

Crossroads Care Gloucestershire

England & Wales · Charity number 1111055

Details

Other names	CROSSROADS - CARING FOR CARERS (CHELTENHAM & TEWKESBURY) LIMITED, CROSSROADS CARE CENTRAL & EAST GLOUCESTERSHIRE LIMITED, CROSSROADS CARE CHELTENHAM AND TEWKESBURY
Status	Registered
Legal form	Charitable company
Company number	04608163
Registered	2005-08-26
Register	View on the Charity Commission register

Contact

Address	Crossroads Care 10 Sabre Close Quedgeley Gloucester Gloucestershire GL2 4NZ
Phone	01452302542
Email	helen@crossroadscareglos.org.uk
Website	www.crossroadscareglos.org.uk

Activities

Objects: THE BRANCH SCHEME'S OBJECTS ARE SPECIFICALLY RESTRICTED TO THE FOLLOWING: TO RELIEVE THE STRESSES EXPERIENCED BY CARERS AND BENEFICIARIES. THE AREA OF BENEFIT SHALL BE FIVE LOCAL AUTHORITY DISTRICTS IN THE COUNTY OF GLOUCESTERSHIRE, NAMELY: GLOUCESTER CITY COUNCIL, CHELTENHAM BOROUGH COUNCIL, COTSWOLD DISTRICT COUNCIL, STROUD DISTRICT COUNCIL, AND TEWKESBURY BOROUGH COUNCIL, AND THEIR ENVIRONS, AS AGREED BY THE BOARD OF TRUSTEES OF CROSSROADS ASSOCIATION. IN THIS DOCUMENT "BENEFICIARIES" MEANS ANY PERSON OR PEOPLE WHO HAVE CARE NEEDS AS A RESULT OF DISABILITY, ILLNESS OR AGE; "CARERS" MEANS ANY PERSON OR INDIVIDUALS INVOLVED IN THE PROVISION OF CARE FOR A PERSON OR PEOPLE WHO HAVE CARE NEEDS AS A RESULT OF DISABILITY, ILLNESS OR AGE.

Activities: Promoting, supporting and delivering high quality services for Carers and people with care needs

Classification

- **How:** Provides Services
- **What:** General Charitable Purposes, Disability
- **Who:** Elderly/old People, People With Disabilities, Other Defined Groups

Geography

- **Area of benefit:** FIVE LOCAL AUTHORITY DISTRICTS IN THE COUNTY OF GLOUCESTERSHIRE, NAMELY: GLOUCESTER CITY COUNCIL, CHELTENHAM BOROUGH COUNCIL, COTSWOLD DISTRICT COUNCIL, STROUD DISTRICT COUNCIL, AND TEWKESBURY BOROUGH COUNCIL, AND THEIR ENVIRONS
- Gloucestershire
- Swindon
- Wiltshire

Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£1,333,427	£1,230,973	£344,816	42
2024-03-31	£1,051,916	£1,148,524	£242,362	38
2023-03-31	£892,871	£1,025,200	£338,970	36
2022-03-31	£864,274	£925,131	£471,299	32
2021-03-31	£1,219,460	£865,589	£532,156	33

Trustees

Name	Role	Appointed
ELIZABETH ANNE KEEN		2012-03-14
Nana Kweku Addae-Baah		2021-04-26
Peter Mitchener		2021-04-26
Richard John Wheatley		2022-03-21
Ruth Thomas		2025-05-15
SHEILA JOAN REYNOLDS		2017-09-13
Stephen John Casey		2025-02-21

Accounts

Company no. 04608163
Charity no. 1111055

Crossroads Care Gloucestershire Limited
Report and Audited Financial Statements
31 March 2025

Crossroads Care Gloucestershire Limited

Reference and administrative details

For the year ended 31 March 2025

Company number	04608163	
Charity number	1111055	
Registered office and operational address	10 Sabre Close Quedgeley Gloucester Gloucestershire GL2 4NZ	
Trustees	Trustees, who are also directors under company law, who served during the year and up to the date of this report were as follows:	
	Nana Addae-Baah	
	Stephen Casey	Appointed 21 February 2025
	Natalie Hyett	Resigned 25 November 2024
	Elizabeth Keen	
	Peter Mitchener	
	Sheila Reynolds	
	Ruth Thomas	Appointed 15 May 2025
	Richard Wheatley	
Company secretary	Helen Baker	
Bankers	Barclays Bank UK PLC 1 Churchill Place London E14 5HP	CAF Bank Ltd 25 Kings Hill Avenue Kings Hill West Malling Kent ME19 4JQ
Auditors	Godfrey Wilson Limited Chartered accountants and statutory auditors 5th Floor Mariner House 62 Prince Street Bristol BS1 4QD	

Independent auditors' report

To the members of

Crossroads Care Gloucestershire Limited

Opinion

We have audited the financial statements of Crossroads Care Gloucestershire Limited (the 'charity') for the year ended 31 March 2025 which comprise the statement of financial activities, balance sheet, statement of cashflows and the related notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102: The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charity's affairs as at 31 March 2025 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charity in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and the provisions available for small entities, in the circumstances set out in note 7 to the financial statements, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

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

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

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

Other information

The trustees are responsible for the other information. The other information comprises the information included in the annual report other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

Independent auditors' report

To the members of

Crossroads Care Gloucestershire Limited

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinion on other matters prescribed by the Companies Act 2006

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

- the information given in the trustees' report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the trustees' report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charity and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' report. We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

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

Responsibilities of the trustees

As explained more fully in the trustees' responsibilities statement set out in the trustees' report, the trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charity or to cease operations, or have no realistic alternative but to do so.

Independent auditors' report

To the members of

Crossroads Care Gloucestershire Limited

Our responsibilities for the audit of the financial statements

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

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The procedures we carried out and the extent to which they are capable of detecting irregularities, including fraud, are detailed below:

- (1) We obtained an understanding of the legal and regulatory framework that the charity operates in, and assessed the risk of non-compliance with applicable laws and regulations. Throughout the audit, we remained alert to possible indications of non-compliance.
- (2) We reviewed the charity's policies and procedures in relation to:
 - Identifying, evaluating and complying with laws and regulations, and whether they were aware of any instances of non-compliance;
 - Detecting and responding to the risk of fraud, and whether they were aware of any actual, suspected or alleged fraud; and
 - Designing and implementing internal controls to mitigate the risk of non-compliance with laws and regulations, including fraud.
- (3) We inspected the minutes of trustee meetings.
- (4) We enquired about any non-routine communication with regulators and reviewed any reports made to them.
- (5) We reviewed the financial statement disclosures and assessed their compliance with applicable laws and regulations.
- (6) We performed analytical procedures to identify any unusual or unexpected transactions or balances that may indicate a risk of material fraud or error.
- (7) We assessed the risk of fraud through management override of controls and carried out procedures to address this risk. Our procedures included:
 - Testing the appropriateness of journal entries;
 - Assessing judgements and accounting estimates for potential bias;
 - Reviewing related party transactions; and
 - Testing transactions that are unusual or outside the normal course of business.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. Irregularities that arise due to fraud can be even harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

Independent auditors' report

To the members of

Crossroads Care Gloucestershire Limited

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Use of our report

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

Date: 23 September 2025

Alison Godfrey FCA
(Senior Statutory Auditor)

For and on behalf of:
GODFREY WILSON LIMITED
Chartered accountants and statutory auditors
5th Floor Mariner House
62 Prince Street
Bristol
BS1 4QD

Crossroads Care Gloucestershire Limited

Statement of financial activities *(incorporating an income and expenditure account)*

For the year ended 31 March 2025

	Note	Restricted £	Unrestricted £	2025 Total £	2024 Total £
Income from:					
Donations	3	114,506	54,222	168,728	59,639
Charitable activities	4	-	1,164,229	1,164,229	991,848
Investments		-	470	470	429
Total income		<u>114,506</u>	<u>1,218,921</u>	<u>1,333,427</u>	<u>1,051,916</u>
Expenditure on:					
Raising funds		-	3,590	3,590	10,054
Charitable activities		<u>55,996</u>	<u>1,171,387</u>	<u>1,227,383</u>	<u>1,138,470</u>
Total expenditure	6	<u>55,996</u>	<u>1,174,977</u>	<u>1,230,973</u>	<u>1,148,524</u>
Net income / (expenditure)		58,510	43,944	102,454	(96,608)
Transfers between funds		<u>(1,017)</u>	<u>1,017</u>	<u>-</u>	<u>-</u>
Net movement in funds	7	57,493	44,961	102,454	(96,608)
Reconciliation of funds:					
Total funds brought forward		<u>(3,700)</u>	<u>246,062</u>	<u>242,362</u>	<u>338,970</u>
Total funds carried forward		<u><u>53,793</u></u>	<u><u>291,023</u></u>	<u><u>344,816</u></u>	<u><u>242,362</u></u>

All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above. Movements in funds are disclosed in note 15 to the accounts.

Crossroads Care Gloucestershire Limited

Balance sheet

As at 31 March 2025

	Note	£	2025 £	2024 £
Fixed assets				
Tangible assets	10		<u>15,556</u>	<u>25,535</u>
Current assets				
Debtors	11	101,432		157,485
Cash at bank and in hand		<u>320,473</u>		<u>164,846</u>
		421,905		322,331
Liabilities				
Creditors: amounts falling due within 1 year	12	<u>(67,249)</u>		<u>(74,002)</u>
Net current assets			<u>354,656</u>	<u>248,329</u>
Total assets less current liabilities			370,212	273,864
Creditors: amounts falling due after 1 year	13		<u>(25,396)</u>	<u>(31,502)</u>
Net assets	14		<u>344,816</u>	<u>242,362</u>
Funds	15			
Restricted funds			53,793	(3,700)
Unrestricted funds				
General funds			<u>291,023</u>	<u>246,062</u>
Total charity funds			<u>344,816</u>	<u>242,362</u>

These accounts have been prepared in accordance with the special provisions applicable to companies subject to the small companies' regime.

Approved by the trustees on 23 September 2025 and signed on their behalf by

Peter Mitchener - Chair of Trustees

Crossroads Care Gloucestershire Limited

Statement of cash flows

For the year ended 31 March 2025

	Note	2025 £	2024 £
Cash used in operating activities:			
Net cash provided by / (used in) operating activities	16	<u>161,114</u>	<u>(96,780)</u>
Cash flows from investing activities:			
Interest from investments		470	429
Purchase of tangible fixed assets		<u>-</u>	<u>(13,438)</u>
Net cash provided by / (used in) investing activities		<u>470</u>	<u>(13,009)</u>
Cash flows from financing activities:			
Repayment of borrowing		<u>(5,957)</u>	<u>(5,957)</u>
Net cash used in financing activities		<u>(5,957)</u>	<u>(5,957)</u>
Increase / (decrease) in cash and cash equivalents in the year		155,627	(115,746)
Cash and cash equivalents at the beginning of the year		<u>164,846</u>	<u>280,592</u>
Cash and cash equivalents at the end of the year	17	<u><u>320,473</u></u>	<u><u>164,846</u></u>

Crossroads Care Gloucestershire Limited

Notes to the financial statements

For the year ended 31 March 2025

1. Accounting policies

a) Basis of preparation

Crossroads Care Gloucestershire Limited is a charitable company limited by guarantee registered in England and Wales. The registered office address is 10 Sabre Close, Quedgeley, Gloucester, GL2 4NZ.

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities in preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Crossroads Care Gloucestershire Limited meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note.

b) Going concern basis of accounting

The accounts have been prepared on the assumption that the charity is able to continue as a going concern, which the trustees consider appropriate having regard to the current level of unrestricted reserves, the budget set for 2025/26 and performance against it so far.

c) Income

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the item of income have been met, it is probable that the income will be received and the amount can be measured reliably.

Income from the government and other grants, whether 'capital' grants or 'revenue' grants, 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 and is not deferred.

For legacies, entitlement is taken as the earlier of the date on which either: the charity is aware that probate has been granted, the estate has been finalised and notification has been made by the executor(s) to the Trust that a distribution will be made, or when a distribution is received from the estate. Receipt of a legacy, in whole or in part, is only considered probable when the amount can be measured reliably and the charity has been notified of the executor's intention to make a distribution. Where legacies have been notified to the charity, or the charity is aware of the granting of probate, and the criteria for income recognition have not been met, then the legacy is treated as a contingent asset and disclosed if material.

Income received in advance of provision of care is deferred until criteria for income recognition are met.

Crossroads Care Gloucestershire Limited

Notes to the financial statements

For the year ended 31 March 2025

1. Accounting policies (continued)

d) Donated services and facilities

Donated professional services and donated facilities are recognised as income when the charity has control over the item, any conditions associated with the donated item have been met, the receipt of economic benefit from the use by the charity of the item, is probable and the economic benefit can be measured reliably. In accordance with the Charities SORP (FRS 102), general volunteer time is not recognised.

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

e) Interest receivable

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

f) Funds accounting

Unrestricted funds are available to spend on activities that further any of the purposes of the charity. Designated funds are unrestricted funds of the charity which the trustees have decided at their discretion to set aside to use for a specific purpose. Restricted funds are donations which the donor has specified are to be solely used for particular areas of the charity's work or for specific projects being undertaken by the charity.

g) Expenditure and irrecoverable VAT

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.

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

h) Allocation of support and governance costs

Support costs are those functions that assist the work of the charity but do not directly undertake charitable activities. Governance costs are the costs associated with the governance arrangements of the charity, including the costs of complying with constitutional and statutory requirements and any costs associated with the strategic management of the charity's activities. These costs have been allocated in full to charitable activities.

i) Termination payments

Where an employee receives a termination payment, the cost is recognised at the date that the employee is notified.

Crossroads Care Gloucestershire Limited

Notes to the financial statements

For the year ended 31 March 2025

1. Accounting policies (continued)

j) Tangible fixed assets

Depreciation is provided at rates calculated to write down the cost of each asset to its estimated residual value over its expected useful life. The depreciation rates in use are as follows:

Fixtures and fittings	4 years straight line
Computer equipment	4 years straight line
Office equipment	4 years straight line

k) Debtors

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

l) Cash at bank and in hand

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

m) Creditors

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

n) Financial instruments

The charitable company only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently recognised at amortised cost using the effective interest method.

o) Pension costs

The company operates a defined contribution pension scheme for its employees. There are no further liabilities other than that already recognised in the SOFA.

p) Accounting estimates and key judgements

In the application of the charity's accounting policies, the trustees are required to make judgements, estimates and assumptions about the carrying values of assets and liabilities that are not readily apparent from other sources. The estimates and underlying 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 if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods.

Depreciation

As described in note 1j to the financial statements, depreciation is provided at rates calculated to write down the cost of each asset to its estimated residual value over its expected useful life.

Crossroads Care Gloucestershire Limited

Notes to the financial statements

For the year ended 31 March 2025

2. Prior period comparatives: statement of financial activities

	Restricted £	Unrestricted £	2024 Total £
Income from:			
Donations	52,999	6,640	59,639
Charitable activities	-	991,848	991,848
Investments	-	429	429
Total income	52,999	998,917	1,051,916
Expenditure on:			
Raising funds	-	10,054	10,054
Charitable activities	106,898	1,031,572	1,138,470
Total expenditure	106,898	1,041,626	1,148,524
Net income / (expenditure)	(53,899)	(42,709)	(96,608)
Transfers between funds	(1,498)	1,498	-
Net movement in funds	(55,397)	(41,211)	(96,608)

3. Income from donations

	Restricted £	Unrestricted £	2025 Total £
Trusts and foundations		3,522	3,522
Donations	114,506	50,700	165,206
Total income from donations	114,506	54,222	168,728

Prior year comparative

	Restricted £	Unrestricted £	2024 Total £
Trusts and foundations	52,999	4,000	56,999
Donations	-	2,640	2,640
Total income from donations	52,999	6,640	59,639

Crossroads Care Gloucestershire Limited

Notes to the financial statements

For the year ended 31 March 2025

4. Income from charitable activities

	2025 Total £	2024 Total £
Private contracts	1,107,160	945,202
Public sector contracts	57,069	46,646
Total income from charitable activities	<u>1,164,229</u>	<u>991,848</u>

All income from charitable activities in the current and prior year was unrestricted.

5. Government grants

The charitable company receives government grants, defined as funding from Gloucestershire County Council to fund charitable activities. The total value of such grants in the period ending 31 March 2025 was £7,500 (2024: £8,097). There are no unfulfilled conditions or contingencies attaching to these grants.

