevant period were listed on the previous page. There were no new declarations of interest during the relevant period.

The trustees report was approved by the Board of Trustees.



Dated: 29/10/24

STATEMENT OF TRUSTEES RESPONSIBILITIES

FOR THE YEAR ENDED 31 MARCH 2024

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

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

In preparing these financial, the trustees are required to :

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charity SORP;
- make judgements and estimates that are reasonable and prudent;
- 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 charitable company will continue in operation.

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

INDEPENDENT EXAMINER'S REPORT
TO THE TRUSTEES OF CROSSROADS CARING FOR CARERS WORCESTERSHIRE

I report to the trustees on my examination of the financial statements of Crossroads Caring For Carers Worcestershire (the charity) for the year ended 31 March 2024.

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 ICAEW, 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 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.

P. Tivey FCA, FCCA
PPW Limited
10 St. Andrews Street
Droitwich
Worcs.
WR9 8DY

Dated

CROSSROADS CARING FOR CARERS WORCESTERSHIRE

STATEMENT OF FINANCIAL ACTIVITIES
INCLUDING INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 31 MARCH 2024

| | Notes | Unrestricted Funds 2024 £ | Unrestricted Funds 2023 £ |
|--|-------|------------------------------------|------------------------------------|
| Income and endowments from: | | | |
| Donations and legacies | 3 | 563 | 1,013 |
| Charitable activities | 4 | 380,224 | 374,305 |
| Investments | 5 | 1,017 | 6,195 |
| Other Income | 6 | 40,910 | - |
| Total Income | | <u>422,714</u> | <u>381,513</u> |
| Expenditure on: | | | |
| Raising funds | 7 | 223,838 | 228,712 |
| Charitable activities | 8 | <u>224,223</u> | <u>226,057</u> |
| Other | 12 | <u>599</u> | <u>591</u> |
| Total resources expended | | <u>448,660</u> | <u>455,360</u> |
| Net expenditure for the year/ Net movement in funds | | (25,946) | (73,847) |
| Fund balances at 1 April 2023 | | 424,250 | 498,097 |
| Fund balances at 31 March 2024 | | <u>398,304</u> | <u>424,250</u> |

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

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.

BALANCE SHEET

AS AT 31 MARCH 2024

| | Notes | 2024 | | 2023 | |
|--|-------|----------------|----------------|----------------|----------------|
| | | £ | £ | £ | £ |
| Fixed assets | | | | | |
| Tangible assets | 13 | | 4,918 | | 353,552 |
| Current assets | | | | | |
| Debtors | 14 | 27,407 | | 40,778 | |
| Cash at bank and in hand | | 407,445 | | 75,289 | |
| | | <u>434,852</u> | | <u>116,067</u> | |
| Creditors : amounts falling due within one year | 15 | (41,466) | | (45,369) | |
| Net current assets | | | <u>393,386</u> | | <u>70,698</u> |
| Total assets less current liabilities | | | <u>398,304</u> | | <u>424,250</u> |
| Income funds | | | | | |
| Unrestricted funds | | | <u>398,304</u> | | <u>424,250</u> |
| | | | <u>398,304</u> | | <u>424,250</u> |

The company is entitled to the exemption from the audit requirement contained in section 477 of the Companies Act 2006, for the year ended 31 March 2024.

The directors acknowledge their responsibilities for ensuring that the charity keeps accounting records which comply with section 386 of the Act and for preparing financial statements which give a true and fair view of the state of affairs of the company as at the end of the financial year and of its incoming resources and application of resources, including its income and expenditure, for the financial year in accordance with the requirements of sections 394 and 395 and which otherwise comply with the requirements of the Companies Act 2006 relating to financial statements, so far as applicable to the company.

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 29 October 2024.


Trustee

Company Registration No. 05424005

CROSSROADS CARING FOR CARERS WORCESTERSHIRE

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2024

1. Accounting policies

Charity information

Crossroads Caring For Carers is a private company limited by guarantee incorporated in England and Wales. The registered office is Weir Lane, Lower Wick, Worcs. WR2 4AY.

1.1 Accounting convention

These financial statements have been prepared in accordance with the charity's [governing document], the Companies Act 2006 and "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective October 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 applying FRS 102 Update Bulletin 1 not to prepare a Statement of Cash Flows.

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

The financial statements have been prepared under the historical cost convention, modified to include the revaluation of freehold properties and to include investment properties and certain financial instruments at fair value. The principal accounting policies adopted are set out below.

1.2 Going concern

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.

1.3 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.

Endowment funds are subject to specific conditions by donors that the capital must be maintained by the charity.

1.4 Income

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

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2024

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.

Legacies are recognised on receipt or otherwise if the charity has been notified of an impending distribution, the amount is known, and receipt is expected. If the amount is not known, the legacy is treated as a contingent asset.

Income from grants, trusts and foundations is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received, and the amount can be measured reliably. Grant income received in advance is deferred and released in the financial year to which it relates.

1.5 Expenditure

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

Expenditure on charitable activities includes all costs relating to the furtherance of the charity's objectives as stated in the trustees report and their associated support costs.

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

Support costs have been allocated between governance costs and other support. Governance costs comprise all costs involving public accountability of the charity and its compliance with regulation and good practice.

Support costs include central functions and have been allocated to activity cost categories on a basis consistent with the use of resources.

1.6 Tangible fixed assets

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

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

| | |
|-----------------------|-------------------------------|
| Fixtures and Fittings | 25% on reducing balance basis |
|-----------------------|-------------------------------|

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 net income/(expenditure) for the year.

1.7 Impairment of fixed assets

At each reporting period end date, the company 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).

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2024

1.8 **Cash and cash equivalents**

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

Bank overdrafts are shown within borrowings in current liabilities.

1.9 **Financial instruments**

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

Financial instruments are recognised in the company's balance sheet when the company 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 company's contractual obligations expire or are discharged or cancelled.

1.10 **Employee benefits**

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

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2024

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.

1.11 Retirement benefits

Payments to defined contribution retirement benefit schemes are charged as an expense as they fall due.

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

| | 2024 | 2023 |
|---------------------|-------------|-------------|
| | £ | £ |
| Donations and gifts | 563 | 1,013 |

CROSSROADS CARING FOR CARERS WORCESTERSHIRE

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2024

4. Charitable activities

| | WCC £ | Carers Unit Flexi Breaks £ | Private Care £ | Training £ | Continuous Healthcare £ | Total 2024 £ | Total 2023 £ |
|------------------------------------|----------|----------------------------------|-------------------|---------------|-------------------------------|--------------------|--------------------|
| Sales within charitable activities | 131,846 | 19,698 | 224,136 | 3,500 | 1,044 | 380,224 | 374,305 |

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

5. Investments

| | 2024 | 2023 |
|---------------|--------------|--------------|
| | £ | £ |
| Bank interest | 1,017 | - |
| Rental Income | - | 6,195 |
| | <u>1,017</u> | <u>6,195</u> |

6. Other income

| | 2024 | 2023 |
|----------------------------|---------------|-------------|
| | £ | £ |
| Profit on sale of property | 40,910 | - |
| | <u>40,910</u> | <u>-</u> |

The profit on the sale of the property is shown net of legal fees of £12,915.

7. Raising funds

| | 2024 | 2023 |
|------------------------|----------------|----------------|
| | £ | £ |
| Support costs (Note 9) | 223,838 | 228,712 |
| | <u>223,838</u> | <u>228,712</u> |

CROSSROADS CARING FOR CARERS WORCESTERSHIRE

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2024

8. Charitable activities

| | WCC £ | Carers Unit Flexi Breaks £ | Private Care £ | Training £ | Continuous Healthcare £ | Total 2024 £ | Total 2023 £ |
|-------------------------|---------------|----------------------------------|-------------------|---------------|-------------------------------|--------------------|--------------------|
| Staff costs | 68,837 | 10,064 | 107,061 | 24,724 | 607 | 211,293 | 208,699 |
| Travelling costs | 4,138 | 462 | 8,308 | - | 22 | 12,930 | 16,489 |
| Bad debts | - | - | - | - | - | - | - |
| Training | - | - | - | - | - | - | 676 |
| Postage | - | - | - | - | - | - | 176 |
| Printing and stationery | - | - | - | - | - | - | 8 |
| Sundry expenses | - | - | - | - | - | - | 9 |
| | <u>72,975</u> | <u>10,526</u> | <u>115,369</u> | <u>24,724</u> | <u>629</u> | <u>224,223</u> | <u>226,057</u> |

CROSSROADS CARING FOR CARERS WORCESTERSHIRE

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2024

9. Support costs

| | Support costs £ | Governance costs £ | 2024 £ | Support costs £ | Governance costs £ | 2023 £ |
|------------------------------|--------------------|-----------------------|----------------|--------------------|-----------------------|----------------|
| Staff costs | 171,332 | - | 171,332 | 179,556 | - | 179,556 |
| Depreciation | 1,639 | - | 1,639 | 1,793 | - | 1,793 |
| Premises costs | 9,538 | - | 9,538 | 8,035 | - | 8,035 |
| Insurance | 4,352 | - | 4,352 | 4,616 | - | 4,616 |
| Communications | 3,134 | - | 3,134 | 2,782 | - | 2,782 |
| Training | 636 | - | 636 | 249 | - | 249 |
| Travelling costs | 2,650 | - | 2,650 | 2,695 | - | 2,695 |
| Advertising | 120 | - | 120 | 300 | - | 300 |
| General office running costs | - | - | - | - | - | - |
| Clothing | 638 | - | 638 | 578 | - | 578 |
| Sundry expenses | 406 | - | 406 | 1,100 | - | 1,100 |
| Subscriptions | 2,570 | - | 2,570 | 2,520 | - | 2,520 |
| Computer costs | 8,523 | - | 8,523 | 6,993 | - | 6,993 |
| Equipment leasing | 6,172 | - | 6,172 | 6,010 | - | 6,010 |
| Independent examination fees | - | 2,220 | 2,220 | - | 1,380 | 1,380 |
| Legal and professional | - | 4,918 | 4,918 | - | 6,436 | 6,436 |
| General office running costs | - | 4,874 | 4,874 | - | 3,374 | 3,374 |
| DB checks | - | 116 | 116 | - | 295 | 295 |
| | <u>211,710</u> | <u>12,128</u> | <u>223,838</u> | <u>217,227</u> | <u>11,485</u> | <u>228,712</u> |

Governance costs includes payments to the independent examiner £2,220.

