

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

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:

Contract

Worcestershire County Council

	<u>Start Date</u>	<u>End Date</u>
Domiciliary Care – Worcester and Malvern	ongoing	ongoing
Domiciliary Care – North Worcestershire	ongoing	ongoing
Domiciliary Care – Evesham/Pershire	ongoing	ongoing
Carer's Unit (flexible breaks)	01/07/2004	ongoing

Contract

NHS Clinical Commissioning Groups

Continuous Health Care	Spot purchase as and when required
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Staff and Payroll Management

During the year 2024/25 the Trustees employed an average of 30 staff comprising managerial staff, admin staff, a trainer and care staff.

Worcestershire County Council have continued to provide a payroll service, at a cost acceptable to the Trustees, although since March 2018 this service has been contracted out to a private organisation, Liberata.

Achievements and Performance Chairman's Report

As in previous reports for our AGM it's difficult not to start and concentrate on our difficult financial position. At the end of 2024 we had lost £47,000 in the previous six months and matters have not improved. The County Council as usual wrote to us describing their financial woes and invited us to take part in a consultation process. Unlike most domiciliary agencies we opted to participate. However, the outcome was as anticipated i.e. "no change" in tier four payments which constitute the majority of the work we do for the County Council. National Insurance changes of 6.73% and the increases in the minimum wage have only served to make matters worse.

Our reserves which we only accrued by selling our long-held office base continue to be used to part fund the services provided by the County Council.

If we were a normal business rather than a charity, we would have made a rational decision to close the business and invest our reserves elsewhere. We might even be doing better investing it all in Premium Bonds.

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		341,703	422,714
Expenditure on:			
Raising funds	7	246,141	223,838
Charitable activities	8	207,486	224,223
Other	12	561	599
Total resources expended		454,188	448,660
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		285,819	398,304

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

		2025		2024	
	Notes	£	£	£	£
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			282,018		393,386
Total assets less current liabilities			<u>285,819</u>		<u>398,304</u>
Income funds					
Unrestricted funds			285,819		398,304
			<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.

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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
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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	-	19,581	19,431
Depreciation and impairment			
At 1 April 2024	-	14,513	14,513
Depreciation charged in the year	-	1,267	1,267
At 31 March 2025	-	15,780	15,780
Carrying amount			
At 31 March 2025	-	3,801	3,801
At 31 March 2024	-	4,918	4,918

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	-	-
	31,485	27,407

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.