Crossroads Care Gloucestershire Limited

Notes to the financial statements

For the year ended 31 March 2025

6. Total expenditure

	Raising funds £	Charitable activities £	Support and governance costs £	2025 Total £
Staff costs (note 8)	1,857	743,425	193,315	938,597
Travel	-	61,940	566	62,506
Office costs	-	-	44,010	44,010
Vehicle costs	-	4,529	-	4,529
Memberships and subscriptions	-	-	10,938	10,938
IT costs	-	-	26,091	26,091
Insurance	-	960	7,996	8,956
Rent	-	-	42,867	42,867
Audit and accountancy	-	-	13,622	13,622
Miscellaneous costs	-	20,587	1,334	21,921
Advertising and marketing	1,733	-	-	1,733
Training	-	23,454	440	23,894
Legal and professional	-	-	8,845	8,845
Depreciation	-	-	9,979	9,979
Recruitment	-	9,766	-	9,766
Uniforms	-	1,877	-	1,877
Bad debt	-	-	70	70
Trustees expenses	-	-	772	772
Sub-total	3,590	866,538	360,845	1,230,973
Allocation of support and governance costs	-	360,845	(360,845)	-
Total expenditure	3,590	1,227,383	-	1,230,973

Total governance costs were £8,555 (2024: £9,564).

Crossroads Care Gloucestershire Limited

Notes to the financial statements

For the year ended 31 March 2025

6. Total expenditure (continued)

Prior period comparative

	Raising funds £	Charitable activities £	Support and governance costs £	2024 Total £
Staff costs (note 8)	2,178	652,107	198,537	852,822
Travel	-	59,698	617	60,315
Office costs	-	-	41,617	41,617
Vehicle costs	-	7,817	-	7,817
Memberships and subscriptions	-	-	11,627	11,627
IT costs	-	-	26,097	26,097
Insurance	-	1,293	7,433	8,726
Rent	-	-	39,391	39,391
Audit and accountancy	-	-	15,258	15,258
Miscellaneous costs	-	10,114	1,007	11,121
Advertising and marketing	7,876	17,251	-	25,127
Training	-	15,434	1,771	17,205
Legal and professional	-	-	8,925	8,925
Depreciation	-	-	8,589	8,589
Recruitment	-	9,246	917	10,163
Uniforms	-	1,406	-	1,406
Bad debt	-	-	746	746
Trustees expenses	-	-	1,572	1,572
Sub-total	10,054	774,366	364,104	1,148,524
Allocation of support and governance costs	-	364,104	(364,104)	-
Total expenditure	10,054	1,138,470	-	1,148,524

Crossroads Care Gloucestershire Limited

Notes to the financial statements

For the year ended 31 March 2025

7. Net movement in funds

This is stated after charging:

	2025 £	2024 £
Depreciation	9,979	8,589
Operating lease payments	22,777	27,077
Trustees' remuneration	Nil	Nil
Trustees' reimbursed expenses	142	1,571
Auditors' remuneration:		
▪ Statutory audit (excluding VAT)	7,000	6,650
▪ Other services (excluding VAT)	5,132	5,181

Trustees' expenses representing travel and training costs amounting to £142 were paid in the year (2024: £1,571).

In common with other charities of our size and nature we use our auditors to assist with the preparation of the financial statements. Our auditors have also provided payroll services and bookkeeping support to the charity during the year.

8. Staff costs and numbers

Staff costs were as follows:

	2025 £	2024 £
Salaries and wages	855,717	779,983
Social security costs	65,062	57,017
Pension costs	17,818	15,822
	<u>938,597</u>	<u>852,822</u>

One employee earned between £60,000 and £70,000 during the current and prior year.

The key management personnel of the charitable company comprise the Trustees, Chief Executive Officer and Senior Management. The total employee benefits of the key management personnel were £227,913 (2024: £187,684).

	2025 No.	2024 No.
Average head count	<u>42</u>	<u>38</u>

9. Taxation

The charity is exempt from corporation tax as all its income is charitable and is applied for charitable purposes.

Crossroads Care Gloucestershire Limited

Notes to the financial statements

For the year ended 31 March 2025

10. Tangible fixed assets

	Fixtures and fittings	Computer equipment £	Office equipment £	Motor vehicles £	Total £
At 1 April 2024 and at 31 March 2025	<u>680</u>	<u>29,287</u>	<u>2,959</u>	<u>11,940</u>	<u>44,866</u>
Depreciation					
At 1 April 2024	680	15,500	2,405	746	19,331
Charge for the year	<u>-</u>	<u>6,486</u>	<u>508</u>	<u>2,985</u>	<u>9,979</u>
At 31 March 2025	<u>680</u>	<u>21,986</u>	<u>2,913</u>	<u>3,731</u>	<u>29,310</u>
Net book value					
At 31 March 2025	<u>-</u>	<u>7,301</u>	<u>46</u>	<u>8,209</u>	<u>15,556</u>
At 31 March 2024	<u>-</u>	<u>13,787</u>	<u>554</u>	<u>11,194</u>	<u>25,535</u>

11. Debtors

	2025 £	2024 £
Trade debtors	64,679	121,999
Prepayments	16,639	17,748
Other debtors	<u>20,114</u>	<u>17,738</u>
	<u>101,432</u>	<u>157,485</u>

12. Creditors: amounts due within 1 year

	2025 £	2024 £
Bounce back loan	6,374	6,225
Trade creditors	15,033	22,469
Other taxation and social security	18,268	19,608
Accruals	23,121	18,442
Other creditors	<u>4,453</u>	<u>7,258</u>
	<u>67,249</u>	<u>74,002</u>

Crossroads Care Gloucestershire Limited

Notes to the financial statements

For the year ended 31 March 2025

13. Creditors: amounts due after 1 year

	2025 £	2024 £
Bounce back loan	<u>25,396</u>	<u>31,502</u>

Analysis of debt maturity

	2025 £	2024 £
Amounts payable:		
In less than one year	6,374	6,225
In 1 - 2 years	6,534	6,381
In 2 - 5 years	15,321	20,117
More than 5 years	<u>3,541</u>	<u>5,004</u>
	<u>31,770</u>	<u>37,727</u>

Loans comprise an unsecured bounce back loan received from Barclays, to help mitigate the effects of Covid-19 on the organisation. Interest is payable at a rate of 2.5% from July 2021. The term of the loan is 10 years.

14. Analysis of net assets between funds

	Restricted funds £	Unrestricted funds £	Total funds £
Tangible fixed assets	-	15,556	15,556
Current assets	53,793	368,112	421,905
Current liabilities	-	(67,249)	(67,249)
Non-current liabilities	-	(25,396)	(25,396)
Net assets at 31 March 2025	<u>53,793</u>	<u>291,023</u>	<u>344,816</u>

Prior period comparative

	Restricted funds £	Unrestricted funds £	Total funds £
Tangible fixed assets	-	25,535	25,535
Current assets	(3,700)	326,031	322,331
Current liabilities	-	(74,002)	(74,002)
Non-current liabilities	-	(31,502)	(31,502)
Net assets at 31 March 2024	<u>(3,700)</u>	<u>246,062</u>	<u>242,362</u>

Crossroads Care Gloucestershire Limited

Notes to the financial statements

For the year ended 31 March 2025

15. Movements in funds

	At 1 April 2024 £	Income £	Expenditure £	Transfers between funds £	At 31 March 2025 £
Restricted funds					
Carers Trust - Making					
Carers Count	(8,700)	13,567	(3,518)	(1,017)	332
Carers Trust - Time for Me	-	10,000	(9,425)	-	575
Thriving Communities 2023	5,000	-	(5,000)	-	-
Thriving Communities 2024	-	7,500	(2,500)	-	5,000
Julia Rausing Trust	-	63,439	(31,715)	-	31,724
Lottery Community Fund	-	20,000	(3,838)	-	16,162
Total restricted funds	(3,700)	114,506	(55,996)	(1,017)	53,793
Total unrestricted funds	246,062	1,218,921	(1,174,977)	1,017	291,023
Total funds	242,362	1,333,427	(1,230,973)	-	344,816

Purposes of restricted funds

Carers Trust - Making	The purpose of the funding is to deliver a project which addresses the barriers, challenges and needs experienced by under-represented groups of unpaid carers in our area of Gloucestershire. The under-represented group of carers we chose to support with this funding was Working Carers.
Carers Count	
Carers Trust - Time for Me	The purpose of the funding is to give more older carers the opportunity to have a break from their caring role, helping reduce loneliness and isolation and improve Carers mental health and wellbeing. We will deliver the project goals through offering free sessions at our Azalea Day Clubs and organised social activities.
Thriving Communities	This grant funding will be used towards costs to open and deliver a new day club for the first six months in Stroud which will enable more Carers to have a break.
Julia Rausing Trust	The purpose of this grant is to expand the services we can deliver to support Carers in the county as demand for care and support is exceeding our current capabilities. To do this, we will need to recruit two new key roles in order to facilitate further expansion to the numbers of people we can deliver services to.
Lottery Community Fund	This grant funding will be used to give unpaid older Carers a break from their caring role whilst we care for their loved one at home. The project will deliver 178 breaks to Carers over the period and will be an extension of a service we already deliver.

Crossroads Care Gloucestershire Limited

Notes to the financial statements

For the year ended 31 March 2025

15. Movements in funds (continued)

Transfers between funds

Transfers out of restricted funds represent capital purchases made using restricted funding.

Prior period comparative

	At 1 April 2023 £	Income £	Expenditure £	Transfers between funds £	At 31 March 2024 £
Restricted funds					
Carers Trust	34,197	45,499	(86,898)	(1,498)	(8,700)
Nationwide Day Clubs Fund	10,000	-	(10,000)	-	-
Thriving Communities 2023	7,500	7,500	(10,000)	-	5,000
Total restricted funds	<u>51,697</u>	<u>52,999</u>	<u>(106,898)</u>	<u>(1,498)</u>	<u>(3,700)</u>
Total unrestricted funds	<u>287,273</u>	<u>998,917</u>	<u>(1,041,626)</u>	<u>1,498</u>	<u>246,062</u>
Total funds	<u>338,970</u>	<u>1,051,916</u>	<u>(1,148,524)</u>	<u>-</u>	<u>242,362</u>

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

	2025 £	2024 £
Net movement in funds	102,454	(96,608)
Adjustments for:		
Depreciation charges	9,979	8,589
Interest from investments	(470)	(429)
(Gain) / loss on disposal of tangible fixed assets	-	23
Decrease / (increase) in debtors	56,053	(31,082)
(Decrease) / increase in creditors	(6,902)	22,727
Net cash provided by / (used) in operating activities	<u>161,114</u>	<u>(96,780)</u>

17. Analysis of changes in net debt

	At 1 April 2024 £	Cash flows £	At 31 March 2025 £
Cash	164,846	155,627	320,473
Loans falling due within 1 year	(6,225)	(149)	(6,374)
Loans falling due after 1 year	(31,502)	6,106	(25,396)
Total	<u>127,119</u>	<u>161,584</u>	<u>288,703</u>

Crossroads Care Gloucestershire Limited

Notes to the financial statements

For the year ended 31 March 2025

18. Operating lease commitments

The charity had operating leases at the year end with total future minimum lease payments as follows:

	2025 £	2024 £
Amount falling due:		
Within 1 year	23,124	22,959
Within 1 - 5 years	<u>15,716</u>	<u>35,332</u>
	<u>38,840</u>	<u>58,291</u>

19. Related party transactions

There were no related party transactions in the current or prior year.

Accounts

Company no. 04608163
Charity no. 1111055

Crossroads Care Gloucestershire Limited
Report and Audited Financial Statements
31 March 2024

Crossroads Care Gloucestershire Limited

Reference and administrative details

For the year ended 31 March 2024

Company number	04608163	
Charity number	1111055	
Registered office and operational address	10 Sabre Close Quedgeley Gloucester Gloucestershire GL2 4NZ	
Trustees	Trustees, who are also directors under company law, who served during the year and up to the date of this report were as follows:	
	Nana Addae-Baah	
	Georgina Brown	Resigned 20 November 2023
	Paul Holmes	Resigned 20 November 2023
	Natalie Hyett	
	Elizabeth Keen	
	Peter Mitchener	
	Farai Nyadundu	Resigned 20 November 2023
	Sheila Reynolds	
	Richard Wheatley	
Company secretary	Helen Baker	
Bankers	Barclays Bank UK PLC 1 Churchill Place London E14 5HP	CAF Bank Ltd 25 Kings Hill Avenue Kings Hill West Malling Kent ME19 4JQ
Auditors	Godfrey Wilson Limited Chartered accountants and statutory auditors 5th Floor Mariner House 62 Prince Street Bristol BS1 4QD	

Crossroads Care Gloucestershire Limited

Report of the trustees

For the year ended 31 March 2024

The trustees are pleased to present their annual directors' report together with the audited financial statements of the charity for the year ending 31 March 2024. The trustees confirm the financial statements comply with the current statutory requirements, the requirements of the charities governing document and Statement of Recommended Practice (SORP) applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019).

Structure, governance and management

Name

The full name under which the charity is registered is Crossroads Care Gloucestershire Limited. Until 16 November 2020 the charity was registered under the name of Crossroads Care Central and East Gloucestershire Ltd. The decision to change the name was made to clarify the geographical area in which the charity operates.

Governing document

The charity is a company limited by guarantee and does not have share capital. It is established under a Memorandum of Association and is governed under its Articles of Association. The company is a Network Partner of the Carers Trust. The charity is registered with the Charity Commission under the provisions of the Charities Act 2011. The area of benefit is the county of Gloucestershire, Swindon and Wiltshire.

Organisational structure

The charity is governed by a Board of trustees, who have been co-opted onto the Board and are non-executive Directors of the charitable company. The Board of trustees meet at least bi-monthly to receive financial and operational reports. All trustees give their time freely. No trustee received remuneration or other benefit from their work with the charity in the year. Details of Directors' expenses and related party transactions are disclosed in note 7 to the financial statements. The Chair asks trustees to make any declaration of interest at the beginning of every meeting which forms part of the minutes and to complete an annual Register of Interests. The day-to-day management is formally delegated to the Chief Executive Officer.

This year Sheila Reynolds decided to step down as Chair and Peter Mitchener has taken over as Chair and Richard Wheatley has stepped up into the Vice Chair role. The Board has experienced the loss of 3 trustees during this accounting period. All three resigned for personal reasons and their resignations are not connected in any way. The Board is mindful of the need to ensure that it reflects a suitable mix of experience and skills, and this is recorded as a significant risk on the CCG Risk Register together with Risk Reduction Measures. After discussion at the Board, it was decided that we would look to recruit one more trustee who had marketing experience and skills as that is the most obvious gap caused by the 3 resignations. Previous experience of seeking new trustees has resulted in an effective process of recruitment and induction.

Once the Board has identified the specific skills it requires, the vacancy is advertised on REACH and Linked In to reach a diverse field of potential applicants. Potential new trustees are then invited first to meet with the Chair and Chief Executive. This enables them to meet key staff informally before they are then invited to observe a Board meeting. Before their appointment is confirmed by the Chair and Board, all required checks of identification and Disclosure and Barring Service have been completed. New trustees undergo appropriate induction procedures after appointment and have their training needs reviewed regularly. All trustees sign a Code of Conduct annually.

Crossroads Care Gloucestershire Limited

Report of the trustees

For the year ended 31 March 2024

The Board has previously appointed an Independent Governance Advisor (IGA) whose purpose is to support and strengthen the Board's effectiveness and ability to deliver against the charitable objectives and provide independent and objective oversight and advice to improve the quality and consistency of trustee decision-making. The IGA attends alternate Board meetings as an observer and facilitates two Strategy Days which trustees attend in addition to the bi-monthly Board meetings. Due to the considerable strengthening of the Board in recent years, even after the recent resignations, it has been decided that the IGA is no longer required.

During the Coronavirus pandemic Board meetings were held virtually. As a significant number of trustees work full time and may live some distance from the office, this practice still continues during 2023/24. This has resulted in very high attendance at Board meetings which have always been quorate. The exceptions to this were the Strategy Days when it was agreed that face-to-face gatherings for a day would enable space for in-depth discussions and develop the sense of cohesion across the Board.

The Board conducts much of its business through appointing Lead Trustees in key focus areas, such as Regulation, Governance, Service Development, Fundraising, Finance, Marketing, Structure and Strategy who report back at each Board meeting. Even though we have a Lead in each area all trustees can contribute to various areas, depending on their interests. The skills and experience of our trustees are such that this flexible approach has been of considerable benefit rather than working in silos.

The CEO is supported in the day-to-day management of the charity by the Senior Management Team (SMT). The SMT, which includes a Registered Manager, Service Development Lead, and Finance Manager, and has evolved into a strong and effective team. It signals clear expectations and direction for all staff, highlights and shares exceptional performance, assists the CEO in budget monitoring and generally oversees the performance of the charity.

Pay policy

The pay for all employees of Crossroads Care Gloucestershire is reviewed annually by the Board of trustees. The following pay principles are applied:

- Salaries and pay rates are benchmarked against other comparable roles in the local market;
- Any increases must be affordable given the financial performance of the charity; and
- Any increases are built into the annual budget and are approved by the Board of trustees.