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

10. Trustees

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

11. Employees

The average monthly number of employees during the year was:

| | 2024 Number | 2023 Number |
|----------------------|------------------------|------------------------|
| | 30 | 30 |
| | <u> </u> | <u> </u> |
| Employment costs | | |
| | 2024 £ | 2023 £ |
| Wages and salaries | 378,494 | 380,586 |
| Other pension costs | 8,130 | 7,669 |
| | <u>386,624</u> | <u>388,255</u> |
| | <u> </u> | <u> </u> |

No employee received emoluments in excess of £60,000.

The aggregate remuneration paid to Key Management Personnel (including employer's pension contributions was £102,372. (2023 - £100,566).

12. Other

| | 2024 £ | 2023 £ |
|-----------------|-------------------|-------------------|
| Financing costs | 599 | 591 |
| | <u>599</u> | <u>591</u> |
| | <u> </u> | <u> </u> |

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

13. Tangible fixed assets

| | Freehold land and buildings Property £ | Fixtures And Fittings £ | Totals £ |
|------------------------------------|---|----------------------------------|----------------|
| Cost | | | |
| At 1 April 2023 | 348,175 | 18,251 | 366,426 |
| Additions | - | 1,180 | 1,180 |
| Disposals | (348,175) | - | (348,175) |
| At 31 March 2024 | <u>-</u> | <u>19,431</u> | <u>19,431</u> |
| Depreciation and impairment | | | |
| At 1 April 2023 | - | 12,874 | 12,874 |
| Depreciation charged in the year | - | 1,639 | 1,639 |
| At 31 March 2024 | <u>-</u> | <u>14,513</u> | <u>14,513</u> |
| Carrying amount | | | |
| At 31 March 2024 | <u>-</u> | <u>4,918</u> | <u>4,918</u> |
| At 31 March 2023 | <u>348,175</u> | <u>5,377</u> | <u>353,552</u> |

14. Debtors

| | 2024 £ | 2023 £ |
|--------------------------------------|---------------|---------------|
| Amounts falling due within one year: | | |
| Trade debtors | 24,097 | 34,696 |
| Prepayments and accrued income | 3,310 | 6,022 |
| Other debtors | - | 60 |
| | <u>27,407</u> | <u>40,778</u> |

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

15. Creditors: amounts falling due within one year

| | 2024 £ | 2023 £ |
|------------------------------|---------------|---------------|
| Trade creditors | 282 | 398 |
| Other creditors | 38,778 | 42,118 |
| Accruals and deferred income | 2,406 | 2,853 |
| | <u>41,466</u> | <u>45,369</u> |

16. Related party transactions

There were no disclosable related party transactions during the year (2023 – none)

17. Other Commitments

The total of future minimum lease payments under non-cancellable operating leases are as follows:

| | 2024 £ | Other 2023 £ |
|-----------------------|---------------|--------------------|
| Within 1 year | 13,227 | 5,000 |
| Between 1 and 5 years | 18,060 | 10,000 |
| | <u>31,287</u> | <u>15,000</u> |

Following the sale of the property the charity will be leasing office space in the premises. After a rent free period the rental commitments are shown in this note.

18. Going Concern

The nature of the charity's funding is such that the timing and the amount of future income is unpredictable.

It is not possible to reliably predict future income streams in the current economic climate. Local Authority and NHS funding has changed from block grants to "spot" funding where the charity is reimbursed for actual work done.

Based upon projection of salaries and running costs (salaries being the main cost) compared to expected income (as far as this can be reasonably estimated, taking into account the previously mentioned unpredictability), the Trustees believe that the charity has sufficient resources to continue operations for the foreseeable future. For this reason, the financial statements have, therefore, been prepared on a going concern basis which assumes that the charity will continue in operational existence for the foreseeable future.

CROSSROADS CARING FOR CARERS WORCESTERSHIRE

England & Wales - Charity number 1110582

Accounts

Charity Registration No. 1110582

Company Registration No. 05424005 (England and Wales)

**CROSSROADS CARING FOR CARERS WORCESTERSHIRE
ANNUAL REPORT AND UNAUDITED FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023**

CROSSROADS CARING FOR CARERS WORCESTERSHIRE

LEGAL AND ADMINISTRATIVE INFORMATION

| | |
|----------------------|--|
| Secretary | R. Garland |
| Charity number | 1110582 |
| Company number | 05424005 |
| Principal address | Weir Lane Lower Wick Worcester Worcs. WR2 4AY |
| Registered office | Weir Lane Lower Wick Worcester Worcs. WR2 4AY |
| Independent examiner | Paul Tivey FCA, FCCA, PPW Limited Clarendon House 14 St. Andrews Street Droitwich Worcs. WR9 8DY |

CROSSROADS CARING FOR CARERS WORCESTERSHIRE

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CROSSROADS CARING FOR CARERS WORCESTERSHIRE
TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT)
FOR THE YEAR ENDED 31 MARCH 2023

The trustees present their report and financial statements for the year ended 31 March 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 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)" (as amended for accounting periods commencing from October 2019).

Objectives and activities
Charitable Objects

The Charity is established for the public benefit for the following objects:

To relieve in the geographical area of Worcestershire:

- (a) The stresses experienced by carers and people with physical, mental or sensory impairment within the family or home by offering a respite service through the provision of community-based care staff, or
- (b) At the discretion of the Board of Trustees to provide such Home Care Staff for older people and disabled people living alone.

Area of Benefit

The area of benefit is effectively that covered by Worcestershire County Council. The area of benefit was confirmed when charitable status was renewed and was motivated by the mutual interests of Worcestershire County Council and the Charity, in developing a more uniform level of specialist provision across their entire administrative area.

Property

As mentioned in previous reports, the Charity owns premises at Weir Lane, Lower Wick, Worcester.

Following a successful refurbishment, the Weir Lane, Worcester headquarters continues to provide an attractive and functional operational base for many of the Charity's activities. The Charity has completed the upgrade of the property adjoining the current premises.

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

CROSSROADS CARING FOR CARERS WORCESTERSHIRE

TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2023

Last year Covid appeared to be on the wane, unfortunately it refuses to go away and there are reports that it is on the increase though perhaps not as virulent as it has been in the past. Crossroads has continued to take recommended steps to ensure the protection of our staff and service users.

This financial year we made a reluctant decision to sell our office base. Not an easy decision but one forced upon us simply by checking our auditors report from which it can be seen that we are again trading at a loss. For several years we have in effect been subsidising the finances of the county council. Clearly we could not responsibly continue as we were.

Last year the county council wrote to us saying quite literally that the "increase" in domiciliary care payment for 2022/23 would be "zero". This "increase" of zero was at a time when we were facing serious inflationary pressures as well as an increase in the National Living Wage. We were aware that Central Government had made additional provision to Local Authorities to help fund social care, but locally it appeared that Worcestershire County Council had their own ideas as to what to do with the funding they received.

Additionally, Boris Johnson's "oven ready" plan for domiciliary care has never seen the light of day.

In order to continue trading the board agreed to cash in the "family silver" i.e. the office building, our only saleable asset. At the time of writing the sale is virtually complete and we will lease back part of the building for our continued use.

Financial review

Financial review of the Year

For the year ended 31 March 2023 there was a total income of £381,513 and a total expenditure of £455,360 giving a deficit of £73,847. At the end of the previous financial year the deficit was £25,051.

Reserves policy

The Trustees previously agreed a Reserves Policy for Crossroads Caring for Carers, based on the need to hold a sum in reserves equivalent to between 6 and 12 months of turnover, in order to cover any sudden change in Purchaser activity and/or cover an orderly rundown of the Crossroads affairs in the event of being forced to terminate the range of activities undertaken.

The current level of reserves equates to less than 3 months of turnover, but Trustees are aware of the situation.

Future Plans

The basic plan remains to ensure that the Charity continues to provide an efficient and high-quality service to its end users. The Chairman's statement sets out some of the plans associated with this.

It is also realised that the Charity must remain financially viable while still providing a high level of support and help to its care staff and service users. This can only be achieved through careful financial monitoring and the use of reserves, including the sale of the Crossroads office.

CROSSROADS CARING FOR CARERS WORCESTERSHIRE

TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2023

The level of activity within Worcestershire continues to reflect a range of links between the Managers, their staff and those in key positions within Worcestershire County Council Adult Services. However, the major economic downturn continues and is having a profound impact on public expenditure. Worcestershire County Council has made significant cuts to most services including Adult Services and it remains unclear whether additional cuts will be made. This 'race to the bottom' could spell disaster for a very large number of service users/potential service users and social care organisations within the county.

Chairman's Appreciation

Once again, a big thank you to the board, the management and admin staff and most of all our care staff who are the people most responsible for Crossroads retaining the CQC's OUTSTANDING status.

Structure, governance and management

Governing document

Crossroads Caring for Carers Worcestershire is a company limited by guarantee governed by its Memorandum and Articles of Association dated 17 November 2016 with the company no. 5424005. The company is registered as a charity with the Charity Commission, charity number 1110582 from 26 July 2005.

Recruitment and appointment of new Trustees

Trustee Appointment

To date, Trustees have been identified through localised networking. The current Trustees continue to have the organisation under appropriate control thanks, in no small part to the continued commitment of Roger Garland, Helen Simmons and Carol Gale.

The trustees, who are also the directors for the purpose of company law, and who served during the year were:

| | |
|---------------|-----------------------------|
| L. R. Gregory | Foster Care Agency |
| R. Adey | Retired Finance Manager |
| G. V. Hughes | Retired Social Care Manager |
| P. Brown | Carer |
| S. Murray | Solicitor |

Trustee induction and Training

Prior to appointment, potential Trustees are invited for discussion at the Crossroads offices in Worcester and the Chairman is present at this introductory session. Documentation, including the constitution is shared, individuals are invited to attend Trustee Board meetings, primarily as an observer before a final decision is made by both the applicant and Trustees.

Organisation

The Charity and its property are managed by a Board of Trustees who are elected by and from the membership at each Annual General Meeting in accordance with such procedures as may from time to time be adopted by the Board of Trustees, provided that such procedures allow every member of the Charity to stand for election and to vote.

The Board of Trustees may make regulations concerning the election of members to ensure balanced representation of various interest groups amongst the membership.

A Trustee shall cease to hold office if he/she would at the date of re-appointment have served as a Trustee for a continuous period of 6 years except by special resolution of the Board of Trustees to the contrary.

Trustees may appoint one or more of their number to any remunerated executive office under the Scheme. Any such appointment may be made upon such terms as the Board of Trustees determine. Any appointment of a Trustee to an executive office shall terminate if he ceases to be a Trustee. A Trustee holding any executive office shall not be subject to retirement by rotation.

The Board meets, on average, every eight weeks and receives and considers reports from the Registered Manager and the Chief Officer of the Charity, whilst also considering any item tabled by the Chairman and/or other Trustees. All managerial and financial decisions, apart from day-to-day management decisions, are made by the Trustees.

Related parties

The Trustees who served during the relevant period were those persons listed under Legal and Administrative Information. There were no new declarations of interest during the relevant period.

The trustees report was approved by the Board of Trustees.

.....

.....

Dated:

Dated:

CROSSROADS CARING FOR CARERS WORCESTERSHIRE

STATEMENT OF TRUSTEES RESPONSIBILITIES

FOR THE YEAR ENDED 31 MARCH 2023

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

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

In preparing these financial, the trustees are required to :

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charity SORP;
- make judgements and estimates that are reasonable and prudent;

- 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 charitable company will continue in operation.

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

CROSSROADS CARING FOR CARERS WORCESTERSHIRE

INDEPENDENT EXAMINER'S REPORT
TO THE TRUSTEES OF CROSSROADS CARING FOR CARERS WORCESTERSHIRE

I report to the trustees on my examination of the financial statements of Crossroads Caring For Carers Worcestershire (the charity) for the year ended 31 March 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 ICAEW, 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 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.

P. Tivey FCA, FCCA
PPW Limited
Clarendon House
14 St. Andrews Street
Droitwich
Worcs.
WR9 8DY

Dated

CROSSROADS CARING FOR CARERS WORCESTERSHIRE

STATEMENT OF FINANCIAL ACTIVITIES
INCLUDING INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 31 MARCH 2023

| | Notes | Unrestricted Funds 2023 £ | Unrestricted Funds 2022 £ |
|--|-------|------------------------------------|------------------------------------|
| Income and endowments from: | | | |
| Donations and legacies | 3 | 1,013 | 455 |
| Charitable activities | 4 | 374,305 | 370,635 |
| Investments | 5 | 6,195 | 7,328 |
| Other Income | 6 | - | 62,913 |
| Total Income | | <u>381,513</u> | <u>441,331</u> |
| Expenditure on: | | | |
| Raising funds | 7 | 228,712 | 232,055 |
| Charitable activities | 8 | <u>226,057</u> | <u>233,732</u> |
| Other | 12 | <u>591</u> | <u>595</u> |
| Total resources expended | | <u>455,360</u> | <u>466,382</u> |
| Net expenditure for the year/ Net movement in funds | | (73,847) | (25,051) |
| Fund balances at 1 April 2022 | | 498,097 | 523,148 |
| Fund balances at 31 March 2023 | | <u><u>424,250</u></u> | <u><u>498,097</u></u> |

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

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 CARING FOR CARERS WORCESTERSHIRE

BALANCE SHEET

AS AT 31 MARCH 2023

| | Notes | 2023 | | 2022 | |
|--|-------|----------------|----------------|----------------|----------------|
| | | £ | £ | £ | £ |
| Fixed assets | | | | | |
| Tangible assets | 13 | | 353,552 | | 355,345 |
| Current assets | | | | | |
| Debtors | 14 | 40,778 | | 25,257 | |
| Cash at bank and in hand | | 75,289 | | 154,769 | |
| | | <u>116,067</u> | | <u>180,026</u> | |
| Creditors : amounts falling due within one year | 15 | (45,369) | | (37,274) | |
| Net current assets | | | <u>70,698</u> | | <u>142,752</u> |
| Total assets less current liabilities | | | <u>424,250</u> | | <u>498,097</u> |
| Income funds | | | | | |
| Unrestricted funds | | | 424,250 | | 498,097 |
| | | | <u>424,250</u> | | <u>498,097</u> |

The company is entitled to the exemption from the audit requirement contained in section 477 of the Companies Act 2006, for the year ended 31 March 2023.

The directors acknowledge their responsibilities for ensuring that the charity keeps accounting records which comply with section 386 of the Act and for preparing financial statements which give a true and fair view of the state of affairs of the company as at the end of the financial year and of its incoming resources and application of resources, including its income and expenditure, for the financial year in accordance with the requirements of sections 394 and 395 and which otherwise comply with the requirements of the Companies Act 2006 relating to financial statements, so far as applicable to the company.

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

.....
Trustee

Company Registration No. 05424005

1. Accounting policies

Charity information

Crossroads Caring for Carers is a private company limited by guarantee incorporated in England and Wales. The registered office is Weir Lane, Lower Wick, Worcs. WR2 4AY.

1.1 Accounting convention

These financial statements have been prepared in accordance with the charity's [governing document], the Companies Act 2006 and "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective October 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 applying FRS 102 Update Bulletin 1 not to prepare a Statement of Cash Flows.

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

The financial statements have been prepared under the historical cost convention, modified to include the revaluation of freehold properties and to include investment properties and certain financial instruments at fair value. The principal accounting policies adopted are set out below.

1.2 Going concern

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.

1.3 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.

Endowment funds are subject to specific conditions by donors that the capital must be maintained by the charity.

1.4 Income

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

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.

Legacies are recognised on receipt or otherwise if the charity has been notified of an impending distribution, the amount is known, and receipt is expected. If the amount is not known, the legacy is treated as a contingent asset.

Income from grants, trusts and foundations is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received, and the amount can be measured reliably. Grant income received in advance is deferred and released in the financial year to which it relates.

1.5 Expenditure

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

Expenditure on charitable activities includes all costs relating to the furtherance of the charity's objectives as stated in the trustee's report and their associated support costs.

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

Support costs have been allocated between governance costs and other support. Governance costs comprise all costs involving public accountability of the charity and its compliance with regulation and good practice.

Support costs include central functions and have been allocated to activity cost categories on a basis consistent with the use of resources.

1.6 Tangible fixed assets

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

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

| | |
|-----------------------|-------------------------------|
| Fixtures and Fittings | 25% on reducing balance basis |
|-----------------------|-------------------------------|

The trustees believe the property to have a high residual value and therefore no depreciation has been charged.

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 net income/(expenditure) for the year.

1.7 Impairment of fixed assets

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

1.8 Cash and cash equivalents

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

Bank overdrafts are shown within borrowings in current liabilities.

1.9 Financial instruments

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

Financial instruments are recognised in the company's balance sheet when the company 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 company's contractual obligations expire or are discharged or cancelled.

CROSSROADS CARING FOR CARERS WORCESTERSHIRE

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2023

1.10 Employee benefits

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

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

1.11 Retirement benefits

Payments to defined contribution retirement benefit schemes are charged as an expense as they fall due.

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

| | 2023 | 2022 |
|---------------------|-------------|-------------|
| | £ | £ |
| Donations and gifts | 1,013 | 455 |

4. Charitable activities

Sales within charitable activities

| WCC | Flexi | Private | Training | Continuou | Total | Total |
|---------|--------|---------|----------|------------|--------------|--------------|
| £ | Breaks | Care | £ | s | 2023 | 2022 |
| | £ | £ | | Healthcare | £ | £ |
| | | | | £ | | |
| 157,893 | 14,072 | 194,235 | 5,060 | 3,045 | 374,305 | 370,635 |

CROSSROADS CARING FOR CARERS WORCESTERSHIRE

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2023

5. Investments

| | 2023 | 2022 |
|---------------|--------------|--------------|
| | £ | £ |
| Rental income | 6,195 | 7,328 |
| | <u>6,195</u> | <u>7,328</u> |

6. Other income

| | 2023 | 2022 |
|----------------------|-------------|---------------|
| | £ | £ |
| Covid related grants | - | 62,913 |
| | <u>-</u> | <u>62,913</u> |

7. Raising funds

| | 2023 | 2022 |
|------------------------|----------------|----------------|
| | £ | £ |
| Support costs (Note 9) | 228,712 | 232,055 |
| | <u>228,712</u> | <u>232,055</u> |

8. Charitable activities

| | WCC | Flexi | Private | Training | Continuou | Total | Total |
|-------------------------|---------------|---------------|---------------|---------------|--------------|----------------|----------------|
| | £ | Breaks | Care | £ | s | 2023 | 2022 |
| | | £ | £ | £ | Healthcar | £ | £ |
| | | | | | e | | |
| | | | | | £ | | |
| Staff costs | 79,513 | 10,179 | 93,007 | 24,423 | 1,577 | 208,699 | 217,957 |
| Travelling costs | 6,671 | 485 | 9,263 | - | 70 | 16,489 | 15,325 |
| Bad debts | - | - | - | - | - | - | - |
| Training | - | - | - | 676 | - | 676 | 332 |
| Postage | - | - | 176 | - | - | 176 | 81 |
| Printing and stationery | - | - | 8 | - | - | 8 | 6 |
| Sundry expenses | - | - | 9 | - | - | 9 | 31 |
| | <u>79,513</u> | <u>10,179</u> | <u>93,007</u> | <u>24,423</u> | <u>1,577</u> | <u>208,699</u> | <u>217,957</u> |

| | | | | | | |
|--------|--------|---------|--------|-------|---------|---------|
| 86,184 | 10,664 | 102,463 | 25,099 | 1,647 | 226,057 | 233,732 |
| ===== | ===== | ===== | ===== | ===== | ===== | ===== |
| = | = | = | = | | = | = |

CROSSROADS CARING FOR CARERS WORCESTERSHIRE

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2023

9. Charitable activities

| | WCC £ | Carers Unit Flexi Breaks £ | Private Care £ | Training £ | Continuou s Healthcare £ | Total 2023 £ | Total 2022 £ |
|-------------------------|---------------|--|----------------------|---------------|-----------------------------------|--------------------|--------------------|
| Staff costs | 79,513 | 10,179 | 93,007 | 24,423 | 1,577 | 208,699 | 217,957 |
| Travelling costs | 6,671 | 485 | 9,263 | - | 70 | 16,489 | 15,325 |
| Bad debts | - | - | - | - | - | - | - |
| Training | - | - | - | 676 | - | 676 | 332 |
| Postage | - | - | 176 | - | - | 176 | 81 |
| Printing and stationery | - | - | 8 | - | - | 8 | 6 |
| Sundry expenses | - | - | 9 | - | - | 9 | 31 |
| | <u>86,184</u> | <u>10,664</u> | <u>102,463</u> | <u>25,099</u> | <u>1,647</u> | <u>226,057</u> | <u>233,732</u> |
| | | - | | | | | |