Recruiting and retaining our staff is crucial to the growth of our charity and the preservation of our reputation. All employers in the social care field are experiencing the same difficulties around recruiting and retaining staff, making the market very competitive, especially in the light of the recent significant cost of living increases. This year we have developed a recruitment and retention strategy to improve the speed and quality of recruitment.

It has been the practice of CCG to award an annual increase in April of each financial year although two increases were awarded in the 22/23 financial year following reviews of our competitors' pay scales. In the 23/24 financial year we reverted back to an annual increase in April.

We recognise that the rate of pay is an essential part of the contract we have with our employees, but also recognise that additional benefits can be a significant factor. To that end, not only have we offered a very competitive rate of pay, but we have also compiled an extensive benefits package for all staff.

Crossroads Care Gloucestershire Limited

Report of the trustees

For the year ended 31 March 2024

Strategic planning

The trustees are responsible for the strategic direction and governance of the charity. We produce a 3 year strategic plan, with the latest covering 2022 – 2025, and which contains key objectives with an accompanying budget. The strategic plan was developed in conjunction with feedback from carers and staff and has been worked on extensively by the Board of trustees and with the involvement of the SMT. In addition to the in-depth document, we also produced a single page summary which made our strategy more accessible to more people. Progress against our priority actions we set ourselves to achieve have been reviewed during Strategy Away days regarding the priority actions we had set ourselves and we were able to record that all actions had been achieved. Priority Actions have been set for Year Three and progress will be reviewed at 6 months during a planned Strategy Day in October 2024 where planning for the next 3-year strategy for 2025 – 2028 will begin. The lead trustees and SMT will be pivotal in taking forward the priority actions in a systematic way.

The review of our strategy is essential to ensure that it is a constantly evolving document that reflects the here-and-now. It also needs to provide the overall structure and direction that the charity wishes to pursue and will include strategies for staff recruitment and retention, fundraising, developing technology and financial trajectory, among others. Annual strategic reviews also help us ensure our aims, objectives and activities remain focussed on our purpose, vision and values and ensure we were delivering on our priority actions, taking into account the fundamental changes taking place in the social care sector and other existential pressures.

Objectives and activities

The charity's principal objective is to relieve the stresses experienced by carers and beneficiaries by providing a range of services that provide practical support and give the carer a break. The area of benefit is five local authority districts in the County of Gloucestershire, namely: Gloucester City Council, Cheltenham Borough Council, Cotswold District Council, Stroud District Council, and Tewkesbury Borough Council, and their environs, together with Swindon Borough Council and Wiltshire County Council, and their environs.

"Beneficiaries" means any person or people who have care needs because of disability, illness or age.

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

Our mission is to provide a range of services that recognise and respond to the individual needs of family carers, and people with care and support needs, offering them peace of mind and understanding; and to improve their own health and well-being by giving them time to be themselves and take a break from caring.

Our values

- 1. Quality:** We ensure that our services are high quality, flexible, responsive and continually improving;
- 2. Staff:** Continually investing in our staff training and development;
- 3. Trust:** We understand that our services only respond to carers' needs when they trust us to care for the person they support;
- 4. Caring:** All family carers and people with care needs feel recognised, valued and supported;
- 5. Individualised:** Services that are tailored to meet the needs of individuals;
- 6. Respectful:** Appreciating people's differences, lifestyles and choices, and working with them to provide safe support that is meaningful and of use;

Crossroads Care Gloucestershire Limited

Report of the trustees

For the year ended 31 March 2024

- 7. Understanding:** Empathy as we walk alongside carers in their everyday lives;
- 8. Partnership working:** We actively seek collaboration and partnership with other organisations to explore joint projects and relationships; and
- 9. Integrity:** We trust, respect and value each other.

A review of the organisation's values is currently underway, and all staff are being consulted on this with a view to refresh these and ensure they continue to be relevant. This will be discussed and agreed at the Strategy Day in October 2024.

Public benefit

The trustees confirm that they have had regard to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing the charity's aims, objectives and in planning its activities.

The principal objective is to provide practical support to carers and those they care for by offering short breaks to relieve the stress of carers and promoting their own health and wellbeing as well as the person with care needs. This helps to ensure that the carer can continue as a carer and the person with care needs is able to stay at home for longer. To achieve this, we will:

- Provide a diverse range of services which support carers emotionally, practically and socially;
- Offer the best quality services to carers in Gloucestershire;
- Strive to maintain our Outstanding CQC rating and ensure regulatory compliance;
- Ensure that we are well known and recognised as a carers' organisation offering high quality breaks;
- Ensure that all carers have access to our services regardless of ethnicity, disability, sexuality or economic status; and
- Raise the profile of Crossroads Care Gloucestershire across the whole county.

The service provided by Crossroads Care Gloucestershire is available to all carers within the districts of Cheltenham, Tewkesbury, Cotswolds, Stroud and Gloucester currently.

Activities

The activities we carry out to meet our aims and objectives are funded mainly from local authority, private self-funders and grants. In order to deliver high quality services, we provide fully trained Care Support Workers across all our services.

Our Care at Home service includes:

- Help with personal care, washing, dressing;
- Support with taking medication;
- Meal preparation, nutrition and fluids;
- Specialist care i.e. Dementia, End of Life;
- Carer respite breaks to allow the carer to take a break to attend to their own health and wellbeing;
- Companionship and social outings;
- Overnight and weekend service to enable the carer to have time away or a good night's sleep; and
- Returning home from hospital.

Crossroads Care Gloucestershire Limited

Report of the trustees

For the year ended 31 March 2024

In addition to our Care at Home service, we provide Azalea Day Clubs, activity based clubs for people who have health or physical disabilities, or who are lonely and isolated. They help promote wellbeing and reduce social isolation, giving people the opportunity to have time outside of their home, socialising with others in a supported and caring environment. The clubs also offer the unpaid carer to have a break. They operate at various locations across the county. We recognise that we provide services to people who live in very rural areas and for those who do not have transportation we provide minibus transport to ensure people are able to access our services.

Risk management

The board has a duty to take all reasonable steps to assess and manage risks to the charity's activities, beneficiaries, property or reputation. A comprehensive risk register control system is in place to monitor those risks identified to which the charity is exposed, categorised as:

- Financial;
- Operational;
- Governance;
- Compliance and Regulation; and
- External factors.

These categories formed the basis of the Risk Register (RR), which identifies all of the potential risks under each category, their potential impact, risk reduction measures and date of review. However, the whole landscape of risk management has changed in recent times and so the Board decided to undertake an in-depth review of the RR to ensure it adequately reflects all the known risks. To ensure that the RR remains a "living" document, all risks are allocated to individual Board members (together with members of SMT where appropriate) for clearer ownership and the RR now has a dedicated slot on the agenda of every Board meeting where those risks requiring their next review are discussed.

CCG operates in a highly regulated environment, and failure to comply with regulations could lead to substantial penalties, and cancellation of our registration. This has already been mentioned as one of the key risks identified in our Risk Register. Compliance risks are mitigated through the implementation of the Care Quality Commission (CQC) standards and high levels of staff training. Comprehensive policies and procedures are in place to ensure compliance along with regular quality monitoring and appropriate action to mitigate those risks. Our Outstanding rating, awarded by CQC at our last inspection in September 2018, is evidence of our past achievements in managing risks and this ethos has continued throughout the pandemic and beyond. In the absence of conducting formal inspections, CQC has collected data and other evidence to continually assess regulated services, and our Outstanding rating has continued to be applied and published in the web site.

CCG is very aware that a formal inspection may come at any time and our new Registered Manager, together with the Senior Management Team, has been conducting audits of all aspects of our regulated services and have a live Action Plan to address any improvements that may be needed.

Trustees were always aware that some risks to the charity may arise from factors outside of our control or not of our making, as well as those risks that could be anticipated and reduced. The Board of trustees consider that systems and controls that were, and remain in place to monitor, manage and mitigate the charity's major risks remain effective.

Crossroads Care Gloucestershire Limited

Report of the trustees

For the year ended 31 March 2024

Achievements and performance

Having started in 2021-22 to put in place some of the infrastructure measures that would be needed to ensure we had sound foundations for the future, last year (2022-23) our biggest challenges were to maintain and continue to secure the financial and staffing stability of the organisation so that we could meet the new and unpredictable changes coming our way. This allowed us to turn our attention to service delivery and setting new objectives for growth and development, building on the changes we began and investing for the years to come.

In 2023-24 our achievements have been as follows. We:

- Continued to use the talents and skills of our trustees and recruited a new trustee where a gap in experience was identified;
- Continued to use external advisors who have the knowledge and experience to assist the Board where necessary;
- Developed a fundraising strategy for accessing grant and trust funding and explore other fundraising activities;
- Produced a Recruitment and Retention Strategy to include innovative and faster ways of recruiting people with the right skills and attributes;
- Continued to raise awareness of our branding and of our services and extend our coverage to meet the needs of those carers currently unknown to us through better networking with other community groups and services;
- Forged new and developed existing networks, partnerships and collaboration with health, social care and voluntary bodies to ensure delivery of joined-up care;
- Continued to grow the Azalea Clubs and ensure their viability by opening two further clubs and seeking funding streams and effective marketing;
- Continued to consolidate and grow our private services; and
- Successfully delivered on the "Working Carers" project aims.

In the autumn of 2023, Gloucestershire County Council began the tendering process for the Health & Social Care Framework for Domiciliary care provision across the county. As social care budgets are squeezed, we carefully considered if we could deliver under the Framework without it undermining the financial viability of the organisation and made a strategic decision not to tender at this time. We now act as a SPOT provider for the local authority.

We continue to work in partnership with PeoplePlus to deliver Carers Breaks, funded by Gloucestershire County Council, through Gloucestershire Carers Hub. We look forward to continuing to deliver breaks for carers under this contract the next two years.

The Working Carers project focussed this year on establishing corporate partners, such as St James Place and we rolled out Carers Awareness support sessions for employees and advising on internal policy to better support their workforce. The project also focussed on building resources, accessible to employers and working carers, as a legacy of the project. We worked in partnership with St James Place to create a video which highlights the issues for employees struggling to hold down a job alongside their caring responsibilities. We also published a Working Carers Directory, full of information and advice. Sadly, we were unsuccessful in securing funding to enable the project to continue, and the project was wound down in March 2024.

Crossroads Care Gloucestershire Limited

Report of the trustees

For the year ended 31 March 2024

The Azalea Day Club service has continued to grow. This year we have opened two further clubs in Gloucester and Churchdown and delivered over 13,000 hours of support to people and their carers. The service offers value for money for people funding their own support and we are seeing numbers of people being referred increase. In December 2023, the lease for our minibus ended. We purchased the minibus from our reserves so we can continue to offer much needed transport to get people to the clubs.

This year we have continued to be challenged by recruiting quality new staff and this has led to us limiting our ability to expand our Care at Home service as much as we had planned. We operate in a highly competitive labour market and whilst Crossroads Care Gloucestershire has a good reputation as an employer, we continue to face problems in attracting new staff. We have reviewed our employment benefits package we offer and are offering various guaranteed hours contracts, as well as ongoing advertising and offering recruitment bonus for existing staff who recommend someone new. Whilst challenging, we ended this year on a higher head count of staff than the previous year. We hope to build on this recruitment strategy by introducing a staff wellbeing strategy.

Underpinning all of our achievements is our workforce and their contribution. There are endless examples of where staff have gone above and beyond what might be reasonably expected of them, demonstrating their compassion and professionalism in equal measure. In September 2023, one of our Senior Care Support Workers was shortlisted as a finalist in the annual GCPA awards and the staff celebrated her achievement at the gala ceremony.

Future plans

As we move forward, we are focussed on providing high quality services to more carers and individuals across Gloucestershire to enable people to continue to live a quality life at home for longer and to feel supported to do so. Crossroads Care Gloucestershire plans to continue to deliver core activities in line with strategic and business plans as we aim to improve sustainability of the charity for the future.

Our plans for 2024/25 include:

- Recruiting a new Head of Day Clubs role to ensure we continue to grow the Azalea Day Club service to meet local demand;
- Expand our Care at Home service by recruiting a new role for a Homecare Assessor to improve the speed that people can begin to access our services;
- Build our capability to deliver larger packages of care, including end of life, complex care, overnight and weekend respite;
- Review the way we currently attract new staff and develop a new recruitment and retention strategy to ensure we can meet business plan targets;
- Diversify income streams and increase our grant fundraising to support existing and new
- Seek funding to be able to offer Carers outings/activities to further expand our services to
- Continue to prepare for our next Care Quality Commission inspection;
- Create a Wellbeing Strategy to improve the way we support and listen to our staff, strengthening our aim to become the employer of choice in Gloucestershire;
- The Board will continue to improve the interface between trustees and organisational staff to ensure greater visibility; and
- Review our marketing materials and online presence, developing service specific marketing literature and increase our local presence and brand awareness.

Crossroads Care Gloucestershire Limited

Report of the trustees

For the year ended 31 March 2024

At the heart of everything we do remains our intention to provide the best quality service to carers and those they support, where people can be assured of receiving a prompt and tailored service to meet their needs and to keep abreast of new developments to support carers.

We remain open to the opportunities with partner organisations and exploring new technologies can bring and actively engaged in the piloting of new and innovative developments that may support and improve the lives of unpaid carers and those being cared for.

Financial review

The Statement of Financial Activities for the year ended 31 March 2024 shows a deficit of £96,608, leaving funds to be carried forward of £242,362.

Unrestricted funds brought forward were £287,273. There is an unrestricted deficit for the year of £41,211 (22/23: £46,446), leaving unrestricted funds to be carried forward of £246,062.

Total unrestricted income for the year was £998,917 (22/23: £812,434). Privately funded income increased by 23% from £766,793 to £945,202. Public sector contracts increased from £35,541 to £46,646.

Fundraising practices

Fundraising is carried out internally and led by the fundraising Lead, with support from other trustees and CEO input. The charity currently does not employ a dedicated fundraiser. We do not engage third party professional fundraisers. Fundraising is focused on grant and trust applications and not direct fundraising from the public. The charity is registered with the Fundraising Regulator.

Investment policy

The trustees hold the charity's money in bank current accounts for immediate purposes as to ensure ease of access to working capital funding. Funds which are not immediately required are held in bank deposit accounts of up to one year maturity.

The trustees and finance Lead will consider moving some funds into higher interest deposit accounts as part of the regular review of investments and the investment policy.

Reserves policy

The trustees review the reserves policy annually to determine a realistic and appropriate policy, which:

- helps sustain the charity's ability to operate in the event of a significant unexpected adverse incident;
- does not restrict our ability to invest in our charitable activities; and
- enables the charity to invest in activity and processes to strengthen the ability to realise the Strategic Plan.

In determining a realistic level of reserves, the trustees assess the level of risk associated with the main income and expenditure streams, the adequacy of the controls in place to mitigate those risks and other likely sources of funds available in an emergency. This is balanced by the obligations to continue to invest in order to pursue the objectives and Strategic Plan of the charity within a reasonable period of receiving funds.

The charity's reserves position is a part of the risk management process. The need for reserves is dependent on our financial position and our current assessment of risk.

Crossroads Care Gloucestershire Limited

Report of the trustees

For the year ended 31 March 2024

Free reserves are defined as unrestricted funds, less designated funds, less the net book value of fixed assets funded by unrestricted funds.

In 2022/23 our free reserves were £266.6k. Operational performance has led to a reduction in free reserves by -17.3% to £220.5k. This is below the desired target. Trustees believe the free reserves amount should be equal to 3 months of the budgeted total overhead plus all remaining payroll costs; £268.7k.

Statement of responsibilities of the trustees

The trustees (who are also directors of the charity for the purposes of company law) are responsible for preparing the trustees' report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102: The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

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 income and expenditure of the charity for that period. In preparing those financial statements the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and accounting estimates that are reasonable and prudent;
- state whether applicable UK accounting standards and statements of recommended practice 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 proper accounting records which disclose with reasonable accuracy at any time the financial position of the charity and which enable them to ensure that the financial statements comply with the Companies Act 2006. The trustees 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.

In so far as the trustees are aware:

- there is no relevant audit information of which the charitable company's auditors are unaware;
- the trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Members of the charity guarantee to contribute an amount not exceeding £5 to the assets of the charity in the event of winding up. The trustees are members of the charity but this entitles them only to voting rights. The trustees have no beneficial interest in the charity.

Crossroads Care Gloucestershire Limited

Report of the trustees

For the year ended 31 March 2024

Auditors

Godfrey Wilson Limited were re-appointed as auditors to the charitable company during the year and have expressed their willingness to continue in that capacity.