CROSSROADS CARING FOR CARERS WORCESTERSHIRE

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2023

10. Support costs

| | Support costs £ | Governance costs £ | 2023 £ | Support costs £ | Governance costs £ | 2022 £ |
|------------------------------|--------------------|-----------------------|----------------|--------------------|-----------------------|----------------|
| Staff costs | 179,556 | - | 179,556 | 183,861 | - | 183,861 |
| Depreciation | 1,793 | - | 1,793 | 2,311 | - | 2,311 |
| Premises costs | 8,035 | - | 8,035 | 9,006 | - | 9,006 |
| Insurance | 4,616 | - | 4,616 | 4,682 | - | 4,682 |
| Communication | 2,782 | - | 2,782 | 2,254 | - | 2,254 |
| Training | 249 | - | 249 | - | - | - |
| Travelling costs | 2,695 | - | 2,695 | 2,869 | - | 2,869 |
| Advertising | 300 | - | 300 | 510 | - | 510 |
| General office running costs | - | - | - | - | - | - |
| Clothing | 578 | - | 578 | 619 | - | 619 |
| Sundry expenses | 1,100 | - | 1,100 | 983 | - | 983 |
| Subscriptions | 2,520 | - | 2,520 | 2,429 | - | 2,429 |
| Computer costs | 6,993 | - | 6,993 | 5,941 | - | 5,941 |
| Equipment leasing | 6,010 | - | 6,010 | 6,010 | - | 6,010 |
| Independent examination fees | - | 1,380 | 1,380 | - | 1,380 | 1,380 |
| Legal and professional | - | 6,436 | 6,436 | - | 4,554 | 4,554 |
| General office running costs | - | 3,374 | 3,374 | - | 4,299 | 4,299 |
| DB checks | - | 295 | 295 | - | 347 | 347 |
| | <u>217,227</u> | <u>11,485</u> | <u>228,712</u> | <u>221,475</u> | <u>10,580</u> | <u>232,055</u> |

Governance costs includes payments to the independent examiner £1,380.

CROSSROADS CARING FOR CARERS WORCESTERSHIRE

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2023

11. Trustees

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

12. Employees

The average monthly number of employees during the year was:

| | 2023 Number | 2022 Number |
|---------------------|------------------------|------------------------|
| | 30 | 28 |
| | <hr/> | <hr/> |
| Employment costs | | |
| | 2023 £ | 2022 £ |
| Wages and salaries | 380,586 | 394,817 |
| Other pension costs | 7,669 | 7,001 |
| | <hr/> | <hr/> |
| | 388,255 | 401,818 |
| | <hr/> | <hr/> |

No employee received emoluments in excess of £60,000.

13. Other

| | 2023 £ | 2022 £ |
|-----------------|-------------------|-------------------|
| Financing costs | 591 | 595 |
| | <hr/> | <hr/> |
| | 591 | 595 |
| | <hr/> | <hr/> |

CROSSROADS CARING FOR CARERS WORCESTERSHIRE

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2023

14. Tangible fixed assets

| | Freehold land and buildings Property £ | Fixtures And Fittings £ | Totals £ |
|------------------------------------|---|--|---------------------|
| Cost | | | |
| At 1 April 2022 | 348,175 | 18,251 | 366,426 |
| Additions | - | - | - |
| At 31 March 2023 | <u>348,175</u> | <u>18,251</u> | <u>366,426</u> |
| Depreciation and impairment | | | |
| At 1 April 2022 | - | 11,081 | 11,081 |
| Depreciation charged in the year | - | 1,793 | 1,793 |
| At 31 March 2023 | <u>-</u> | <u>12,874</u> | <u>12,874</u> |
| Carrying amount | | | |
| At 31 March 2023 | <u>348,175</u> | <u>5,377</u> | <u>353,552</u> |
| At 31 March 2022 | <u>348,175</u> | <u>7,170</u> | <u>355,345</u> |

15. Debtors

| | 2023 £ | 2022 £ |
|--------------------------------------|-------------------|-------------------|
| Amounts falling due within one year: | | |
| Trade debtors | 34,696 | 19,127 |
| Prepayments and accrued income | 6,022 | 6,130 |
| Other debtors | 60 | - |
| | <u>40,778</u> | <u>25,257</u> |

16. Creditors: amounts falling due within one year

| | 2023 | 2022 |
|------------------------------|---------------|---------------|
| | £ | £ |
| Trade creditors | 398 | - |
| Other creditors | 42,118 | 35,046 |
| Accruals and deferred income | 2,853 | 2,228 |
| | <u>45,369</u> | <u>37,274</u> |

17. Related party transactions

There were no disclosable related party transactions during the year (2022 – none)

18. Other Commitments

The total of future minimum lease payments under non-cancellable operating leases are as follows:

| | 2023 | Other | 2022 |
|-----------------------|---------------|--------------|--------------|
| | £ | | £ |
| Within 1 year | 5,000 | | 5,960 |
| Between 1 and 5 years | 10,000 | | 2,980 |
| | <u>15,000</u> | | <u>8,940</u> |

19. Going Concern

The nature of the charity's funding is such that the timing and the amount of future income is unpredictable.

It is not possible to reliably predict future income streams in the current economic climate. Local Authority and NHS funding has changed from block grants to "spot" funding where the charity is reimbursed for actual work done.

Based upon projection of salaries and running costs (salaries being the main cost) compared to expected income (as far as this can be reasonably estimated, taking into account the previously mentioned unpredictability), the Trustees believe that the charity has sufficient resources to continue operations for the foreseeable future. For this reason, the financial statements have, therefore, been prepared on a going concern basis which assumes that the charity will continue in operational existence for the foreseeable future.

Accounts

Charity Registration No. 1110582

Company Registration No. 05424005 (England and Wales)

**CROSSROADS CARING FOR CARERS
WORCESTERSHIRE**

ANNUAL REPORT AND UNAUDITED FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2022

CROSSROADS CARING FOR CARERS WORCESTERSHIRE

LEGAL AND ADMINISTRATIVE INFORMATION

| | |
|----------------------|--|
| Secretary | R. Garland |
| Charity number | 1110582 |
| Company number | 05424005 |
| Principal address | Weir Lane Lower Wick Worcester Worcs. WR2 4AY |
| Registered office | Weir Lane Lower Wick Worcester Worcs. WR2 4AY |
| Independent examiner | Paul Tivey FCA, FCCA, PPW Limited Clarendon House 14 St. Andrews Street Droitwich Worcs. WR9 8DY |

CROSSROADS CARING FOR CARERS WORCESTERSHIRE

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| Trustees report | 1 - 5 |
| Statement of trustees responsibilities | 6 |
| Independent examiner's report | 7 |
| Statement of financial activities | 8 |
| Balance sheet | 9 |
| Notes to the financial statements | 10 - 20 |

CROSSROADS CARING FOR CARERS WORCESTERSHIRE
TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT)
FOR THE YEAR ENDED 31 MARCH 2022

The Trustees present their report and financial statements for the year ended 31 March 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)" (as amended for accounting periods commencing from October 2019).

Objectives and activities

Charitable Objects

The Charity is established for the public benefit for the following objects:

To relieve in the geographical area of Worcestershire:

- (a) The stresses experienced by carers and people with physical, mental or sensory impairment within the family or home by offering a respite service through the provision of community based care staff, or
- (b) At the discretion of the Board of Trustees to provide such Home Care Staff for older people and disabled people living alone.

Area of Benefit

The area of benefit is effectively that covered by Worcestershire County Council. The area of benefit was confirmed when charitable status was renewed and was motivated by the mutual interests of Worcestershire County Council and the Charity.

Property

As mentioned in previous reports, the Charity owns premises at Weir Lane, Lower Wick, Worcester.

Following a successful refurbishment the Weir Lane, Worcester headquarters continues to provide an attractive and functional operational base for many of the Charity's activities. The Charity has completed the upgrade of the property adjoining the current premises.

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

Covid 19

As the financial year was drawing to a close, the Charity was bracing itself to survive the ongoing Covid 19 pandemic. We were unsure what the future would hold, but realised this was one of the greatest challenges we had faced in the long history of Crossroads Caring for Carers.

Crossroads - Evesham, Pershore & District

The numbers of Service Users has been maintained in this part of the County and overall viability has been sustained.

CROSSROADS CARING FOR CARERS WORCESTERSHIRE

TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2022

Home Care

Provision of high quality home care to those living in the Community be they Service Users of Worcestershire County Council (via Spot Purchasing) or private individuals who have chosen Crossroads from the marketplace

Flexible Breaks

A Worcestershire County Council funded service that provides much needed respite and support to relatives and/or carers. The Flexible Break service, then called "Sitting Service" was the motivation behind the original foundation of the Crossroads model in the UK. Locally, Crossroads remains one of the largest Providers of this service within the County, although for several years the numbers have been falling as the county council ceased accepting referrals for the service.

The Government Regulator

The government regulator, the Care Quality Commission, having examined the way the Charity operates, rated the service provided by Crossroads Caring for Carers as **Outstanding**, the highest classification they can award. The Trustees were thrilled that the Charity received this level of recognition from the government regulator and had maintained the classification whilst operating within a global pandemic.

Carers Action Worcestershire

A consortium has continued between three charity partners - Worcestershire Association of Carers, Youth Support Service (YSS), Worcestershire Parent Carers Community, Carers Careline (Redditch) and Crossroads Caring for Carers. The consortium is primarily geared to supporting carers and has been a very welcome development. Crossroads has gained additional benefit with a small number of referrals being received as a result of the consortium relationships.

Financial review

Financial review of the Year

For the year ended 31 March 2022 there was a total income of £441,331 and a total expenditure of £466,382 giving a deficit of £25,051. This is a slightly worse position than at the end of the previous financial year where the deficit was £2,300.

Reserves policy

The Trustees previously agreed a Reserves Policy for Crossroads Caring for Carers, based on the need to hold a sum in reserves equivalent to between 6 and 12 months of turnover. This was in order to cover any sudden change in Purchaser activity and/or cover an orderly rundown of the Crossroads affairs in the event of being forced to terminate the

range of activities undertaken. The current level of reserves equates to just over 3 months of turnover, but Trustees are aware of the situation.

Investment policy

Previously the Trustees pursued a policy attempting to accumulate sufficient reserves to purchase suitable office accommodation with appropriate training facilities. As previously reported, the ambition has been achieved and yet the Charity still holds reserves of approximately £150,000.

CROSSROADS CARING FOR CARERS WORCESTERSHIRE

TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2022

Interim Chairman

As interim chairman I am pleased to be asked to write this years chairman's report. This probably requires an explanation. Our chairman Laurie Gregory was taken ill during the summer whilst abroad and although he has returned to his home and in contact with Crossroads he remains poorly and not currently well enough to fulfil his role as chairman. We all wish him well and hope to see him back in his place.

Crossroads have continued to provide our service to the people of Worcester and the surrounding area in the difficult circumstances caused by Covid 19. Despite all the precautions, masks and testing we have taken I want to thank our care staff in particular for their outstanding performance this year which is reflected in the number of compliments we receive each month.

Financially our outgoings are exceeding our income. We have therefore taken the difficult decision to sell our office building which we anticipate will provide us with enough capital along with our income to trade for a few more years. Unfortunately the County Council are limited by central government as to the amount they can pay us for providing a service to their users even though generations of governments have promised to sort out the problem. It cannot be right that a member of care staff could earn more in a local supermarket and work school hours than undertake to care for elderly, disabled and vulnerable people in their homes from early morning and or late in the evening.

We are not prepared to lower our standards to make our business economically viable and will continue to provide, support, supervision, ongoing training and payment of travel time to all our care staff.

In conclusion I would like to thank Roger, Helen, Carol, all the admin and support staff, fellow Trustees and our valuable care staff for getting us through another difficult year.

Structure, governance and management

Governing document

Crossroads Caring for Carers Worcestershire is a company limited by guarantee governed by its Memorandum and Articles of Association dated 17 November 2016 with the company no. 5424005. The company is registered as a charity with the Charity Commission, charity number 1110582 from 26 July 2005.

Recruitment and appointment of new Trustees

Trustee Appointment

To date, Trustees have been identified through localised networking. The current Trustees continue to have the organisation under appropriate control thanks, in no small part, to the continued commitment of Roger Garland, Helen Simmons and Carol Gale.

The trustees, who are also the directors for the purpose of company law, and who served during the year were:

| | |
|---------------|-----------------------------|
| L. R. Gregory | Retired Social Care Manager |
| R. Adey | Retired Finance Manager |
| G. V. Hughes | Retired Social Care Manager |
| P. Brown | Carer |
| S. Murray | Solicitor |

CROSSROADS CARING FOR CARERS WORCESTERSHIRE

TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2022

Trustee induction and training

Prior to appointment, potential Trustees are invited for discussion at the Crossroads offices in Worcester and the Chairman is present at this introductory session. Documentation, including the constitution is shared, individuals are invited to attend Trustee Board meetings, primarily as an observer before a final decision is made by both the applicant and Trustees.

Organisation

The Charity and its property are managed by a Board of Trustees who are elected by and from the membership at each Annual General Meeting in accordance with such procedures as may from time to time be adopted by the Board of Trustees, provided that such procedures allow every member of the Charity to stand for election and to vote.

The Board of Trustees may make regulations concerning the election of members to ensure balanced representation of various interest groups amongst the membership.

A Trustee shall cease to hold office if he/she would at the date of re-appointment have served as a Trustee for a continuous period of 6 years except by special resolution of the Board of Trustees to the contrary.

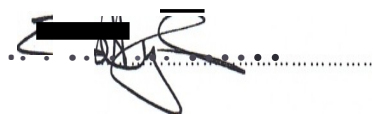
Trustees may appoint one or more of their number to any remunerated executive office under the Scheme. Any such appointment may be made upon such terms as the Board of Trustees determine. Any appointment of a Trustee to an executive office shall terminate if he ceases to be a Trustee. A Trustee holding any executive office shall not be subject to retirement by rotation.

The Board meets, on average, every eight weeks and receives and considers reports from the Registered Manager and the Chief Officer of the Charity, whilst also considering any item tabled by the Chairman and/or other Trustees. All managerial and financial decisions, apart from day to day management decisions, are made by the Trustees.

Related parties

The Trustees who served during the relevant period were those persons listed under Legal and Administrative Information. There were no new declarations of interest during the relevant period.

The trustees report was approved by the Board of Trustees.

A handwritten signature in black ink is written over a redacted area. The redaction consists of a solid black rectangular box. Below the signature, there is a horizontal dotted line.

Dated: 29 November 2022

CROSSROADS CARING FOR CARERS WORCESTERSHIRE
STATEMENT OF TRUSTEES RESPONSIBILITIES
FOR THE YEAR ENDED 31 MARCH 2022

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

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

In preparing these financial, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charity SORP;
- make judgements and estimates that are reasonable and prudent;
- 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 charitable company will continue in operation.

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

CROSSROADS CARING FOR CARERS WORCESTERSHIRE

INDEPENDENT EXAMINER'S REPORT

TO THE TRUSTEES OF CROSSROADS CARING FOR CARERS WORCESTERSHIRE

I report to the trustees on my examination of the financial statements of Crossroads Caring for Carers Worcestershire (the charity) for the year ended 31 March 2022.

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 ICAEW, 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 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.

P. Tivey FCA, FCCA
 PPW Limited
 Clarendon House
 14 St. Andrews Street
 Droitwich
 Worcs.
 WR9 8DY

Dated

CROSSROADS CARING FOR CARERS WORCESTERSHIRE

STATEMENT OF FINANCIAL ACTIVITIES
 INCLUDING INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 31 MARCH 2022

| | Notes | Unrestricted Funds 2022 £ | Unrestricted Funds 2021 £ |
|--|-------|------------------------------------|------------------------------------|
| Income and endowments from: | | | |
| Donations and legacies | 3 | 455 | 15,819 |
| Charitable activities | 4 | 370,635 | 345,650 |
| Investments | 5 | 7,328 | 4,717 |
| Other Income | 6 | 62,913 | 86,568 |
| Total Income | | 441,331 | 452,754 |
| Expenditure on: | | | |
| Raising funds | 7 | 232,055 | 249,081 |
| Charitable activities | 8 | 233,732 | 205,376 |
| Other | 12 | 595 | 597 |
| Total resources expended | | 466,382 | 455,054 |
| Net expenditure for the year/ Net movement in funds | | (25,051) | (2,300) |

| | | |
|---------------------------------------|----------------|----------------|
| Fund balances at 1 April 2021 | 523,148 | 525,448 |
| Fund balances at 31 March 2022 | <u>498,097</u> | <u>523,148</u> |

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

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 CARING FOR CARERS WORCESTERSHIRE

BALANCE SHEET

AS AT 31 MARCH 2022

| | Notes | 2022 | | 2021 | |
|--|-------|-----------------------------|----------------|-----------------------------|----------------|
| | | £ | £ | £ | £ |
| Fixed assets | | | | | |
| Tangible assets | 13 | | 355,345 | | 357,419 |
| Current assets | | | | | |
| Debtors | 14 | 25,257 | | 30,739 | |
| Cash at bank and in hand | | 154,769 | | 178,814 | |
| | | <u>180,026</u> | | <u>209,553</u> | |
| Creditors : amounts falling due within one year | 15 | (37,274) | | (43,824) | |
| Net current assets | | <u> </u> | 142,752 | <u> </u> | 165,729 |
| Total assets less current liabilities | | | <u>498,097</u> | | <u>523,148</u> |
| Income funds | | | | | |
| Unrestricted funds | | | 498,097 | | 523,148 |
| | | | <u>498,097</u> | | <u>523,148</u> |

The company is entitled to the exemption from the audit requirement contained in section 477 of the Companies Act 2006, for the year ended 31 March 2022.

The directors acknowledge their responsibilities for ensuring that the charity keeps accounting records which comply with section 386 of the Act and for preparing financial statements which give a true and fair view of the state of affairs of the company as at the end of the financial year and of its incoming resources and application of resources, including its income and expenditure, for the financial year in accordance with the requirements of sections 394 and 395 and which otherwise comply with the requirements of the Companies Act 2006 relating to financial statements, so far as applicable to the company.

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 29 November 2022

Trustee



Company Registration No.
05424005

CROSSROADS CARING FOR CARERS WORCESTERSHIRE

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2022

1. Accounting policies

Charity information

Crossroads Caring for Carers is a private company limited by guarantee incorporated in England and Wales. The registered office is Weir Lane, Lower Wick, Worcester WR2 4AY.

1.1 Accounting convention

These financial statements have been prepared in accordance with the charity's [governing document], the Companies Act 2006 and "Accounting and Reporting by Charities : Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective October 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 applying FRS 102 Update Bulletin 1 not to prepare a Statement of Cash Flows.

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

The financial statements have been prepared under the historical cost convention, modified to include the revaluation of freehold properties and to include investment properties and certain financial instruments at fair value. The principal accounting policies adopted are set out below.

1.2 Going concern

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.

1.3 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.

Endowment funds are subject to specific conditions by donors that the capital must be maintained by the charity.

1.4 Income

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

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 CARING FOR CARERS WORCESTERSHIRE

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2022

Legacies are recognised on receipt or otherwise if the charity has been notified of an impending distribution, the amount is known, and receipt is expected. If the amount is not known, the legacy is treated as a contingent asset.

Income from grants, trusts and foundations is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably. Grant income received in advance is deferred and released in the financial year to which it relates.

1.5 Expenditure

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

Expenditure on charitable activities includes all costs relating to the furtherance of the charity's objectives as stated in the trustees report and their associated support costs.

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

Support costs have been allocated between governance⁴ costs and other support. Governance costs comprise all costs involving public accountability of the charity and its compliance with regulation and good practice.

Support costs include central functions and have been allocated to activity cost categories on a basis consistent with the use of resources.

1.6 Tangible fixed assets

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

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

| | |
|-----------------------|-------------------------------|
| Freehold Property | 0% |
| Fixtures and Fittings | 25% on reducing balance basis |

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 net income/expenditure for the year.