Approved by the trustees on 23 September 2024 and signed on their behalf by

Peter Mitchener

Peter Mitchener - Chair of Trustees

Independent auditors' report

To the members of

Crossroads Care Gloucestershire Limited

Opinion

We have audited the financial statements of Crossroads Care Gloucestershire Limited (the 'charity') for the year ended 31 March 2024 which comprise the statement of financial activities, balance sheet, statement of cashflows and the related notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102: The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charity's affairs as at 31 March 2024 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charity in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and the provisions available for small entities, in the circumstances set out in note 7 to the financial statements, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

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

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

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

Other information

The trustees are responsible for the other information. The other information comprises the information included in the annual report other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

Independent auditors' report

To the members of

Crossroads Care Gloucestershire Limited

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinion on other matters prescribed by the Companies Act 2006

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

- the information given in the trustees' report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the trustees' report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charity and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' report. We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

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

Responsibilities of the trustees

As explained more fully in the trustees' responsibilities statement set out in the trustees' report, the trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charity or to cease operations, or have no realistic alternative but to do so.

Independent auditors' report

To the members of

Crossroads Care Gloucestershire Limited

Our responsibilities for the audit of the financial statements

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

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The procedures we carried out and the extent to which they are capable of detecting irregularities, including fraud, are detailed below:

(1) We obtained an understanding of the legal and regulatory framework that the charity operates in, and assessed the risk of non-compliance with applicable laws and regulations. Throughout the audit, we remained alert to possible indications of non-compliance.

(2) We reviewed the charity's policies and procedures in relation to:

- Identifying, evaluating and complying with laws and regulations, and whether they were aware of any instances of non-compliance;
- Detecting and responding to the risk of fraud, and whether they were aware of any actual, suspected or alleged fraud; and
- Designing and implementing internal controls to mitigate the risk of non-compliance with laws and regulations, including fraud.

(3) We inspected the minutes of trustee meetings.

(4) We enquired about any non-routine communication with regulators and reviewed any reports made to them.

(5) We reviewed the financial statement disclosures and assessed their compliance with applicable laws and regulations.

(6) We performed analytical procedures to identify any unusual or unexpected transactions or balances that may indicate a risk of material fraud or error.

(7) We assessed the risk of fraud through management override of controls and carried out procedures to address this risk. Our procedures included:

- Testing the appropriateness of journal entries;
- Assessing judgements and accounting estimates for potential bias;
- Reviewing related party transactions; and
- Testing transactions that are unusual or outside the normal course of business.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. Irregularities that arise due to fraud can be even harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

Independent auditors' report

To the members of

Crossroads Care Gloucestershire Limited

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Use of our report

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

Alison Godfrey

Date: 24 September 2024

Alison Godfrey FCA
(Senior Statutory Auditor)

For and on behalf of:

GODFREY WILSON LIMITED

Chartered accountants and statutory auditors
5th Floor Mariner House
62 Prince Street
Bristol
BS1 4QD

Crossroads Care Gloucestershire Limited

Statement of financial activities (incorporating an income and expenditure account)

For the year ended 31 March 2024

	Note	Restricted £	Unrestricted £	2024 Total £	2023 Total £
Income from:					
Donations	3	52,999	6,640	59,639	90,102
Charitable activities	4	-	991,848	991,848	802,334
Investments		-	429	429	435
Total income		<u>52,999</u>	<u>998,917</u>	<u>1,051,916</u>	<u>892,871</u>
Expenditure on:					
Raising funds		-	10,054	10,054	12,962
Charitable activities		<u>106,898</u>	<u>1,031,572</u>	<u>1,138,470</u>	<u>1,012,238</u>
Total expenditure	6	<u>106,898</u>	<u>1,041,626</u>	<u>1,148,524</u>	<u>1,025,200</u>
Net income / (expenditure)		(53,899)	(42,709)	(96,608)	(132,329)
Transfers between funds		<u>(1,498)</u>	<u>1,498</u>	<u>-</u>	<u>-</u>
Net movement in funds	7	(55,397)	(41,211)	(96,608)	(132,329)
Reconciliation of funds:					
Total funds brought forward		<u>51,697</u>	<u>287,273</u>	<u>338,970</u>	<u>471,299</u>
Total funds carried forward		<u><u>(3,700)</u></u>	<u><u>246,062</u></u>	<u><u>242,362</u></u>	<u><u>338,970</u></u>

All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above. Movements in funds are disclosed in Note 15 to the accounts.

Crossroads Care Gloucestershire Limited

Balance sheet

As at 31 March 2024

	Note	£	2024 £	2023 £
Fixed assets				
Tangible assets	10		<u>25,535</u>	<u>20,709</u>
Current assets				
Debtors	11	157,485		126,403
Cash at bank and in hand		<u>164,846</u>		<u>280,592</u>
		322,331		406,995
Liabilities				
Creditors: amounts falling due within 1 year	12	<u>(74,002)</u>		<u>(51,127)</u>
Net current assets			<u>248,329</u>	<u>355,868</u>
Total assets less current liabilities			273,864	376,577
Creditors: amounts falling due after 1 year	13		<u>(31,502)</u>	<u>(37,607)</u>
Net assets	14		<u>242,362</u>	<u>338,970</u>
Funds	15			
Restricted funds			(3,700)	51,697
Unrestricted funds				
General funds			<u>246,062</u>	<u>287,273</u>
Total charity funds			<u>242,362</u>	<u>338,970</u>

These accounts have been prepared in accordance with the special provisions applicable to companies subject to the small companies' regime.

Approved by the trustees on 23 September 2024 and signed on their behalf by

Peter Mitchener

Peter Mitchener - Chair of Trustees

Crossroads Care Gloucestershire Limited

Statement of cash flows

For the year ended 31 March 2024

	Note	2024 £	2023 £
Cash used in operating activities:			
Net cash provided used in operating activities	16	<u>(96,780)</u>	<u>(132,149)</u>
Cash flows from investing activities:			
Interest from investments		429	435
Purchase of tangible fixed assets		(13,438)	(17,601)
Proceeds from sale of tangible fixed assets		-	80
Net cash used in investing activities		<u>(13,009)</u>	<u>(17,086)</u>
Cash flows from financing activities:			
Repayment of borrowing		<u>(5,957)</u>	<u>(5,956)</u>
Net cash used in financing activities		<u>(5,957)</u>	<u>(5,956)</u>
Decrease in cash and cash equivalents in the year		(115,746)	(155,191)
Cash and cash equivalents at the beginning of the year		<u>280,592</u>	<u>435,783</u>
Cash and cash equivalents at the end of the year	17	<u>164,846</u>	<u>280,592</u>

Crossroads Care Gloucestershire Limited

Notes to the financial statements

For the year ended 31 March 2024

1. Accounting policies

a) Basis of preparation

Crossroads Care Gloucestershire Limited is a charitable company limited by guarantee registered in England and Wales. The registered office address is 10 Sabre Close, Quedgeley, Gloucester, GL2 4NZ.

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities in preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Crossroads Care Gloucestershire Limited meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note.

b) Going concern basis of accounting

The accounts have been prepared on the assumption that the charity is able to continue as a going concern, which the trustees consider appropriate having regard to the current level of unrestricted reserves, the budget set for 2024/25 and performance against it so far.

c) Income

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the item of income have been met, it is probable that the income will be received and the amount can be measured reliably.

Income from the government and other grants, whether 'capital' grants or 'revenue' grants, 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 and is not deferred.

For legacies, entitlement is taken as the earlier of the date on which either: the charity is aware that probate has been granted, the estate has been finalised and notification has been made by the executor(s) to the Trust that a distribution will be made, or when a distribution is received from the estate. Receipt of a legacy, in whole or in part, is only considered probable when the amount can be measured reliably and the charity has been notified of the executor's intention to make a distribution. Where legacies have been notified to the charity, or the charity is aware of the granting of probate, and the criteria for income recognition have not been met, then the legacy is treated as a contingent asset and disclosed if material.

Income received in advance of provision of care is deferred until criteria for income recognition are met.

Crossroads Care Gloucestershire Limited

Notes to the financial statements

For the year ended 31 March 2024

1. Accounting policies (continued)

d) Donated services and facilities

Donated professional services and donated facilities are recognised as income when the charity has control over the item, any conditions associated with the donated item have been met, the receipt of economic benefit from the use by the charity of the item, is probable and the economic benefit can be measured reliably. In accordance with the Charities SORP (FRS 102), general volunteer time is not recognised.

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

e) Interest receivable

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

f) Funds accounting

Unrestricted funds are available to spend on activities that further any of the purposes of the charity. Designated funds are unrestricted funds of the charity which the trustees have decided at their discretion to set aside to use for a specific purpose. Restricted funds are donations which the donor has specified are to be solely used for particular areas of the charity's work or for specific projects being undertaken by the charity.

g) Expenditure and irrecoverable VAT

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.

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

h) Allocation of support and governance costs

Support costs are those functions that assist the work of the charity but do not directly undertake charitable activities. Governance costs are the costs associated with the governance arrangements of the charity, including the costs of complying with constitutional and statutory requirements and any costs associated with the strategic management of the charity's activities. These costs have been allocated in full to charitable activities.

i) Termination payments

Where an employee receives a termination payment, the cost is recognised at the date that the employee is notified.

Crossroads Care Gloucestershire Limited

Notes to the financial statements

For the year ended 31 March 2024

1. Accounting policies (continued)

j) Tangible fixed assets

Depreciation is provided at rates calculated to write down the cost of each asset to its estimated residual value over its expected useful life. The depreciation rates in use are as follows:

Fixtures and fittings	4 years straight line
Computer equipment	4 years straight line
Office equipment	4 years straight line

k) Debtors

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

l) Cash at bank and in hand

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

m) Creditors

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

n) Financial instruments

The charitable company only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently recognised at amortised cost using the effective interest method.

o) Pension costs

The company operates a defined contribution pension scheme for its employees. There are no further liabilities other than that already recognised in the SOFA.

p) Accounting estimates and key judgements

In the application of the charity's accounting policies, the trustees are required to make judgements, estimates and assumptions about the carrying values of assets and liabilities that are not readily apparent from other sources. The estimates and underlying 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 if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods.

Depreciation

As described in note 1j to the financial statements, depreciation is provided at rates calculated to write down the cost of each asset to its estimated residual value over its expected useful life.

Crossroads Care Gloucestershire Limited

Notes to the financial statements

For the year ended 31 March 2024

2. Prior period comparatives: statement of financial activities

	Restricted £	Unrestricted £	2023 Total £
Income from:			
Donations	80,437	9,665	90,102
Charitable activities	-	802,334	802,334
Investments	-	435	435
Total income	80,437	812,434	892,871
Expenditure on:			
Raising funds	-	12,962	12,962
Charitable activities	159,245	852,993	1,012,238
Total expenditure	159,245	865,955	1,025,200
Net income / (expenditure)	(78,808)	(53,521)	(132,329)
Transfers between funds	(7,075)	7,075	-
Net movement in funds	(85,883)	(46,446)	(132,329)

3. Income from donations

	Restricted £	Unrestricted £	2024 Total £
Trusts and foundations	52,999	4,000	56,999
Donations	-	2,640	2,640
Total income from donations	52,999	6,640	59,639

Prior year comparative

	Restricted £	Unrestricted £	2023 Total £
Trusts and foundations	59,312	-	59,312
Donations	21,125	9,590	30,715
Other income	-	75	75
Total income from donations	80,437	9,665	90,102

Crossroads Care Gloucestershire Limited

Notes to the financial statements

For the year ended 31 March 2024

4. Income from charitable activities

	Restricted £	Unrestricted £	2024 Total £	2023 Total £
Private contracts	-	945,202	945,202	766,793
Public sector contracts	-	46,646	46,646	35,541
Total income from charitable activities	-	991,848	991,848	802,334

All income from charitable activities in the prior year was unrestricted.

5. Government grants

The charitable company receives government grants, defined as funding from Gloucestershire County Council to fund charitable activities. The total value of such grants in the period ending 31 March 2024 was £8,097 (2023: £8,695). There are no unfulfilled conditions or contingencies attaching to these grants.

Crossroads Care Gloucestershire Limited

Notes to the financial statements

For the year ended 31 March 2024

6. Total expenditure

	Raising funds £	Charitable activities £	Support and governance costs £	2024 Total £
Staff costs (note 8)	2,178	652,107	198,537	852,822
Travel	-	59,698	617	60,315
Office costs	-	-	41,617	41,617
Vehicle costs	-	7,817	-	7,817
Memberships and subscriptions	-	-	11,627	11,627
IT costs	-	-	26,097	26,097
Insurance	-	1,293	7,433	8,726
Rent	-	-	39,391	39,391
Audit and accountancy	-	-	15,258	15,258
Miscellaneous costs	-	10,114	1,007	11,121
Advertising and marketing	7,876	17,251	-	25,127
Training	-	15,434	1,771	17,205
Legal and professional	-	-	8,925	8,925
Depreciation	-	-	8,589	8,589
Recruitment	-	9,246	917	10,163
Uniforms	-	1,406	-	1,406
Bad debt	-	-	746	746
Trustees expenses	-	-	1,572	1,572
Sub-total	10,054	774,366	364,104	1,148,524
Allocation of support and governance costs	-	364,104	(364,104)	-
Total expenditure	10,054	1,138,470	-	1,148,524

Total governance costs were £9,564 (2023: £9,470).

Crossroads Care Gloucestershire Limited

Notes to the financial statements

For the year ended 31 March 2024

6. Total expenditure (continued)

Prior period comparative

	Raising funds £	Charitable activities £	Support and governance costs £	2023 Total £
Staff costs (note 8)	2,093	594,083	176,306	772,482
Travel	-	45,998	1,509	47,507
Office costs	-	-	42,046	42,046
Vehicle costs	-	12,192	-	12,192
Memberships and subscriptions	-	-	10,566	10,566
IT costs	-	-	22,450	22,450
Insurance	-	1,512	8,128	9,640
Rent	-	-	31,888	31,888
Audit and accountancy	-	-	12,680	12,680
Miscellaneous costs	-	8,626	813	9,439
Advertising and marketing	10,869	-	-	10,869
Training	-	13,861	478	14,339
Legal and professional	-	-	9,692	9,692
Depreciation	-	-	6,194	6,194
Recruitment	-	9,301	1,000	10,301
Uniforms	-	1,019	-	1,019
Trustees expenses	-	-	1,896	1,896
Sub-total	12,962	686,592	325,646	1,025,200
Allocation of support and governance costs	-	325,646	(325,646)	-
Total expenditure	12,962	1,012,238	-	1,025,200

Crossroads Care Gloucestershire Limited

Notes to the financial statements

For the year ended 31 March 2024

7. Net movement in funds

This is stated after charging:

	2024 £	2023 £
Depreciation	8,589	6,194
Operating lease payments	27,077	29,965
Trustees' remuneration	Nil	Nil
Trustees' reimbursed expenses	1,571	1,896
Auditors' remuneration:		
▪ Statutory audit (excluding VAT)	6,650	6,300
▪ Other services (excluding VAT)	5,181	4,853

Trustees' expenses representing travel and training costs amounting to £1,571 were paid in the year (2023: £1,896).

In common with other charities of our size and nature we use our auditors to assist with the preparation of the financial statements. Our auditors have also provided payroll services and bookkeeping support to the charity during the year.

8. Staff costs and numbers

Staff costs were as follows:

	2024 £	2023 £
Salaries and wages	779,983	703,253
Social security costs	57,017	55,472
Pension costs	15,822	13,757
	<u>852,822</u>	<u>772,482</u>

One employee earned between £60,000 and £70,000 during the current and prior year.

The key management personnel of the charitable company comprise the Trustees, Chief Executive Officer and Senior Management. The total employee benefits of the key management personnel were £187,684 (2023: £170,574).

	2024 No.	2023 No.
Average head count	<u>38</u>	<u>36</u>

9. Taxation

The charity is exempt from corporation tax as all its income is charitable and is applied for charitable purposes.