1.7 Impairment of fixed assets

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

1.8 Cash and cash equivalents

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

CROSSROADS CARING FOR CARERS WORCESTERSHIRE

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2022

Bank overdrafts are shown within borrowings in current liabilities.

1.9 Financial instruments

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

Financial instruments are recognised in the company's balance sheet when the company 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 company's contractual obligations expire or are discharged or cancelled.

1.10 Employee benefits

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

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

CROSSROADS CARING FOR CARERS WORCESTERSHIRE

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2022

1.11 Retirement benefits

Payments to defined contribution retirement benefit schemes are charged as an expense as they fall due.

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

| | 2022 £ | 2021 £ |
|---------------------|-------------------------|-------------------------|
| Donations and gifts | 455 | 15,819 |

CROSSROADS CARING FOR CARERS WORCESTERSHIRE
 NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
 FOR THE YEAR ENDED 31 MARCH 2022

4. Charitable activities

| | WCC £ | Carers Unit Flexi Breaks £ | Private Care £ | Training £ | Continuo us Healthca re £ | Total 2022 £ | Total 2021 £ |
|---|------------------------|--|------------------------|------------------------|---------------------------------------|------------------------|------------------------|
| Sales within charita ble activiti es | 167,173 | 12,906 | 162,825 | 5,340 | 22,391 | 370,635 | 345,650 |
| | <u> </u> = | <u> </u> = | <u> </u> = | <u> </u> = | <u> </u> | <u> </u> = | <u> </u> = |

CROSSROADS CARING FOR CARERS WORCESTERSHIRE
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2022

5. Investments

| | 2022 £ | 2021 £ |
|---------------|-------------------------|-------------------------|
| Rental income | 7,328 | 4,717 |

6. Other income

| | 2022 £ | 2021 £ |
|--------|-------------------------|-------------------------|
| Grants | 62,913 | 86,568 |

7. Raising funds

| | 2022 £ | 2021 £ |
|------------------------|-------------------------|-------------------------|
| Support costs (Note 9) | 232,055 | 249,081 |
| | <u>232,055</u> | <u>249,081</u> |

CROSSROADS CARING FOR CARERS WORCESTERSHIRE

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2022

8. Charitable activities

| | WCC £ | Carers Unit Flexi Breaks £ | Private Care £ | Training £ | Continuo us Healthca re £ | Total 2022 £ | Total 2021 £ |
|-------------------------|----------------|--|----------------------|---------------|---------------------------------------|--------------------|--------------------|
| Staff costs | 94,150 | 8,767 | 79,969 | 24,147 | 10,924 | 217,957 | 190,901 |
| Travelling costs | 8,616 | 302 | 5,953 | - | 454 | 15,325 | 14,161 |
| Bad debts | - | - | - | - | - | - | 4 |
| Training | - | - | - | 332 | - | 332 | 160 |
| Postage | - | - | 81 | - | - | 81 | 77 |
| Printing and stationery | - | - | 6 | - | - | 6 | 7 |
| Sundry expenses | - | - | 31 | - | - | 31 | 66 |
| | <u>102,766</u> | <u>9,069</u> | <u>86,040</u> | <u>24,479</u> | <u>11,378</u> | <u>233,732</u> | <u>205,376</u> |
| | = | = | = | = | | = | = |

CROSSROADS CARING FOR CARERS WORCESTERSHIRE

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2022

9. Support costs

| | Support costs £ | Governan ce costs £ | 2022 £ | Support costs £ | Governan ce costs £ | 2021 £ |
|------------------------------|--------------------|---------------------------|----------------|--------------------|---------------------------|----------------|
| Staff costs | 183,861 | - | 183,861 | 195,244 | - | 195,244 |
| Depreciation | 2,311 | - | 2,311 | 3,082 | - | 3,082 |
| Premises costs | 9,006 | - | 9,006 | 7,547 | - | 7,547 |
| Insurance | 4,682 | - | 4,682 | 3,113 | - | 3,113 |
| Communications | 2,254 | - | 2,254 | 14,112 | - | 14,112 |
| Training | - | - | - | 97 | - | 97 |
| Travelling costs | 2,869 | - | 2,869 | 2,787 | - | 2,787 |
| Advertising | 510 | - | 510 | 3,783 | - | 3,783 |
| General office running costs | - | - | - | 853 | - | 853 |
| Clothing | 619 | - | 619 | - | - | - |
| Sundry expenses | 983 | - | 983 | 272 | - | 272 |
| Subscriptions | 2,429 | - | 2,429 | 2,841 | - | 2,841 |
| Computer costs | 5,941 | - | 5,941 | 5,463 | - | 5,463 |
| Equipment leasing | 6,010 | - | 6,010 | - | - | - |
| Independent examination fees | - | 1,380 | 1,380 | - | 1,400 | 1,400 |
| Legal and professional | - | 4,554 | 4,554 | - | 4,640 | 4,640 |
| General office running costs | - | 4,299 | 4,299 | - | 3,698 | 3,698 |
| DB checks | - | 347 | 347 | - | 149 | 149 |
| | <u>221,475</u> | <u>10,580</u> | <u>232,055</u> | <u>239,194</u> | <u>9,887</u> | <u>249,081</u> |

Governance costs includes payments to the independent examiner £1,380.

CROSSROADS CARING FOR CARERS WORCESTERSHIRE

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2022

10.Trustees

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

11.Employees

The average monthly number of employees during the year was:

| | 2022 Number | 2021 Number |
|---------------------|------------------------|------------------------|
| | 28 | 40 |
| | <u> </u> | <u> </u> |
| Employment costs | | |
| | 2022 £ | 2021 £ |
| Wages and salaries | 394,817 | 378,312 |
| Other pension costs | 7,001 | 7,833 |
| | <u>401,818</u> | <u>386,145</u> |
| | <u> </u> | <u> </u> |

No employee received emoluments in excess of £60,000.

12.Other

| | 2022 £ | 2021 £ |
|-----------------|-------------------|-------------------|
| Financing costs | 595 | 597 |
| | <u>595</u> | <u>595</u> |
| | <u> </u> | <u> </u> |

CROSSROADS CARING FOR CARERS WORCESTERSHIRE

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2022

13. Tangible fixed assets

| | Freehold land and buildings Property £ | Fixtures And Fittings £ | Totals £ |
|------------------------------------|---|--|---------------------|
| Cost | | | |
| At 1 April 2021 | 348,175 | 18,014 | 366,189 |
| Additions | - | 237 | 237 |
| At 31 March 2022 | <u>348,175</u> | <u>18,251</u> | <u>366,426</u> |
| Depreciation and impairment | | | |
| At 1 April 2021 | - | 8,770 | 8,770 |
| Depreciation charged in the year | - | 2,311 | 2,311 |
| At 31 March 2022 | <u>-</u> | <u>11,081</u> | <u>11,081</u> |
| Carrying amount | | | |
| At 31 March 2022 | <u>348,175</u> | <u>7,170</u> | <u>355,345</u> |
| At 31 March 2021 | <u>348,175</u> | <u>9,244</u> | <u>357,419</u> |

14. Debtors

| | 2022 £ | 2021 £ |
|---------------------------------------|-------------------|-------------------|
| Amounts falling due within one year : | | |
| Trade debtors | 19,127 | 24,123 |
| Prepayments and accrued income | 6,130 | 6,616 |
| | <u>25,257</u> | <u>30,739</u> |

CROSSROADS CARING FOR CARERS WORCESTERSHIRE
 NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
 FOR THE YEAR ENDED 31 MARCH 2022

15. Creditors : amounts falling due within one year

| | 2022 | 2021 |
|------------------------------|---------------|---------------|
| | £ | £ |
| Trade creditors | - | 4 |
| Other creditors | 35,046 | 41,506 |
| Accruals and deferred income | 2,228 | 2,314 |
| | <u>37,274</u> | <u>43,824</u> |

16. Related party transactions

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

17. Other Commitments

The total of future minimum lease payments under non-cancellable operating leases are as follows:

| | 2022 | Other | 2021 |
|-----------------------|--------------|--------------|---------------|
| | £ | | £ |
| Within 1 year | 5,960 | | 5,960 |
| Between 1 and 5 years | 2,980 | | 8,940 |
| | <u>8,940</u> | | <u>14,900</u> |

18. Going Concern

The nature of the charity's funding is such that the timing and the amount of future income is unpredictable.

It is not possible to reliably predict future income streams in the current economic climate. Local Authority and NHS funding has changed from block grants to "spot" funding where the charity is reimbursed for actual work done.

Based upon projection of salaries and running costs (salaries being the main cost) compared to expected income (as far as this can be reasonably estimated, taking into account the previously mentioned unpredictability), the Trustees believe that the charity has sufficient resources to continue operations for the foreseeable future. For this reason the financial statements have, therefore, been prepared on

a going concern basis which assumes that the charity will continue in operational existence for the foreseeable future.

Accounts

Charity Registration No. 1110582

Company Registration No. 05424005 (England and Wales)

**CROSSROADS CARING FOR CARERS WORCESTERSHIRE
ANNUAL REPORT AND UNAUDITED FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021**

CROSSROADS CARING FOR CARERS WORCESTERSHIRE

LEGAL AND ADMINISTRATIVE INFORMATION

| | |
|-----------------------------|--|
| Secretary | R Garland |
| Charity number | 1110582 |
| Company number | 05424005 |
| Principal address | Weir Lane Lower Wick Worcester WR2 4AY |
| Registered office | Weir Lane Lower Wick Worcester WR2 4AY |
| Independent examiner | PPW Limited Clarendon House 14 St Andrews Street Droitwich Worcestershire WR9 8DY |

CROSSROADS CARING FOR CARERS WORCESTERSHIRE

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| Statement of trustees responsibilities | 6 |
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| Statement of financial activities | 8 |
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CROSSROADS CARING FOR CARERS WORCESTERSHIRE

TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT)

FOR THE YEAR ENDED 31 MARCH 2021

The trustees present their report and financial statements for the year ended 31 March 2021.

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)" (as amended for accounting periods commencing from 1 January 2016)

Objectives and activities

Charitable Objects

The Charity is established for the public benefit for the following objects:

To relieve in the geographical area of Worcestershire:

- (a) The stresses experienced by carers and people with physical, mental or sensory impairment within the family or home by offering a respite service through the provision of community based care staff, or
- (b) At the discretion of the Board of Trustees to provide such Home Care Staff for older people and disabled people living alone.

Area of Benefit

The area of benefit is effectively that covered by Worcestershire County Council. The area of benefit was confirmed when charitable status was renewed and was motivated by the mutual interests of Worcestershire County Council and the Charity, in developing a more uniform level of specialist provision across their entire administrative area.

Property

As mentioned in previous reports, the Charity owns premises at Weir Lane, Lower Wick, Worcester.

Following a successful refurbishment the Weir Lane, Worcester headquarters continues to provide an attractive and functional operational base for many of the Charity's activities. The Charity has completed the upgrade of the property adjoining the current premises and acquired compatible tenants undertaking complimentary not-for profit activities. These tenants have occupied part of the space currently available whilst a majority remains available for the right tenant in due course.

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

Covid 19

As the financial year was drawing to a close, the Charity was bracing itself to survive the Covid-19 pandemic. A decision was made to close the office, with senior staff working from home. Admin staff and some of the care staff were placed on furlough. We were unsure what the future would hold, but feared this would be one of the greatest challenges we had faced in the long history of Crossroads Caring for Carers.

Principal Activities

The Charity provides a range of services to those living at Home in the Community the main purchaser being Worcestershire County Council for those dependent on statutory support. Other statutory purchasers are the Worcestershire Clinical Commissioning Groups. In addition a growing number of private service users purchase varying levels of care from the Charity. The existing contracted activity can be summarised as follows :

CROSSROADS CARING FOR CARERS WORCESTERSHIRE

TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2021

The Government Regulator

The government regulator, the Care Quality Commission, having examined the way the Charity operates, rated the service provided by Crossroads Caring for Carers as **Outstanding**, the highest classification they can award. The Trustees were thrilled that the Charity received this level of recognition from the government regulator.

Carers Action Worcestershire

A consortium has continued between five charity partners – Worcestershire Association of Carers, Youth Support Service (YSS), Worcestershire Parent Carers Community, Carers Careline (Redditch) and Crossroads Caring for Carers. The consortium is primarily geared to supporting carers and has been a very welcome development. Crossroads has gained additional benefit with a small number of referrals being received as a result of the consortium relationships.

Financial review

Financial review of the Year

For the year ended 31 March 2021 there was a total income of £452,754 and a total expenditure of £455,054 giving a deficit of £2,300. This result virtually matches the position at the end of the previous financial year where the deficit was £27,116.

Reserves policy

The Trustees previously agreed a Reserves Policy for Crossroads Caring for Carers, based on the need to hold a sum in reserves equivalent to between 6 and 12 months of turnover, in order to cover any sudden change in Purchaser activity and/or cover an orderly rundown of the Crossroads affairs in the event of being forced to terminate the range of activities undertaken. The current level of reserves equates to just over 4 months of turnover, but Trustees are aware of the situation.

Investment policy

Previously the Trustees pursued a policy attempting to accumulate sufficient reserves to purchase suitable office accommodation with appropriate training facilities. As previously reported, this ambition has been achieved and yet the Charity still holds substantial reserves of approximately £180,000.

CROSSROADS CARING FOR CARERS WORCESTERSHIRE

TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2021

Future Plans

The basic plan remains to ensure that the Charity continues to provide an efficient and high quality service to its end users. The Chairman's statement sets out some of the plans associated with this.

It is also realised that the Charity must remain financially viable while still providing a high level of support and help to its care staff and service users. This can only be achieved through careful financial monitoring and the use of reserves.

The level of activity within Worcestershire continues to reflect a range of links between the Managers, their staff and those in key positions within Worcestershire County Council Adult Services. However, the major economic downturn continues and is having a profound impact on public expenditure. Worcestershire County Council has made significant cuts to most services including Adult Social Care and it remains unclear whether additional cuts will be made. This 'race to the bottom' could spell disaster for a very large number of service users/potential service users and social care organisations within the county..

Chairman's Appreciation

Once more, I would like to express my continued appreciation to all the Care Staff, Roger Garland, Helen Simmons, Carol Gale, the Senior Staff, the Admin Staff and the Trustees for their continued commitment and work in what continues to be a challenging and increasingly vital and important aspect of need in our society.

Structure, governance and management

Governing document

Crossroads Caring for Carers Worcestershire is a company limited by guarantee governed by its Memorandum and Articles of Association dated 17 November 2016 with the company no. 5424005. The company is registered as a charity with the Charity Commission, charity number 1110582 from 26 July 2005.

Recruitment and appointment of new Trustees

Trustee Appointment

To date, Trustees have been identified through localised networking. The current Trustees continue to have the organisation under appropriate control thanks, in no small part to the continued commitment of Roger Garland, Helen Simmons and Carol Gale.

The trustees, who are also the directors for the purpose of company law, and who served during the year were:

| | |
|---------------|-----------------------------|
| L. R. Gregory | Foster Care Agency |
| R. Adey | Retired Finance Manager |
| G. V. Hughes | Retired Social Care Manager |
| P Brown | Carer |

CROSSROADS CARING FOR CARERS WORCESTERSHIRE

TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2021

Trustee induction and Training

Prior to appointment, potential Trustees are invited for discussion at the Crossroads offices in Worcester and the Chairman is present at this introductory session. Documentation, including the constitution is shared, individuals are invited to attend Trustee Board meetings, primarily as an observer before a final decision is made by both the applicant and Trustees.

Organisation

The Charity and its property are managed by a Board of Trustees who are elected by and from the membership at each Annual General Meeting in accordance with such procedures as may from time to time be adopted by the Board of Trustees, provided that such procedures allow every member of the Charity to stand for election and to vote.

The Board of Trustees may make regulations concerning the election of members to ensure balanced representation of various interest groups amongst the membership.

A Trustee shall cease to hold office if he/she would at the date of re-appointment have served as a Trustee for a continuous period of 6 years except by special resolution of the Board of Trustees to the contrary.

Trustees may appoint one or more of their number to any remunerated executive office under the Scheme. Any such appointment may be made upon such terms as the Board of Trustees determine. Any appointment of a Trustee to an executive office shall terminate if he ceases to be a Trustee. A Trustee holding any executive office shall not be subject to retirement by rotation.

The Board meets, on average, every eight weeks and receives and considers reports from the Registered Manager and the Chief Officer of the Charity, whilst also considering any item tabled by the Chairman and/or other Trustees. All managerial and financial decisions, apart from day to day management decisions, are made by the Trustees.

Related parties

The Trustees who served during the relevant period were those persons listed under Legal and Administrative Information. There were no new declarations of interest during the relevant period.

The trustees report was approved by the Board of Trustees.

.....

Dated:

CROSSROADS CARING FOR CARERS WORCESTERSHIRE

STATEMENT OF TRUSTEES RESPONSIBILITIES

FOR THE YEAR ENDED 31 MARCH 2021

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

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

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

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

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

CROSSROADS CARING FOR CARERS WORCESTERSHIRE

INDEPENDENT EXAMINER'S REPORT

TO THE TRUSTEES OF CROSSROADS CARING FOR CARERS WORCESTERSHIRE

I report to the trustees on my examination of the financial statements of Crossroads Caring For Carers Worcestershire (the charity) for the year ended 31 March 2021.

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 ICAEW, 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.

PPW Limited

Clarendon House
14 St Andrews Street
Droitwich
Worcestershire
WR9 8DY

Dated:

CROSSROADS CARING FOR CARERS WORCESTERSHIRE

STATEMENT OF FINANCIAL ACTIVITIES INCLUDING INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 31 MARCH 2021

| | Notes | Unrestricted funds 2021 £ | Unrestricted funds 2020 £ |
|--|-------|------------------------------------|------------------------------------|
| <u>Income and endowments from:</u> | | | |
| Donations and legacies | 3 | 15,819 | 2,736 |
| Charitable activities | 4 | 345,650 | 499,496 |
| Investments | 5 | 4,717 | 9,929 |
| Other income | 6 | 86,568 | - |
| Total income | | <u>452,754</u> | <u>512,161</u> |
| <u>Expenditure on:</u> | | | |
| Raising funds | 7 | <u>249,081</u> | <u>236,582</u> |
| Charitable activities | 8 | <u>205,376</u> | <u>301,988</u> |
| Other | 12 | <u>597</u> | <u>707</u> |
| Total resources expended | | <u>455,054</u> | <u>539,277</u> |
| Net expenditure for the year/ Net movement in funds | | (2,300) | (27,116) |
| Fund balances at 1 April 2020 | | <u>525,448</u> | <u>552,564</u> |
| Fund balances at 31 March 2021 | | <u><u>523,148</u></u> | <u><u>525,448</u></u> |

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

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 CARING FOR CARERS WORCESTERSHIRE

BALANCE SHEET

AS AT 31 MARCH 2021

| | Notes | 2021 £ | £ | 2020 £ | £ |
|---|-------|-----------------|----------------|-----------------|----------------|
| Fixed assets | | | | | |
| Tangible assets | 13 | | 357,419 | | 360,501 |
| Current assets | | | | | |
| Debtors | 14 | 30,739 | | 39,034 | |
| Cash at bank and in hand | | 178,814 | | 167,607 | |
| | | <u>209,553</u> | | <u>206,641</u> | |
| Creditors: amounts falling due within one year | 15 | <u>(43,824)</u> | | <u>(41,694)</u> | |
| Net current assets | | | 165,729 | | 164,947 |
| Total assets less current liabilities | | | <u>523,148</u> | | <u>525,448</u> |
| Income funds | | | | | |
| Unrestricted funds | | | 523,148 | | 525,448 |
| | | | <u>523,148</u> | | <u>525,448</u> |

The company is entitled to the exemption from the audit requirement contained in section 477 of the Companies Act 2006, for the year ended 31 March 2021.

The directors acknowledge their responsibilities for ensuring that the charity keeps accounting records which comply with section 386 of the Act and for preparing financial statements which give a true and fair view of the state of affairs of the company as at the end of the financial year and of its incoming resources and application of resources, including its income and expenditure, for the financial year in accordance with the requirements of sections 394 and 395 and which otherwise comply with the requirements of the Companies Act 2006 relating to financial statements, so far as applicable to the company.

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

.....

Trustee

Company Registration No. 05424005

CROSSROADS CARING FOR CARERS WORCESTERSHIRE

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2021

1 Accounting policies

Charity information

Crossroads Caring For Carers Worcestershire is a private company limited by guarantee incorporated in England and Wales. The registered office is Weir Lane, Lower Wick, Worcester, WR2 4AY.