Crossroads Care Gloucestershire Limited

Notes to the financial statements

For the year ended 31 March 2024

10. Tangible fixed assets

	Fixtures and fittings	Computer equipment £	Office equipment £	Motor vehicles £	Total £
Cost					
At 1 April 2023	770	36,585	2,959	-	40,314
Additions in year	-	1,498	-	11,940	13,438
Disposals in year	(90)	(8,796)	-	-	(8,886)
At 31 March 2024	<u>680</u>	<u>29,287</u>	<u>2,959</u>	<u>11,940</u>	<u>44,866</u>
Depreciation					
At 1 April 2023	747	17,193	1,665	-	19,605
Charge for the year	-	7,103	740	746	8,589
Disposals in year	(67)	(8,796)	-	-	(8,863)
At 31 March 2024	<u>680</u>	<u>15,500</u>	<u>2,405</u>	<u>746</u>	<u>19,331</u>
Net book value					
At 31 March 2024	<u><u>-</u></u>	<u><u>13,787</u></u>	<u><u>554</u></u>	<u><u>11,194</u></u>	<u><u>25,535</u></u>
At 31 March 2023	<u>23</u>	<u>19,392</u>	<u>1,294</u>	<u>-</u>	<u>20,709</u>

11. Debtors

	2024 £	2023 £
Trade debtors	121,999	98,553
Prepayments	17,748	13,519
Other debtors	17,738	14,331
	<u>157,485</u>	<u>126,403</u>

12. Creditors: amounts due within 1 year

	2024 £	2023 £
Bounce back loan	6,225	6,077
Trade creditors	22,469	11,000
Other taxation and social security	19,608	15,900
Accruals	18,442	15,383
Other creditors	7,258	2,767
	<u>74,002</u>	<u>51,127</u>

Crossroads Care Gloucestershire Limited

Notes to the financial statements

For the year ended 31 March 2024

13. Creditors: amounts due after 1 year

	2024 £	2023 £
Bounce back loan	<u>31,502</u>	<u>37,607</u>

Analysis of debt maturity

	2024 £	2023 £
Amounts payable:		
In less than one year	6,225	6,077
In 1 - 2 years	6,381	6,229
In 2 - 5 years	20,117	19,635
More than 5 years	<u>5,004</u>	<u>11,743</u>
	<u>37,727</u>	<u>43,684</u>

Loans comprise an unsecured bounce back loan received from Barclays, to help mitigate the effects of Covid-19 on the organisation. Interest is payable at a rate of 2.5% from July 2021. The term of the loan is 10 years.

14. Analysis of net assets between funds

	Restricted funds £	Unrestricted funds £	Total funds £
Tangible fixed assets	-	25,535	25,535
Current assets	(3,700)	326,031	322,331
Current liabilities	-	(74,002)	(74,002)
Non-current liabilities	-	(31,502)	(31,502)
Net assets at 31 March 2024	<u>(3,700)</u>	<u>246,062</u>	<u>242,362</u>

Prior period comparative

	Restricted funds £	Unrestricted funds £	Total funds £
Tangible fixed assets	-	20,709	20,709
Current assets	51,697	355,298	406,995
Current liabilities	-	(51,127)	(51,127)
Non-current liabilities	-	(37,607)	(37,607)
Net assets at 31 March 2023	<u>51,697</u>	<u>287,273</u>	<u>338,970</u>

Crossroads Care Gloucestershire Limited

Notes to the financial statements

For the year ended 31 March 2024

15. Movements in funds

	At 1 April 2023 £	Income £	Expenditure £	Transfers between funds £	At 31 March 2024 £
Restricted funds					
Carers Trust	34,197	45,499	(86,898)	(1,498)	(8,700)
Nationwide Day Clubs Fund	10,000	-	(10,000)	-	-
Thriving Communities 2023	7,500	7,500	(10,000)	-	5,000
Total restricted funds	51,697	52,999	(106,898)	(1,498)	(3,700)
Total unrestricted funds	287,273	998,917	(1,041,626)	1,498	246,062
Total funds	338,970	1,051,916	(1,148,524)	-	242,362

Purposes of restricted funds

Carers Trust	The purpose of the funding is to deliver a project which addresses the barriers, challenges and needs experienced by under-represented groups of unpaid carers in our area of Gloucestershire. The under-represented group of carers we chose to support with this funding was Working Carers.
Nationwide Day Clubs Fund	The funding will be used to support the initial costs of reopening the day clubs following Covid. At the start of opening a club the costs are higher as the numbers of people attending increases. The funding will be used to support staff, activities, venue and transportation costs.
Thriving Communities 2023	The grant funding will be used to pay for transportation costs to help people to access the day clubs. This will include minibuss lease costs and a proportion of fuel and insurance costs over 12 months.

Funds in deficit

The Carers Trust fund is in deficit at the year end, as the final portion of funding has been held back until all reports are submitted. The charity expects to receive this in 2024/25.

Transfers between funds

Transfers out of restricted funds represent capital purchases made using restricted funding.

Crossroads Care Gloucestershire Limited

Notes to the financial statements

For the year ended 31 March 2024

15. Movements in funds (continued)

Prior period comparative	At 1 April 2022 £	Income £	Expenditure £	Transfers between funds £	At 31 March 2023 £
Restricted funds					
Barclays	76,656	-	(76,656)	-	-
GCF Legacy Fund	7,980	-	(7,980)	-	-
GCC Infection Control	3,215	47	(3,262)	-	-
CCG Workforce Retention	9,397	-	(9,397)	-	-
Nationwide	9,924	-	(2,849)	(7,075)	-
Carers Trust	30,408	58,116	(54,327)	-	34,197
Nationwide Day Clubs Fund	-	10,000	-	-	10,000
Omicron Support Fund	-	1,149	(1,149)	-	-
SJP IT Fund	-	2,500	(2,500)	-	-
Tesco Day Club	-	1,125	(1,125)	-	-
Thriving Communities 2023	-	7,500	-	-	7,500
Total restricted funds	137,580	80,437	(159,245)	(7,075)	51,697
Total unrestricted funds	333,719	812,434	(865,955)	7,075	287,273
Total funds	471,299	892,871	(1,025,200)	-	338,970

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

	2024 £	2023 £
Net movement in funds	(96,608)	(132,329)
Adjustments for:		
Depreciation charges	8,589	6,194
Interest from investments	(429)	(435)
(Gain) / loss on disposal of tangible fixed assets	23	(69)
(Increase) / decrease in debtors	(31,082)	614
Increase / (decrease) in creditors	22,727	(6,124)
Net cash used in operating activities	(96,780)	(132,149)

Crossroads Care Gloucestershire Limited

Notes to the financial statements

For the year ended 31 March 2024

17. Analysis of changes in net debt

	At 1 April 2023 £	Cash flows £	At 31 March 2024 £
Cash	280,592	(115,746)	164,846
Loans falling due within 1 year	(6,077)	(148)	(6,225)
Loans falling due after 1 year	<u>(37,607)</u>	<u>6,105</u>	<u>(31,502)</u>
Total	<u>236,908</u>	<u>(109,789)</u>	<u>127,119</u>

18. Operating lease commitments

The charity had operating leases at the year end with total future minimum lease payments as follows:

	2024 £	2023 £
Amount falling due:		
Within 1 year	22,959	27,077
Within 1 - 5 years	<u>35,332</u>	<u>58,292</u>
	<u>58,291</u>	<u>85,369</u>

19. Related party transactions

There were no related party transactions in the current or prior year.

Accounts

Company no. 04608163
Charity no. 1111055

Crossroads Care Gloucestershire Limited
Report and Audited Financial Statements
31 March 2023

Crossroads Care Gloucestershire Limited

Reference and administrative details

For the year ended 31 March 2023

Company number	04608163
Charity number	1111055
Registered office and operational address	10 Sabre Close Quedgeley Gloucester Gloucestershire GL2 4NZ
Trustees	Trustees, who are also directors under company law, who served during the year and up to the date of this report were as follows: Nana Addae-Baah Georgina Brown Paul Holmes Natalie Hyett Elizabeth Keen Peter Mitchener Farai Nyadundu Sheila Reynolds Richard Wheatley
Secretary	Helen Baker
Bankers	Barclays Bank UK PLC 1 Churchill Place London E14 5HP CAF Bank Ltd 25 Kings Hill Avenue Kings Hill West Malling Kent ME19 4JQ
Auditors	Godfrey Wilson Limited Chartered accountants and statutory auditors 5th Floor Mariner House 62 Prince Street Bristol BS1 4QD

Crossroads Care Gloucestershire Limited

Report of the trustees

For the year ended 31 March 2023

The trustees are pleased to present their annual directors' report together with the audited financial statements of the charity for the year ending 31 March 2023. The trustees confirm the financial statements comply with the current statutory requirements, the requirements of the charity's governing document and Statement of Recommended Practice (SORP) applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019).

Structure, governance and management

Name

The full name under which the charity is registered is Crossroads Care Gloucestershire Limited. Until 16 November 2020 the charity was registered under the name of Crossroads Care Central and East Gloucestershire Ltd. The decision to change the name was made to clarify the geographical area in which the charity operates.

Governing document

The charity is a company limited by guarantee and does not have share capital. It is established under a Memorandum of Association and is governed under its Articles of Association. The company is a Network Partner of the Carers Trust. The charity is registered with the Charity Commission under the provisions of the Charities Act 2011. The area of benefit is the county of Gloucestershire, Swindon and Wiltshire.

Organisational structure

The charity is governed by a board of trustees, who have been co-opted onto the board and are non-executive Directors of the charitable company. The board of trustees met at least bi-monthly to receive financial and operational reports. All trustees give their time freely. No trustee received remuneration or other benefit from their work with the charity in the year. Details of Directors' expenses and related party transactions are disclosed in note 7 to the financial statements. The Chair asks trustees to make any declaration of interest at the beginning of every meeting and also to complete an annual register of interests. The day-to-day management is formally delegated to the Chief Executive Officer.

Once the Board has identified the specific skills it requires, the vacancy is advertised using specialist help to reach a diverse field of potential applicants. Potential new trustees are invited first to meet with the Chair and Chief Executive. This enables them to meet key staff informally before they are then invited to observe a Board meeting. Before their appointment is confirmed by the Chair and Board, all required checks of identification and Disclosure and Barring Service have been completed.

The Board has experienced a period of stability following the recruitment of several new trustees the year before, so no new trustees have been appointed during this accounting period. However, the Board is mindful of the need to ensure that it reflects a suitable mix of experience and skills and this is recorded as a significant risk on the CCG Risk Register together with Risk Reduction Measures. Previous experience of seeking new trustees has resulted in an effective process of recruitment and induction.

The Board has appointed an Independent Governance Advisor (IGA) whose purpose is to support and strengthen the Board's effectiveness and ability to deliver against the charitable objectives and provide independent and objective oversight and advice to improve the quality and consistency of trustee decision-making. The IGA attends alternate Board meetings as an observer and also facilitates two Strategy Days which trustees attend in addition the bi-monthly Board meetings.

Crossroads Care Gloucestershire Limited

Report of the trustees

For the year ended 31 March 2023

During the Coronavirus pandemic Board meetings were held virtually. As a significant number of trustees work full time and may live some distance from the office, this practice has continued during 2022/23. This has resulted in very high attendance at Board meetings which has always been quorate. The exceptions to this were the Strategy Days when it was agreed that face-to-face gatherings for a day would enable space for in-depth discussions and develop the sense of cohesiveness across the Board.

The Board has continued to conduct much of its business through a number of sub-committees which report back at each Board meeting. Each sub-committee has a Lead but all trustees can move between and contribute to all of the committees, depending on their interests. The skills and experience of our trustees are such that this flexible approach has been of considerable benefit rather than working in silos.

The CEO is supported in the day-to-day management of the charity by the Senior Management Team (SMT). The SMT, which includes a new Registered Manager and Service Development Lead as well as the Finance Manager, has evolved into an effective team. It signals clear expectations and direction for all staff, highlights and shares exceptional performance, assists the CEO in budget monitoring and generally oversees the performance of the charity.

Pay policy

The pay for all employees of Crossroads Care Gloucestershire is reviewed annually by the board of trustees. The following pay principles are applied:

- Salaries and pay rates are benchmarked against other comparable roles in the local market;
- Any increases must be affordable given the financial performance of the charity; and
- Any increases are built into the annual budget and are approved by the board of trustees.

Recruiting and retaining our staff is crucial to the growth of our charity and the preservation of our reputation. All employers in the social care field are experiencing the same difficulties around recruiting and retaining staff, making the market very competitive, especially in the light of the significant cost of living increases.

It has been the practice of CCG to award an annual increase in April of each financial year. However, right from the beginning of the 22/23 financial year, the Board recognised that there may be a need for a further review of pay scales later in the year if we were to remain competitive. Following a review of our competitors pay scales, this did prove to be the case and a further increase in pay was awarded in November 2022.

We recognise that the rate of pay is an essential part of the contract we have with our employees, but also recognise that additional benefits can be a significant factor. To that end, not only have we offered a very competitive rate of pay, we have also compiled an extensive benefits package for all staff.

Strategic planning

The trustees are responsible for the strategic direction and governance of the charity. We produce a 3-year strategic plan, with the latest covering 2022 – 2025, and which contains key objectives with an accompanying budget. The strategic plan was developed in conjunction with feedback from carers and staff and has been worked on extensively by the Board of trustees and with the involvement of the SMT. In addition to the in-depth document, we also produced a single page summary which made our strategy more accessible to more people.

Crossroads Care Gloucestershire Limited

Report of the trustees

For the year ended 31 March 2023

Year One of the Strategy was reviewed in April 2023 to review progress regarding the priority actions we had set ourselves and we were able to record that all actions had been achieved. Priority Actions have been set for Year Two which will be reviewed later in 2023 and the sub-committees and SMT will be pivotal in taking forward the priority actions in a systematic way.

The review of our Strategy is essential to ensure that it is a constantly evolving document that reflects the here-and-now. It also needs to provide the overall structure and direction that the charity wishes to pursue and will include strategies for staff recruitment and retention, fundraising, developing technology and financial trajectory among others. Annual strategic reviews also help us ensure our aims, objectives and activities remain focussed on our purpose, vision and values ensure we were delivering on our priority actions, taking into account the fundamental changes taking place in the social care sector and other existential pressures.

Objectives and activities

The charity's principal objective is to relieve the stresses experienced by carers and beneficiaries by providing a range of services that provide practical support and give the carer a break. The area of benefit is five local authority districts in the County of Gloucestershire, namely: Gloucester City Council, Cheltenham Borough Council, Cotswold District Council, Stroud District Council, and Tewkesbury Borough Council, and their environs, together with Swindon Borough Council and Wiltshire County Council, and their environs.

"Beneficiaries" means any person or people who have care needs because of disability, illness or age.

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

Our mission is to provide a range of services that recognise and respond to the individual needs of family carers, and people with care and support needs, offering them peace of mind and understanding; to improve their own health and well-being by giving them time to be themselves and take a break from caring.

Our values

- 1. Quality:** We ensure that our services are high quality, flexible, responsive and continually improving.
- 2. Staff:** Continually investing in our staff training and development.
- 3. Trust:** We understand that our services only respond to carers' needs when they trust us to care for the person they support.
- 4. Caring:** All family carers and people with care needs feel recognised, valued and supported.
- 5. Individualised:** Services that are tailored to meet the needs of individuals.
- 6. Respectful:** Appreciating people's differences, lifestyles and choices, and working with them to provide safe support that is meaningful and of use.
- 7. Understanding:** Empathy as we walk alongside carers in their everyday lives.
- 8. Partnership Working:** We actively seek collaboration and partnership with other organisations to explore joint projects and relationships.
- 9. Integrity:** We trust, respect and value each other.

Crossroads Care Gloucestershire Limited

Report of the trustees

For the year ended 31 March 2023

Public benefit

The trustees confirm that they have had regard to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing the charity's aims, objectives and in planning its activities.

The principal objective is to provide practical support to carers and those they care for by offering short breaks to relieve the stress of carers and promoting their own health and wellbeing as well as the person with care needs. This helps to ensure that the carer can continue as a carer and the person with care needs is able to stay at home for longer. To achieve this, we will:

- Provide a diverse range of services which support carers emotionally, practically and socially;
- Offer the best quality services to carers in Gloucestershire;
- Ensure that we are well known and recognised as a carers' organisation offering high quality breaks; and
- Ensure that all carers have access to our services regardless of ethnicity, disability, sexuality or economic status.

Whilst for many normal life after the pandemic has resumed, there are still a significant number of people who are vulnerable and had concerns about resuming services from CCG. Gradually though, numbers attending our day services have increased, together with requests for carers breaks and 1:1 services.

We also recognise that we provide services to people who live in very rural areas and for those who do not have transportation we provide minibus transport to ensure people are able to access our services. The service provided by Crossroads Care Gloucestershire is available to all carers within the districts of Cheltenham, Tewkesbury, Cotswolds, Stroud and Gloucester currently.

Risk management

The board has a duty to take all reasonable steps to assess and manage risks to the charity's activities, beneficiaries, property or reputation. A comprehensive risk register control system is in place to monitor those risks identified to which the charity is exposed, categorised as:

- Financial;
- Operational;
- Governance;
- Compliance and Regulation; and
- External factors.

These categories formed the basis of the Risk Register (RR), which identifies all of the potential risks under each category, their potential impact, risk reduction measures and date of review. However, the whole landscape of risk management has changed in recent times and so the Board decided to undertake an in-depth review of the RR to ensure it adequately reflects all the known risks. To ensure that the RR remains a "living" document, risks have been allocated to individual Board members (together with members of SMT where appropriate) for clearer ownership and the RR now has a dedicated slot on the agenda of every Board meeting.

The impact of covid was still very much with us at the beginning of this financial year. The likelihood of infection was ever-present and had an impact on our staff in terms of sickness and low morale due to associated work pressures and personal circumstances. Staff recruitment was an issue across the industry and CCG found it necessary to increase pay scales twice during this year in order to remain competitive and to attract and retain staff.

Crossroads Care Gloucestershire Limited

Report of the trustees

For the year ended 31 March 2023

There was also some hesitancy by people who had previously been our customers about the resumption of services. This made growth challenging and unpredictable as we found ourselves endeavouring to match availability of staff to the fluctuating requests for services. Meantime, the ever-increasing price of energy and general cost of living was a pervasive presence.

At the same time, CCG had a decision to make – either hunker down, adopt a risk-averse approach and wait for everything to settle down, or decide to invest in our infrastructure in order to be able to stimulate demand and therefore future growth, to proactively raise our profile and become a “go to” organisation. The Board chose the latter knowing that it would need to draw on reserves to achieve its aims. This decision meant we could update our aging IT systems and employ a Service Development Lead and an Office Administrator. Since these appointments, CCG has improved its visibility in the community and established new networks which have begun to generate referrals for services and made the office a more efficient and effective centre of operations.

Trustees were always aware that some risks to the charity may arise from factors outside of our control or not of our making, as well as those risks that could be anticipated and reduced. The board of trustees consider that systems and controls that were, and remain in place to monitor, manage and mitigate the charity's major risks remain effective.

CCG operates in a highly regulated environment, and failure to comply with regulations could lead to substantial penalties, and cancellation of our registration. This has already been mentioned as one of the key risks identified in our Risk Register. Compliance risks are mitigated through the implementation of the Care Quality Commission (CQC) standards and high levels of staff training. Comprehensive policies and procedures are in place to ensure compliance along with regular quality monitoring and appropriate action to mitigate those risks. Our Outstanding rating, awarded by CQC at our last inspection in September 2018, is evidence of our past achievements in managing risks and this ethos has continued throughout the pandemic and beyond. In the absence of conducting formal inspections, CQC has collected data and other evidence to continually assess regulated services and our Outstanding rating has continued to be applied and published in the web site.

CCG is very aware that a formal inspection may come at any time and our new Registered Manager, together with the Senior Management Team, has been conducting audits of all aspects of our regulated services and drawing up an Action Plan to address any improvements that may be needed.

Trustees were always aware that some risks to the charity may arise from factors outside of our control or not of our making, as well as those risks that could be anticipated and reduced. The Board of trustees consider that systems and controls that were, and remain in place to monitor, manage and mitigate the charity's major risks remain effective.

Achievements and performance

As we moved into 2022-2023, we realised that our biggest challenges were to maintain and continue to secure the financial and staffing stability of the organisation so that we could meet the new and unpredictable changes coming our way. The previous year we had begun to put in place some of the infrastructure measures that would be needed to ensure we had sound foundations for the future, such as:

- The introduction of an automated payroll and bookkeeping system;
- More accessible and transparent financial monthly reports for the board;
- More effective and efficient office functions; and
- Web-based system for recording care plans and rostering staff.

Crossroads Care Gloucestershire Limited

Report of the trustees

For the year ended 31 March 2023

These building blocks allowed us to turn our attention to service delivery and setting new objectives for growth and development. We produced a new 3-year plan with Priority Actions agreed to provide structure and direction which was subject to review. These actions had to be realistic and achievable and to the credit of trustees and staff, for the most part have been successful. This list is just a glimpse of our more measurable achievements:

- Positive impact of the networking approach by the Service Development Lead, including an increased presence in new environments e.g., Forest of Dean, Gloucester Rugby Club and NHS services;
- Recruitment of a new Registered Manager who has been approved under the Care Quality Commission Fit Person assessment procedures;
- Retaining our CQC rating of Outstanding;
- Active auditing and preparation for our next CQC inspection;
- Establishing an effective SMT to provide clear communication and direction to the workforce;
- Appointment of an Office Administrator to oversee and improve all office functions;
- Replacement of aging IT infrastructure, including a new server;
- Creation of a new, more user-friendly website;
- Plan for the reopening and development of Azalea Day Clubs on a phased basis;
- Royal visit by HRH The Princess Royal to our Azalea Day Club;
- On-going work of Making Carers Count Project, raising the profile of working carers;
- Successful grant to purchase an OMI interactive projection table for use at our Azalea Day Clubs and as an introduction to other services e.g., care homes, hospital wards; and
- Appointment of a Vice Chair to ensure smooth succession planning when current Chair steps down in December 2023;

We remain open to the opportunities that new technologies can bring and actively engaged in the piloting of new and innovative developments that may support and improve the lives of unpaid carers and those being cared for.

As an organisation, CCG has always been aware that there are “hard-to-reach” unpaid carers out there, often lonely and isolated. As the range and reach of our activities has increased, we have been able to raise awareness of our presence, through a new website and a greater social media presence. Our contract with a PR agent has also boosted this, through articles in the local media. One such event that generated a significant amount of PR was the visit by HRH The Princess Royal to our Azalea Day Club in April 2023 who spent quality time talking to people who attend and their carers, to see how such services enable carers to get a break from their role. The visit was a huge success and the clients and carers thoroughly enjoyed having the opportunity to meet The Princess Royal.

The previous year were awarded a grant from Carers Trust to undertake a “Making Carers Count” project – specifically Working Carers. The grant is over a 2-year period and is targeted at carers who are also working. Working carers are often largely hidden and is another example of Crossroads Care Gloucestershire seeking out carers who have support needs which have not yet been recognised. The Project Lead has been active during this year liaising with employers in Gloucestershire, including ourselves, to establish the numbers of working carers out there and what employers can do to recognise and support them. Staff retention is a big issue facing employers and understanding of the needs of working carers and making small changes can mean the difference between the carer remaining in work or having to give up paid employment altogether to care for the person at home.

Crossroads Care Gloucestershire Limited

Report of the trustees

For the year ended 31 March 2023

Underpinning all of our achievements is our workforce and their contribution. There are endless examples of where staff have gone above and beyond what might be reasonably expected of them, demonstrating their compassion and professionalism in equal measure. As with so many social care organisations, staff recruitment and retention are big challenges and CCG tries to support and value our staff as much as we realistically can, given the constraints of budgets etc. We understand that both our financial and staffing stability are intertwined, and one cannot perform successfully without the other.

Future plans

2022-2023 has been a year of evolution. CCG had already begun to respond to the changing needs of people using our services and had made changes to our internal structures accordingly. The word “building” seems to have figured quite often in this report as it is an appropriate description of what this year has all been about – building on the changes we began and investing for the years to come. Many of the longer-term plans from the previous year remain, but there are also new ambitions.

Our plans for the future include:

- Continue to use the talents and skills of our trustees and appoint new trustees where gaps in experience are identified;
- Use external advisors who have the knowledge and experience to assist the Board where necessary;
- As part of the 2022 – 2025 3-year Strategy, produce priority actions and timescales for the coming year and beyond, and review at least annually to ensure it remains responsive to need and financially viable;
- The Fundraising sub-committee will develop a fundraising strategy for accessing grant and trust funding and explore other fundraising activities;
- Produce a Recruitment and Retention Strategy to include innovative ways of recruiting people with the right skills and attributes;
- Continue to raise awareness of our branding and of our services and extend our coverage to meet the needs of those carers currently unknown to us through better networking with other community groups and services;
- Produce a strategy for developing day services across Gloucestershire and expand our Care at Home services in areas where it has been traditionally hard to recruit paid carers;
- Forge new and develop existing networks, partnerships and collaboration with health, social care and voluntary bodies to ensure delivery of joined-up care;
- Be an early adopter of new technology to support carers, those being cared for and our own staff;
- Continue to grow the Azalea Clubs and ensure their viability by seeking funding streams and effective marketing;
- Continue to consolidate and grow our private services;
- Explore development of new services e.g. overnight and weekend respite; and
- Become a “magnet organisation”, attracting those staff who want to work with us because of our reputation in the field and our commitment to involving staff in our future planning and developments. We have already seen an increased interest in applications for our carers vacancies and we will build on this as we increase our rates of pay to match or better the pay rates of our main competitors.

At the heart of everything we do remains our intention to provide the best quality service to carers and those they support, where people can be assured of receiving a prompt and tailored service to meet their needs and to keep abreast of new developments to support carers.

Crossroads Care Gloucestershire Limited

Report of the trustees

For the year ended 31 March 2023

Financial review

The Statement of Financial Activities for the year ended 31 March 2023 shows a deficit of £132,329, leaving funds to be carried forward of £338,970.

Total income for the year increased from £864,274 to £892,871. Whilst we saw private income fall from £488,442 in 2022 to £445,897, we were pleased to see that income from our contract with People Plus for delivering Carers Breaks has increased by nearly £72,000 to £320,896. Income directly received from Gloucestershire County Council also increased nearly £16,000 to £35,541.

Expenditure increased from £925,131 to £1,025,200, largely due to increases in staffing costs, as described above and investment in new IT infrastructure.

Fundraising practices

Fundraising is carried out internally and led by the fundraising subcommittee, with CEO input. The charity currently does not employ a dedicated fundraiser. We do not engage third party professional fundraisers. Fundraising is focused on grant and trust applications and not direct fundraising from the public. The charity is registered with the Fundraising Regulator.

Investment policy

The trustees hold the charity's money in bank current accounts for immediate purposes as to ensure ease of access to working capital funding. Funds which are not immediately required are held in bank deposit accounts of up to one year maturity.

As we end the year with substantial reserves, due to the closure of its savings account, the trustees and finance sub-committee will consider moving some funds into higher interest deposit accounts as part of the regular review of investments and the investment policy.

Reserves policy

The trustees have reviewed the reserves policy of the charity. The trustees consider it is prudent to maintain the established policy of holding three months' operating cost (equivalent to ca. £250,000), which we consider as our minimum level of reserves to provide ongoing support to those receiving our services in an event of a significant delay or absence of funding and income.

Total reserves on 31 March 2023 were £338,970 of which £287,273 were unrestricted funds. Our reserves are beyond policy expectations largely due to our successful fundraising activity and infection control grant applications required to offset the increased risk to the organisation from the Covid-19 pandemic as earlier outlined in the Financial Review.

The finance sub-committee and the trustees will be reviewing the reserves policy in line with the strategic plan of the organisation. Trustees will determine how best to utilise the excess unrestricted reserves. Trustees will also consider utilising excess unrestricted reserves to fund projects and activities to further the charity's objectives. The reserves policy will continue to be reviewed annually.

Crossroads Care Gloucestershire Limited

Report of the trustees

For the year ended 31 March 2023

Statement of responsibilities of the trustees

The trustees (who are also directors of the charity for the purposes of company law) are responsible for preparing the trustees' report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102: The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

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 income and expenditure of the charity for that period. In preparing those financial statements the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and accounting estimates that are reasonable and prudent;
- state whether applicable UK accounting standards and statements of recommended practice 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 proper accounting records which disclose with reasonable accuracy at any time the financial position of the charity and which enable them to ensure that the financial statements comply with the Companies Act 2006. The trustees 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.

In so far as the trustees are aware:

- there is no relevant audit information of which the charitable company's auditors are unaware;
- the trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Members of the charity guarantee to contribute an amount not exceeding £5 to the assets of the charity in the event of winding up. The trustees are members of the charity but this entitles them only to voting rights. The trustees have no beneficial interest in the charity.

Auditors

Godfrey Wilson Limited were re-appointed as auditors to the charitable company during the year and have expressed their willingness to continue in that capacity.

Approved by the trustees on 25 September 2023 and signed on their behalf by

Sheila Reynolds

Sheila Reynolds - Chair of Trustees

Independent auditors' report

To the members of

Crossroads Care Gloucestershire Limited

Opinion

We have audited the financial statements of Crossroads Care Gloucestershire Limited (the 'charity') for the year ended 31 March 2023 which comprise the statement of financial activities, balance sheet, statement of cashflows and the related notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102: The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charity's affairs as at 31 March 2023 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

The trustees are responsible for the other information. The other information comprises the information included in the annual report other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

Independent auditors' report

To the members of

Crossroads Care Gloucestershire Limited

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinion on other matters prescribed by the Companies Act 2006

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

- the information given in the trustees' report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the trustees' report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charity and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' report. We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept or returns adequate for our audit have not been received from branches not visited by us;
- the financial statements are not in agreement with the accounting records and returns;
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not obtained all the information and explanations necessary for the purposes of our audit.

Responsibilities of the trustees

As explained more fully in the trustees' responsibilities statement set out in the trustees' report, the trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charity or to cease operations, or have no realistic alternative but to do so.

Independent auditors' report

To the members of

Crossroads Care Gloucestershire Limited

Our responsibilities for the audit of the financial statements

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

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The procedures we carried out and the extent to which they are capable of detecting irregularities, including fraud, are detailed below:

(1) We obtained an understanding of the legal and regulatory framework that the charity operates in, and assessed the risk of non-compliance with applicable laws and regulations. Throughout the audit, we remained alert to possible indications of non-compliance.

(2) We reviewed the charity's policies and procedures in relation to:

- Identifying, evaluating and complying with laws and regulations, and whether they were aware of any instances of non-compliance;
- Detecting and responding to the risk of fraud, and whether they were aware of any actual, suspected or alleged fraud; and
- Designing and implementing internal controls to mitigate the risk of non-compliance with laws and regulations, including fraud.

(3) We inspected the minutes of trustee meetings.

(4) We enquired about any non-routine communication with regulators and reviewed any reports made to them.

(5) We reviewed the financial statement disclosures and assessed their compliance with applicable laws and regulations.

(6) We performed analytical procedures to identify any unusual or unexpected transactions or balances that may indicate a risk of material fraud or error.

(7) We assessed the risk of fraud through management override of controls and carried out procedures to address this risk. Our procedures included:

- Testing the appropriateness of journal entries;
- Assessing judgements and accounting estimates for potential bias;
- Reviewing related party transactions; and
- Testing transactions that are unusual or outside the normal course of business.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. Irregularities that arise due to fraud can be even harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

Independent auditors' report

To the members of

Crossroads Care Gloucestershire Limited

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Use of our report

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

Alison Godfrey

Date: 5 October 2023

Alison Godfrey FCA
(Senior Statutory Auditor)

For and on behalf of:

GODFREY WILSON LIMITED

Chartered accountants and statutory auditors
5th Floor Mariner House
62 Prince Street
Bristol
BS1 4QD

Crossroads Care Gloucestershire Limited

Statement of financial activities *(incorporating an income and expenditure account)*

For the year ended 31 March 2023

	Note	Restricted £	Unrestricted £	2023 Total £	2022 Total £
Income from:					
Donations and legacies	3	80,437	9,665	90,102	106,114
Charitable activities	4	-	802,334	802,334	758,152
Investments		-	435	435	8
Total income		<u>80,437</u>	<u>812,434</u>	<u>892,871</u>	<u>864,274</u>
Expenditure on:					
Raising funds		-	12,962	12,962	13,424
Charitable activities		<u>159,245</u>	<u>852,993</u>	<u>1,012,238</u>	<u>911,707</u>
Total expenditure	6	<u>159,245</u>	<u>865,955</u>	<u>1,025,200</u>	<u>925,131</u>
Net expenditure		(78,808)	(53,521)	(132,329)	(60,857)
Transfers between funds		<u>(7,075)</u>	<u>7,075</u>	<u>-</u>	<u>-</u>
Net movement in funds	7	(85,883)	(46,446)	(132,329)	(60,857)
Reconciliation of funds:					
Total funds brought forward		<u>137,580</u>	<u>333,719</u>	<u>471,299</u>	<u>532,156</u>
Total funds carried forward		<u><u>51,697</u></u>	<u><u>287,273</u></u>	<u><u>338,970</u></u>	<u><u>471,299</u></u>

All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above. Movements in funds are disclosed in note 15 to the accounts.

Crossroads Care Gloucestershire Limited

Balance sheet

As at 31 March 2023

	Note	£	2023 £	2022 £
Fixed assets				
Tangible assets	10		<u>20,709</u>	<u>9,313</u>
Current assets				
Debtors	11	126,403		127,017
Cash at bank and in hand		<u>280,592</u>		<u>435,783</u>
		406,995		562,800
Liabilities				
Creditors: amounts falling due within 1 year	12	<u>(51,127)</u>		<u>(57,106)</u>
Net current assets			<u>355,868</u>	<u>505,694</u>
Total assets less current liabilities			376,577	515,007
Creditors: amounts falling due after 1 year	13		<u>(37,607)</u>	<u>(43,708)</u>
Net assets	14		<u>338,970</u>	<u>471,299</u>
Funds	15			
Restricted funds			51,697	137,580
Unrestricted funds				
General funds			<u>287,273</u>	<u>333,719</u>
Total charity funds			<u>338,970</u>	<u>471,299</u>

These accounts have been prepared in accordance with the special provisions applicable to companies subject to the small companies' regime.