1.1 Accounting convention

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

The charity has taken advantage of the provisions in the SORP for charities applying FRS 102 Update Bulletin 1 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, modified to include the revaluation of freehold properties and to include investment properties and certain financial instruments at fair value. The principal accounting policies adopted are set out below.

1.2 Going concern

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.

1.3 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.

Endowment funds are subject to specific conditions by donors that the capital must be maintained by the charity.

1.4 Income

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

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.

Legacies are recognised on receipt or otherwise if the charity has been notified of an impending distribution, the amount is known, and receipt is expected. If the amount is not known, the legacy is treated as a contingent asset.

CROSSROADS CARING FOR CARERS WORCESTERSHIRE

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2021

1 Accounting policies

(Continued)

Income from grants, trusts and foundations is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably. Grant income received in advance is deferred and released in the financial year to which it relates.

1.5 Expenditure

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

Expenditure on charitable activities includes all costs relating to the furtherance of the charity's objectives as stated in the trustees report and their associated support costs.

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

Support costs have been allocated between governance costs and other support. Governance costs comprise all costs involving public accountability of the charity and its compliance with regulation and good practice.

Support costs include central functions and have been allocated to activity cost categories on a basis consistent with the use of resources.

1.6 Tangible fixed assets

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

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

| | |
|-----------------------------|-------------------------|
| Freehold land and buildings | 0% |
| Fixtures and fittings | 25% on reducing balance |

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 net income/(expenditure) for the year.

1.7 Impairment of fixed assets

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

1.8 Cash and cash equivalents

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

1.9 Financial instruments

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

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

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

CROSSROADS CARING FOR CARERS WORCESTERSHIRE

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2021

1 Accounting policies

(Continued)

Basic financial assets

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

Basic financial liabilities

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

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

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

Derecognition of financial liabilities

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

1.10 Employee benefits

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

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

1.11 Retirement benefits

Payments to defined contribution retirement benefit schemes are charged as an expense as they fall due.

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.

CROSSROADS CARING FOR CARERS WORCESTERSHIRE

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2021

3 Donations and legacies

| | 2021 | 2020 |
|---------------------|---------------|--------------|
| | £ | £ |
| Donations and gifts | 15,819 | 2,736 |
| | <u>15,819</u> | <u>2,736</u> |

CROSSROADS CARING FOR CARERS WORCESTERSHIRE

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2021

4 Charitable activities

| | WCC | Carers Unit Flexi Breaks | Private Care | Training | Continuous Healthcare | Total 2021 | Total 2020 |
|------------------------------------|---------|-----------------------------|--------------|----------|--------------------------|---------------|---------------|
| | £ | £ | £ | £ | £ | £ | £ |
| Sales within charitable activities | 132,644 | 22,730 | 184,838 | 3,660 | 1,778 | 345,650 | 499,496 |

CROSSROADS CARING FOR CARERS WORCESTERSHIRE

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2021

5 Investments

| | 2021 | 2020 |
|---------------|--------------|--------------|
| | £ | £ |
| Rental income | 4,717 | 9,929 |
| | <u>4,717</u> | <u>9,929</u> |

6 Other income

| | Unrestricted funds | Total |
|----------------------|--------------------|----------|
| | 2021 | 2020 |
| | £ | £ |
| Covid related grants | 86,568 | - |
| | <u>86,568</u> | <u>-</u> |

7 Raising funds

| | 2021 | 2020 |
|---------------|----------------|----------------|
| | £ | £ |
| Support costs | 249,081 | 236,582 |
| | <u>249,081</u> | <u>236,582</u> |
| | <u>249,081</u> | <u>236,582</u> |

CROSSROADS CARING FOR CARERS WORCESTERSHIRE

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2021

8 Charitable activities

| | WCC | Carers Unit | Private Care | Training | Continuous | Total | Total |
|-------------------------|----------------------|---------------------|----------------------|----------------------|-------------------|-----------------------|-----------------------|
| | Flexi Breaks | | | Healthcare | | 2021 | 2020 |
| | £ | £ | £ | £ | £ | £ | £ |
| Staff costs | 67,119 | 9,029 | 90,437 | 23,616 | 700 | 190,901 | 280,626 |
| Travelling costs | 6,556 | 152 | 7,406 | - | 47 | 14,161 | 19,946 |
| Bad debts | 4 | - | - | - | - | 4 | 968 |
| Communications | - | - | 160 | - | - | 160 | 153 |
| Postage | - | - | 77 | - | - | 77 | 287 |
| Printing and stationery | - | - | 7 | - | - | 7 | 8 |
| Training | - | - | 23 | 43 | - | 66 | - |
| | <u>73,679</u> | <u>9,181</u> | <u>98,110</u> | <u>23,659</u> | <u>747</u> | <u>205,376</u> | <u>301,988</u> |
| | <u><u>73,679</u></u> | <u><u>9,181</u></u> | <u><u>98,110</u></u> | <u><u>23,659</u></u> | <u><u>747</u></u> | <u><u>205,376</u></u> | <u><u>301,988</u></u> |

CROSSROADS CARING FOR CARERS WORCESTERSHIRE

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2021

9 Support costs

| | Support costs | Governance costs | 2021 | Support costs | Governance costs | 2020 |
|------------------------------|----------------|------------------|----------------|----------------|------------------|----------------|
| | £ | £ | £ | £ | £ | £ |
| Staff costs | 195,244 | - | 195,244 | 177,164 | - | 177,164 |
| Depreciation | 3,082 | - | 3,082 | 2,963 | - | 2,963 |
| Premises costs | 7,547 | - | 7,547 | 8,477 | - | 8,477 |
| Insurance | 3,113 | - | 3,113 | 2,854 | - | 2,854 |
| Communications | 19,575 | - | 19,575 | 17,873 | - | 17,873 |
| Training | 97 | - | 97 | 283 | - | 283 |
| Travelling costs | 2,787 | - | 2,787 | 4,578 | - | 4,578 |
| Advertising | 3,783 | - | 3,783 | 2,858 | - | 2,858 |
| General office running costs | 853 | - | 853 | 1,437 | - | 1,437 |
| Sundry expenses | 272 | - | 272 | 310 | - | 310 |
| Subscriptions | 2,841 | - | 2,841 | 3,898 | - | 3,898 |
| Audit fees | - | 1,400 | 1,400 | - | 1,400 | 1,400 |
| Legal and professional | - | 4,640 | 4,640 | - | 4,586 | 4,586 |
| General office running costs | - | 3,698 | 3,698 | - | 7,696 | 7,696 |
| DB checks | - | 149 | 149 | - | 205 | 205 |
| | <u>239,194</u> | <u>9,887</u> | <u>249,081</u> | <u>222,695</u> | <u>13,887</u> | <u>236,582</u> |
| Analysed between | | | | | | |
| Trading | <u>239,194</u> | <u>9,887</u> | <u>249,081</u> | <u>222,695</u> | <u>13,887</u> | <u>236,582</u> |

Governance costs includes payments to the independent examiner £1,400.

10 Trustees

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

11 Employees

The average monthly number employees during the year was:

| | 2021 | 2020 |
|-------------------------|-------------|-------------|
| | Number | Number |
| | 40 | 45 |
| | <u>40</u> | <u>45</u> |
| Employment costs | 2021 | 2020 |
| | £ | £ |
| Wages and salaries | 378,312 | 451,235 |
| Other pension costs | 7,833 | 6,555 |

CROSSROADS CARING FOR CARERS WORCESTERSHIRE

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2021

11 Employees

(Continued)

| | |
|----------------|----------------|
| 386,145 | 457,790 |
| <u>386,145</u> | <u>457,790</u> |

No employee received emoluments in excess of £60,000.

12 Other

| | |
|-------------|------|
| 2021 | 2020 |
| | £ |

| | | |
|-----------------|------------|------------|
| Financing costs | 597 | 707 |
| | <u>597</u> | <u>707</u> |
| | <u>597</u> | <u>707</u> |

13 Tangible fixed assets

| | Freehold land and buildings £ | Fixtures and fittings £ | Total £ |
|------------------------------------|-------------------------------------|-------------------------------|----------------|
| Cost | | | |
| At 1 April 2020 | 348,175 | 18,014 | 366,189 |
| At 31 March 2021 | <u>348,175</u> | <u>18,014</u> | <u>366,189</u> |
| Depreciation and impairment | | | |
| At 1 April 2020 | - | 5,688 | 5,688 |
| Depreciation charged in the year | - | 3,082 | 3,082 |
| At 31 March 2021 | <u>-</u> | <u>8,770</u> | <u>8,770</u> |
| Carrying amount | | | |
| At 31 March 2021 | <u>348,175</u> | <u>9,244</u> | <u>357,419</u> |
| At 31 March 2020 | <u>348,175</u> | <u>12,326</u> | <u>360,501</u> |

CROSSROADS CARING FOR CARERS WORCESTERSHIRE

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2021

14 Debtors

| | 2021 | 2020 |
|--------------------------------------|---------------|---------------|
| | £ | £ |
| Amounts falling due within one year: | | |
| Trade debtors | 24,123 | 31,808 |
| Prepayments and accrued income | 6,616 | 7,226 |
| | <u>30,739</u> | <u>39,034</u> |

15 Creditors: amounts falling due within one year

| | 2021 | 2020 |
|------------------------------|---------------|---------------|
| | £ | £ |
| Trade creditors | 4 | 94 |
| Other creditors | 41,506 | 38,743 |
| Accruals and deferred income | 2,314 | 2,857 |
| | <u>43,824</u> | <u>41,694</u> |

16 Related party transactions

There were no disclosable related party transactions during the year (2020 - none).

17 Going Concern

The nature of the charity's funding is such that the timing and the amount of future income is unpredictable.

It is not possible to reliably predict future income streams in the current economic climate. Local authority and NHS funding has changed from block grants to 'spot' funding where the charity is reimbursed for actual work done.

Based upon projection of salaries and running costs (salaries being the main cost) compared to expected income (as far as this can be reasonably estimated, taking into account the previously mentioned unpredictability), the Trustees believe that the charity has sufficient resources to continue operations for the foreseeable future. For this reason the financial statements have, therefore, been prepared on a going concern basis which assumes that the charity will continue in operational existence for the foreseeable future.