Approved by the trustees on 25 September 2023 and signed on their behalf by

Sheila Reynolds

Sheila Reynolds - Chair of Trustees

Crossroads Care Gloucestershire Limited

Statement of cash flows

For the year ended 31 March 2023

	Note	2023 £	2022 £
Cash used in operating activities:			
Net cash provided by / (used in) operating activities	16	<u>(132,149)</u>	<u>(103,396)</u>
Cash flows from investing activities:			
Interest from investments		435	8
Purchase of tangible fixed assets		(17,601)	(2,821)
Proceeds from sale of tangible fixed assets		80	-
Net cash provided by / (used in) investing activities		<u>(17,086)</u>	<u>(2,813)</u>
Cash flows from financing activities:			
Repayment of borrowing		(5,956)	(360)
Net cash provided by financing activities		<u>(5,956)</u>	<u>(360)</u>
Increase / (decrease) in cash and cash equivalents in the year		(155,191)	(106,569)
Cash and cash equivalents at the beginning of the year		<u>435,783</u>	<u>542,352</u>
Cash and cash equivalents at the end of the year	17	<u><u>280,592</u></u>	<u><u>435,783</u></u>

Crossroads Care Gloucestershire Limited

Notes to the financial statements

For the year ended 31 March 2023

1. Accounting policies

a) Basis of preparation

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities in preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Crossroads Care Gloucestershire Limited meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note.

b) Going concern basis of accounting

The accounts have been prepared on the assumption that the charity is able to continue as a going concern, which the trustees consider appropriate having regard to the current level of unrestricted reserves, the budget set for 2023/24 and performance against it so far. The charity received additional restricted funding in 2022/23 and amounts have been carried into future periods.

The charity is ahead of its unrestricted budget for 2023/24, as at Q1. There are no material uncertainties about the charity's ability to continue as a going concern.

c) Income

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the item of income have been met, it is probable that the income will be received and the amount can be measured reliably.

Income from the government and other grants, whether 'capital' grants or 'revenue' grants, 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 and is not deferred.

For legacies, entitlement is taken as the earlier of the date on which either: the charity is aware that probate has been granted, the estate has been finalised and notification has been made by the executor(s) to the Trust that a distribution will be made, or when a distribution is received from the estate. Receipt of a legacy, in whole or in part, is only considered probable when the amount can be measured reliably and the charity has been notified of the executor's intention to make a distribution. Where legacies have been notified to the charity, or the charity is aware of the granting of probate, and the criteria for income recognition have not been met, then the legacy is treated as a contingent asset and disclosed if material.

Income received in advance of provision of care is deferred until criteria for income recognition are met.

Crossroads Care Gloucestershire Limited

Notes to the financial statements

For the year ended 31 March 2023

1. Accounting policies (continued)

d) Donated services and facilities

Donated professional services and donated facilities are recognised as income when the charity has control over the item, any conditions associated with the donated item have been met, the receipt of economic benefit from the use by the charity of the item, is probable and the economic benefit can be measured reliably. In accordance with the Charities SORP (FRS 102), general volunteer time is not recognised.

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

e) Interest receivable

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

f) Funds accounting

Unrestricted funds are available to spend on activities that further any of the purposes of the charity. Designated funds are unrestricted funds of the charity which the trustees have decided at their discretion to set aside to use for a specific purpose. Restricted funds are donations which the donor has specified are to be solely used for particular areas of the charity's work or for specific projects being undertaken by the charity.

g) Expenditure and irrecoverable VAT

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.

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

h) Allocation of support and governance costs

Support costs are those functions that assist the work of the charity but do not directly undertake charitable activities. Governance costs are the costs associated with the governance arrangements of the charity, including the costs of complying with constitutional and statutory requirements and any costs associated with the strategic management of the charity's activities. These costs have been allocated in full to charitable activities.

i) Termination payments

Where an employee receives a termination payment, the cost is recognised at the date that the employee is notified.

Crossroads Care Gloucestershire Limited

Notes to the financial statements

For the year ended 31 March 2023

1. Accounting policies (continued)

j) Tangible fixed assets

Depreciation is provided at rates calculated to write down the cost of each asset to its estimated residual value over its expected useful life. The depreciation rates in use are as follows:

Fixtures and fittings	4 years straight line
Computer equipment	4 years straight line
Office equipment	4 years straight line

k) Debtors

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

l) Cash at bank and in hand

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

m) Creditors

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

n) Financial instruments

The charitable company only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently recognised at amortised cost using the effective interest method.

o) Pension costs

The company operates a defined contribution pension scheme for its employees. There are no further liabilities other than that already recognised in the SOFA.

p) Accounting estimates and key judgements

In the application of the charity's accounting policies, the trustees are required to make judgements, estimates and assumptions about the carrying values of assets and liabilities that are not readily apparent from other sources. The estimates and underlying 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 if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods.

Depreciation

As described in note 1j to the financial statements, depreciation is provided at rates calculated to write down the cost of each asset to its estimated residual value over its expected useful life.

Crossroads Care Gloucestershire Limited

Notes to the financial statements

For the year ended 31 March 2023

2. Prior period comparatives: statement of financial activities

	Restricted £	Unrestricted £	2022 Total £
Income from:			
Donations and legacies	88,040	18,074	106,114
Charitable activities	-	758,152	758,152
Investments	-	8	8
Total income	88,040	776,234	864,274
Expenditure on:			
Raising funds	-	13,424	13,424
Charitable activities	67,052	844,655	911,707
Total expenditure	67,052	858,079	925,131
Net income / (expenditure) and net movement in funds	20,988	(81,845)	(60,857)

3. Income from donations and legacies

	Restricted £	Unrestricted £	2023 Total £
Trusts and foundations	59,312	-	59,312
Donations	21,125	9,590	30,715
Other income	-	75	75
Total income from donations and legacies	80,437	9,665	90,102

Prior year comparative

	Restricted £	Unrestricted £	2022 Total £
Trusts and foundations	88,040	894	88,934
CJRS income	-	14,081	14,081
Donations	-	3,099	3,099
Total income from donations and legacies	88,040	18,074	106,114

Crossroads Care Gloucestershire Limited

Notes to the financial statements

For the year ended 31 March 2023

4. Income from charitable activities

	Restricted £	Unrestricted £	2023 Total £	2022 Total £
Private contracts	-	766,793	766,793	738,555
Public sector contracts	-	35,541	35,541	19,597
Total income from charitable activities	-	802,334	802,334	758,152

All income from charitable activities in the prior year was unrestricted.

5. Government grants

The charitable company receives government grants, defined as funding from Gloucestershire County Council, Gloucester City Council, and in the prior year, the Coronavirus Job Retention Scheme to fund charitable activities. The total value of such grants in the period ending 31 March 2023 was £1,195 (2022: £59,333). There are no unfulfilled conditions or contingencies attaching to these grants.

Crossroads Care Gloucestershire Limited

Notes to the financial statements

For the year ended 31 March 2023

6. Total expenditure

	Raising funds £	Charitable activities £	Support and governance costs £	2023 Total £
Staff costs (note 8)	2,093	594,083	176,306	772,482
Travel	-	45,998	1,509	47,507
Office costs	-	-	42,046	42,046
Vehicle costs	-	12,192	-	12,192
Memberships and subscriptions	-	-	10,566	10,566
IT costs	-	-	22,450	22,450
Insurance	-	1,512	8,128	9,640
Rent	-	-	31,888	31,888
Audit and accountancy	-	-	12,680	12,680
Miscellaneous costs	-	8,626	813	9,439
Advertising	10,869	-	-	10,869
Training	-	13,861	478	14,339
Legal and professional	-	-	9,692	9,692
Depreciation	-	-	6,194	6,194
Recruitment	-	9,301	1,000	10,301
Uniforms	-	1,019	-	1,019
Trustees expenses	-	-	1,896	1,896
Sub-total	12,962	686,592	325,646	1,025,200
Allocation of support and governance costs	-	325,646	(325,646)	-
Total expenditure	12,962	1,012,238	-	1,025,200

Total governance costs were £9,470 (2022: £6,855)

Crossroads Care Gloucestershire Limited

Notes to the financial statements

For the year ended 31 March 2023

6. Total expenditure (continued)

Prior period comparative

	Raising funds £	Charitable activities £	Support and governance costs £	2022 Total £
Staff costs (note 8)	6,378	543,929	132,962	683,269
Travel	-	49,457	497	49,954
Office costs	-	-	32,374	32,374
Vehicle costs	-	24,874	-	24,874
Memberships and subscriptions	-	-	8,532	8,532
IT costs	-	-	19,595	19,595
Insurance	-	4,243	8,767	13,010
Rent	-	-	27,441	27,441
Audit and accountancy	-	-	15,471	15,471
Miscellaneous costs	-	3,371	1,021	4,392
Advertising	7,046	-	-	7,046
Training	-	9,878	590	10,468
Legal and professional	-	-	11,536	11,536
Depreciation	-	-	2,943	2,943
Recruitment	-	5,782	7,208	12,990
Uniforms	-	327	-	327
Bad debt	-	-	307	307
Trustees expenses	-	-	602	602
Sub-total	13,424	641,861	269,846	925,131
Allocation of support and governance costs	-	269,846	(269,846)	-
Total expenditure	13,424	911,707	-	925,131

Crossroads Care Gloucestershire Limited

Notes to the financial statements

For the year ended 31 March 2023

7. Net movement in funds

This is stated after charging:

	2023 £	2022 £
Depreciation	6,194	2,943
Operating lease payments	29,965	45,915
Trustees' remuneration	Nil	Nil
Trustees' reimbursed expenses	1,896	602
Auditors' remuneration:		
▪ Statutory audit (excluding VAT)	6,300	5,200
▪ Other services (excluding VAT)	4,853	8,841

Trustees expenses representing travel and training costs amounting to £1,896 were paid in the year (2022: £602).

8. Staff costs and numbers

Staff costs were as follows:

	2023 £	2022 £
Salaries and wages	703,253	626,920
Social security costs	55,472	44,420
Pension costs	13,757	11,929
	<u>772,482</u>	<u>683,269</u>

One employee earned between £60,000 and £70,000 during the current and prior year.

The key management personnel of the charitable company comprise the Trustees, Chief Executive Officer and Senior Management. The total employee benefits of the key management personnel were £170,574 (2022: £147,439).

	2023 No.	2022 No.
Average head count	<u>36</u>	<u>32</u>

9. Taxation

The charity is exempt from corporation tax as all its income is charitable and is applied for charitable purposes.

Crossroads Care Gloucestershire Limited

Notes to the financial statements

For the year ended 31 March 2023

10. Tangible fixed assets

	Fixtures and fittings £	Computer equipment £	Office equipment £	Total £
Cost				
At 1 April 2022	1,045	18,984	2,959	22,988
Additions in year	-	17,601	-	17,601
Disposals in year	(275)	-	-	(275)
At 31 March 2023	<u>770</u>	<u>36,585</u>	<u>2,959</u>	<u>40,314</u>
Depreciation				
At 1 April 2022	960	11,790	925	13,675
Charge for the year	51	5,403	740	6,194
Disposals in year	(264)	-	-	(264)
At 31 March 2023	<u>747</u>	<u>17,193</u>	<u>1,665</u>	<u>19,605</u>
Net book value At 31 March 2023	<u>23</u>	<u>19,392</u>	<u>1,294</u>	<u>20,709</u>
At 31 March 2022	<u>85</u>	<u>7,194</u>	<u>2,034</u>	<u>9,313</u>

11. Debtors

	2023 £	2022 £
Trade debtors	98,553	105,581
Prepayments	13,519	2,988
Other debtors	14,331	18,448
	<u>126,403</u>	<u>127,017</u>

12. Creditors: amounts due within 1 year

	2023 £	2022 £
Bounce back loan	6,077	5,932
Trade creditors	11,000	8,321
Other taxation and social security	15,900	10,842
Accruals	15,383	26,901
Other creditors	2,767	5,110
	<u>51,127</u>	<u>57,106</u>

Crossroads Care Gloucestershire Limited

Notes to the financial statements

For the year ended 31 March 2023

13. Creditors: amounts due after 1 year

	2023 £	2022 £
Bounce back loan	<u>37,607</u>	<u>43,708</u>

Analysis of debt maturity

	2023 £	2022 £
Amounts payable:		
In less than one year	6,077	5,932
In 1 - 2 years	6,229	5,932
In 2 - 5 years	19,635	19,154
More than 5 years	<u>11,743</u>	<u>18,622</u>
	<u>43,684</u>	<u>49,640</u>

Loans comprise an unsecured bounce back loan received from Barclays, to help mitigate the effects of Covid-19 on the organisation. Interest is payable at a rate of 2.5% from July 2021. The term of the loan has been extended from 5 years to 10 years.

14. Analysis of net assets between funds

	Restricted funds £	Unrestricted funds £	Total funds £
Tangible fixed assets	-	20,709	20,709
Current assets	51,697	355,298	406,995
Current liabilities	-	(51,127)	(51,127)
Non-current liabilities	-	(37,607)	(37,607)
Net assets at 31 March 2023	<u>51,697</u>	<u>287,273</u>	<u>338,970</u>

Prior period comparative

	Restricted funds £	Unrestricted funds £	Total funds £
Tangible fixed assets	-	9,313	9,313
Current assets	137,580	425,220	562,800
Current liabilities	-	(57,106)	(57,106)
Non-current liabilities	-	(43,708)	(43,708)
Net assets at 31 March 2022	<u>137,580</u>	<u>333,719</u>	<u>471,299</u>

Crossroads Care Gloucestershire Limited

Notes to the financial statements

For the year ended 31 March 2023

15. Movements in funds

	At 1 April 2022 £	Income £	Expenditure £	Transfers between funds £	At 31 March 2023 £
Restricted funds					
Barclays	76,656	-	(76,656)	-	-
GCF Legacy Fund	7,980	-	(7,980)	-	-
GCC Infection Control	3,215	47	(3,262)	-	-
CCG Workforce Retention	9,397	-	(9,397)	-	-
Nationwide	9,924	-	(2,849)	(7,075)	-
Carers Trust	30,408	58,116	(54,327)	-	34,197
Nationwide Day Clubs Fund	-	10,000	-	-	10,000
Omicron Support Fund	-	1,149	(1,149)	-	-
SJP IT Fund	-	2,500	(2,500)	-	-
Tesco Day Club	-	1,125	(1,125)	-	-
Thriving Communities 2023	-	7,500	-	-	7,500
Total restricted funds	137,580	80,437	(159,245)	(7,075)	51,697
Total unrestricted funds	333,719	812,434	(865,955)	7,075	287,273
Total funds	471,299	892,871	(1,025,200)	-	338,970

Prior period comparative

	At 1 April 2021 £	Income £	Expenditure £	Transfers between funds £	At 31 March 2022 £
Restricted funds					
Barclays	99,217	-	(22,561)	-	76,656
GCF Legacy Fund	9,875	-	(1,895)	-	7,980
GCC Infection Control	-	31,523	(28,308)	-	3,215
GCC Thriving Communities	7,500	-	(7,500)	-	-
CCG Workforce Retention	-	13,729	(4,332)	-	9,397
Nationwide	-	9,924	-	-	9,924
Carers Trust	-	32,864	(2,456)	-	30,408
Total restricted funds	116,592	88,040	(67,052)	-	137,580
Total unrestricted funds	415,564	776,234	(858,079)	-	333,719
Total funds	532,156	864,274	(925,131)	-	471,299

Crossroads Care Gloucestershire Limited

Notes to the financial statements

For the year ended 31 March 2023

15. Movements in funds (continued)

Purposes of restricted funds

Barclays	To support family carers and those they care for who live at home by giving carers a break from their caring role.
GCF Legacy Fund	To provide support for carers to prepare and plan for a time when their caring responsibilities end, and provide support to move on after their caring role ends.
GCC Infection Control	To support adult social care providers to reduce the rate of Covid-19 transmission and support wider workforce resilience.
CCG Workforce Retention	To support and boost adult social care workforce capacity pressures by enabling providers to make bonus payments to each eligible employee in recognition of their contribution during the period of the Covid-19 pandemic.
Nationwide	Grants are decided by Nationwide's Community Boards, which are comprised of colleagues and members. All projects that were successful in being awarded a Community Grant met one of three social priorities: • Helping people into a home; • Preventing people from losing their home; or • Helping people to thrive at home. Our grant was used to support activities at our day clubs for older people and for us to purchase a OMI interactive table.
Carers Trust	The purpose of the funding is to deliver a project which addresses the barriers, challenges and needs experienced by under-represented groups of unpaid carers in our area of Gloucestershire. The under-represented group of carers we chose to support with this funding was Working Carers.
Nationwide Day Clubs Fund	The funding will be used to support the initial costs of reopening the day clubs following Covid. At the start of opening a club the costs are higher as the numbers of people attending increases. The funding will be used to support staff, activities, venue and transportation costs.
Omicron Support Fund	In recognition of the increased pressure on existing funding sources caused by the Omicron variant the DoHSC awarded providers of social care with this grant to help towards many different costs but included maintaining staffing levels and workforce capacity and ensuring staff who were isolating receive their normal wages.
SJP IT Fund	Funding of £2,500 will be used to purchase tablets to improve digital inclusion for our clients and to support better care provision, freeing up more time to spend with people we support and reduce the need for paperwork.

Crossroads Care Gloucestershire Limited

Notes to the financial statements

For the year ended 31 March 2023

15. Movements in funds (continued)

Purposes of restricted funds

Tesco Day Club	The £1,125 grant from Tesco is specifically for the purposes of the Azalea Day Club to help support costs in relation to this.
Thriving Communities 2023	The grant funding will be used to pay for transportation costs to help people to access the day clubs. This will include minibuss lease costs and a proportion of fuel and insurance costs over 12 months.

Transfers

Transfers out of restricted funds represent capital purchases made using the restricted funding.

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

	2023 £	2022 £
Net movement in funds	(132,329)	(60,857)
Adjustments for:		
Depreciation charges	6,194	2,943
Interest from investments	(435)	(8)
Gain on disposal of tangible fixed assets	(69)	-
Decrease / (increase) in debtors	614	(52,861)
Increase / (decrease) in creditors	(6,124)	7,387
Net cash provided by / (used in) operating activities	(132,149)	(103,396)

17. Analysis of changes in net debt

	At 1 April 2022 £	Cash flows £	At 31 March 2023 £
Cash	435,783	(155,191)	280,592
Loans falling due within 1 year	(5,932)	(145)	(6,077)
Loans falling due after 1 year	(43,708)	6,101	(37,607)
Total	386,143	(149,235)	236,908

18. Operating lease commitments

The charity had operating leases at the year end with total future minimum lease payments as follows:

	2023 £	2022 £
Amount falling due:		
Within 1 year	27,077	26,858
Within 1 - 5 years	58,292	77,635
	85,369	104,493

Crossroads Care Gloucestershire Limited

Notes to the financial statements

For the year ended 31 March 2023

19. Related party transactions

There were no related party transactions in the current or prior year.

Accounts

Company no. 04608163
Charity no. 1111055

Crossroads Care Gloucestershire Limited
Report and Audited Financial Statements
31 March 2022

Crossroads Care Gloucestershire Limited

Reference and administrative details

For the year ended 31 March 2022

Company number 04608163

Charity number 1111055

Registered office and operational address 10 Sabre Close
Quedgeley
Gloucester
Gloucestershire
GL2 4NZ

Trustees Trustees, who are also directors under company law, who served during the year and up to the date of this report were as follows:

Nana Addae-Baah	Appointed 17 May 2021
Georgina Brown	Appointed 5 May 2021
Paul Holmes	
Natalie Hyett	
Elizabeth Keen	
Peter Mitchener	Appointed 17 May 2021
Farai Nyadundu	Appointed 5 May 2021
Nicholas Potts	Resigned 22 November 2021
Sheila Reynolds	
Richard Wheatley	Appointed 21 March 2022

Secretary Helen Baker

Bankers	Barclays Bank UK PLC 1 Churchill Place London E14 5HP	CAF Bank Ltd 25 Kings Hill Avenue Kings Hill West Malling Kent ME19 4JQ
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Auditors Godfrey Wilson Limited
Chartered accountants and statutory auditors
5th Floor Mariner House
62 Prince Street
Bristol
BS1 4QD

Crossroads Care Gloucestershire Limited

Report of the trustees

For the year ended 31 March 2022

The trustees are pleased to present their annual directors' report together with the audited financial statements of the charity for the year ending 31 March 2022. The trustees confirm the financial statements comply with the current statutory requirements, the requirements of the charity's governing document and Statement of Recommended Practice (SORP) applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019).

Structure, governance and management

Name

The full name under which the charity is registered is Crossroads Care Gloucestershire Limited. Until 16 November 2020 the charity was registered under the name of Crossroads Care Central and East Gloucestershire Ltd. The decision to change the name was made to clarify the geographical area in which the charity operates.

Governing document

The charity is a company limited by guarantee and does not have share capital. It is established under a Memorandum of Association and is governed under its Articles of Association. The company is a Network Partner of the Carers Trust. The charity is registered with the Charity Commission under the provisions of the Charities Act 2011. The area of benefit is the county of Gloucestershire, Swindon and Wiltshire.

Organisational structure

The charity is governed by a board of trustees, who have been co-opted onto the board and are non-executive Directors of the charitable company. The board of trustees met at least bi-monthly to receive financial and operational reports. All trustees give their time freely. No trustee received remuneration or other benefit from their work with the charity in the year. Details of Directors' expenses and related party transactions are disclosed in note 7 to the financial statements. The Chair asks trustees to make any declaration of interest at the beginning of every meeting and also to complete an annual register of interests. The day-to-day management is formally delegated to the Chief Executive Officer.

The board identifies specific skills it requires to lead the organisation effectively and recruits accordingly. Vacancies are advertised using specialist help to reach a diverse field of potential applicants. Potential new trustees are invited first to meet with the Chair and Chief Executive. This enables them to meet key staff informally before they are then invited to shadow a board meeting. Before their appointment is confirmed by the Chair and board, all required checks of identification and Disclosure and Barring Service have been completed. New trustees undergo appropriate induction procedures after appointment and have their training needs reviewed regularly. During 2021/22, one trustee resigned from the board and five new trustees were appointed. All trustees sign a Code of Conduct.

The board has appointed an Independent Governance Advisor (IGA) whose purpose is to support and strengthen the board's effectiveness and ability to deliver against the charitable objectives and provide independent and objective oversight and advice to improve the quality and consistency of trustee decision-making. In addition to board meetings, trustees attended two Strategy Days which were facilitated by the IGA.

Crossroads Care Gloucestershire Limited

Report of the trustees

For the year ended 31 March 2022

During the Covid-19 pandemic, board meetings were held virtually. This practice has continued during 2021/22 which has enabled greater trustee attendance. The exceptions to this were the Strategy Days when it was agreed that face-to-face gatherings would enable space for in-depth discussions and develop the sense of cohesiveness across the board.

The shock of the Covid-19 pandemic and the impact on our charity presented us with many challenges during 2020. However, it also served as a driver for change as we needed to rethink what we did and how we did it. As we moved into 2021 and with new enthusiastic and skilled trustees, we recognised that we needed systems to better manage and grow our services. For that purpose, we introduced a number of sub-committees that operate flexibly to make the most of the varied talents within the board. Each sub-committee has a lead but all trustees can move between and contribute to all of the committees, depending on their interests.

Pay policy

The pay for all employees of Crossroads Care Gloucestershire is reviewed annually by the board of trustees. The following pay principles are applied:

- Salaries and pay rates are benchmarked against other comparable roles in the local market;
- Any increases must be affordable given the financial performance of the charity; and
- Any increases are built into the annual budget and are approved by the board of trustees.

Recruiting and retaining our staff is crucial to the growth of our charity and the preservation of our reputation. All employers in the social care field are experiencing the same difficulties around recruiting and retaining staff, making the market very competitive, especially in the light of the significant cost of living increases. We recognise that the rate of pay is an essential part of the contract we have with our employees, but also recognise that additional benefits can be a significant factor. To that end, not only have we offered a very competitive rate of pay, we have also compiled an extensive benefits package for all staff.

Strategic planning

The trustees are responsible for the strategic direction and governance of the charity. We produce a 3-year strategic plan, with the last covering 2019–2022, which contains key objectives with an accompanying budget. The strategic plan is developed in conjunction with feedback from carers and staff and has been worked on extensively by the board of trustees. The strategy was reviewed in August 2021 to ensure we were delivering on our priority actions, taking into account the fundamental changes taking place in the social care sector and other existential pressures.

Trustees have begun working on the next 3-year plan which provides the focus required to ensure that we continue to become increasingly sustainable, innovative, flexible and efficient. The sub-committees will be pivotal in taking forward the priority actions in a systematic way.

The review of our strategy is essential to ensure that it is a constantly evolving document that reflects the here-and-now. It also needs to provide the overall structure and direction that the charity wishes to pursue and will include strategies for staff recruitment and retention, fundraising, developing technology and financial trajectory among others. Annual strategic reviews also help us ensure our aims, objectives and activities remain focussed on our purpose, vision and values.

Crossroads Care Gloucestershire Limited

Report of the trustees

For the year ended 31 March 2022

Objectives and activities

The charity's principal objective is to relieve the stresses experienced by carers and beneficiaries by providing a range of services that provide practical support and give the carer a break. The area of benefit is five local authority districts in the County of Gloucestershire, namely: Gloucester City Council, Cheltenham Borough Council, Cotswold District Council, Stroud District Council, and Tewkesbury Borough Council, and their environs, together with Swindon Borough Council and Wiltshire County Council, and their environs.

"Beneficiaries" means any person or people who have care needs because of disability, illness or age.

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

Our mission is to provide a range of services that recognise and respond to the individual needs of family carers, and people with care and support needs, offering them peace of mind and understanding; to improve their own health and well-being by giving them time to be themselves and take a break from caring.

Our values

- 1. Quality:** We ensure that our services are high quality, flexible, responsive and continually improving.
- 2. Staff:** Continually investing in our staff training and development.
- 3. Trust:** We understand that our services only respond to carers' needs when they trust us to care for the person they support.
- 4. Caring:** All family carers and people with care needs feel recognised, valued and supported.
- 5. Individualised:** Services that are tailored to meet the needs of individuals.
- 6. Respectful:** Appreciating people's differences, lifestyles and choices, and working with them to provide safe support that is meaningful and of use.
- 7. Understanding:** Empathy as we walk alongside carers in their everyday lives.
- 8. Partnership Working:** We actively seek collaboration and partnership with other organisations to explore joint projects and relationships.
- 9. Integrity:** We trust, respect and value each other.

Public benefit

The trustees confirm that they have had regard to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing the charity's aims, objectives and in planning its activities.

The principal objective is to provide practical support to carers and those they care for by offering short breaks to relieve the stress of carers and promoting their own health and wellbeing as well as the person with care needs. This helps to ensure that the carer can continue as a carer and the person with care needs is able to stay at home for longer. To achieve this, we will:

- provide a diverse range of services which support carers emotionally, practically and socially;
- offer the best quality services to carers in Gloucestershire;
- ensure that we are well known and recognised as a carers' organisation offering high quality breaks; and
- ensure that all carers have access to our services regardless of ethnicity, disability, sexuality or economic status.

Crossroads Care Gloucestershire Limited

Report of the trustees

For the year ended 31 March 2022

For many, normal life is resuming and the social distancing and wearing of masks is no longer a requirement. For many of the people we support though, concerns and crises of confidence remain. We know we need to resume our services at the pace that people receiving services feel happy with and perhaps in different ways.

We also recognise that we provide services to people who live in very rural areas and for those who do not have transportation we provide minibuss transport to ensure people are able to access our services. The service provided by Crossroads Care Gloucestershire is available to all carers within the districts of Cheltenham, Tewkesbury, Cotswolds, Stroud and Gloucester currently.

Risk management

The board has a duty to take all reasonable steps to assess and manage risks to the charity's activities, beneficiaries, property or reputation. A comprehensive risk register control system is in place to monitor those risks identified to which the charity is exposed, categorised as:

- Financial;
- Operational;
- Governance;
- Compliance and Regulation; and
- External factors.

Systems and procedures have been established to mitigate the risks the charity faces and is reviewed annually. The Risk Register sub-committee would normally meet quarterly to monitor any "trigger" factors that might indicate an increased risk, and to take steps to reduce that risk. However, the whole landscape of risk management has changed and the Risk Register is being reviewed to take this into account. Meanwhile, the board and its sub-committees are aware of the various potential risks and is more nimble in recognising and addressing them.

The overall risks to the charity have been alleviated somewhat during this last year compared with the previous year when the pandemic struck. As services gradually re-open, our income stream is improving and we have benefited from grants to diversify and develop our services. We have been able to re-open our day services in response to demand and have been actively advertising and recruiting new staff as the demand for support at home increases. However, the increase in prices of energy and general cost of living will present new challenges.

Crossroads Care Gloucestershire operates in a highly regulated environment, and failure to comply with regulations could lead to substantial penalties, and cancellation of our registration. This has already been mentioned as one of the key risks identified in our Risk Register. Compliance risks are mitigated through the implementation of the Care Quality Commission (CQC) standards and high levels of staff training. Comprehensive policies and procedures are in place to ensure compliance along with regular quality monitoring and appropriate action to mitigate those risks. Our 'Outstanding' rating, awarded by CQC at our last inspection in September 2018, is evidence of our past achievements in managing risks and this ethos has continued throughout the pandemic and beyond. In the absence of conducting formal inspections, CQC has collected data and other evidence to continually assess regulated services and our 'Outstanding' rating has continued to be applied and published on the website.

Trustees were always aware that some risks to the charity may arise from factors outside of our control or not of our making, as well as those risks that could be anticipated and reduced. The board of trustees consider that systems and controls that were, and remain in place to monitor, manage and mitigate the charity's major risks remain effective.

Crossroads Care Gloucestershire Limited

Report of the trustees

For the year ended 31 March 2022

Achievements and performance

We have made significant improvements to the infrastructure of our business:

- Having moved into a larger office in November 2020, we have now agreed a further 3-year lease which provides a sound base for the delivery of office support functions;
- The payroll function is now carried out externally by Godfrey Wilson Accountants which ensures greater efficiencies and robust systems;
- The accounting software has been changed to Xero which has led to greater efficiencies and better accounting procedures;
- The board now receives more transparent and accessible monthly reports so they can better track the performance of the charity;
- When the Finance Manager post became vacant, this gave us an opportunity to review the role and job description and that post has been successfully filled;
- We have undertaken a review of office functions in order to respond more efficiently to demand resulting in the creation of a new Office Administrator post;
- We are transitioning to a web-based care management system for recording care plans and the rostering of staff. This will enable care plans to be updated in real time for all care support workers to access, improve accuracy and flag up issues quickly;
- Stringent procedures continue to be in place following government guidelines for infection control to keep our staff and clients safe, as Covid-19 continues to be present in the community. We continue to access free PPE at this current time and infection control funding to ensure we can pay our staff when isolating;
- Grant applications have been successful and we have received funding from Nationwide to purchase an OMI interactive table to enhance the activities provided at our day clubs and also from Carers Trust to run a project supporting working carers in employment over two years; and
- Our contract to provide Carers Breaks with Peopleplus was extended for a further year until September 2022 which enables us to continue to support carers to take a break.

Covid-19 has increased feelings of isolation and loneliness for many people but there can be no doubt that the pressure on carers through the whole pandemic has been intense. Day services had to close but Crossroads Care Gloucestershire continued to provide 1:1 services during this period and introduced an "Activities at Home" service. As the vaccination programme was rolled out and restrictions began to lift in 2021, carers were indicating their willingness to access day services again.

Furlough payments were due to end in September 2021 and this, together with the changed pattern of how people were accessing our services, prompted a review of our day clubs and Out and About service. As a result, the board decided that the Out and About service was no longer viable at that time, but that a schedule for the re-opening of Day Clubs would begin.

Crossroads Care Gloucestershire Limited

Report of the trustees

For the year ended 31 March 2022

As part of the review of our services, we recognised that the charity needed to grow and become more effective in identifying carers who might need support. We needed a strategy to plan new services, identify funding, increase networking with other organisations and oversee performance. A new post of Service Development Lead was created and has been filled. Since appointment, the postholder has:

- overseen the opening of 4 new day clubs (in addition to the club that reopened at the beginning of the year);
- established a monthly Memory Club in a café in a rural part of the county;
- established a Carers Information monthly meeting in a café in M&S;
- completed “Train the Trainer” training in Safeguarding and Parkinson’s;
- networked with a significant number of organisations including Gloucester Rugby Club, Healthwatch, Dementia Action Alliance and many more; and
- submitted grant/trust applications.

All of these activities have raised our profile across the county and stimulated demand for services that we can provide.

We have been awarded a grant from Carers Trust to undertake a “Making Carers Count” project – specifically Working Carers. The grant is over a 2-year period and is targeted at carers who are also working. This group of carers is largely hidden and is another example of Crossroads Care Gloucestershire seeking out carers who have support needs which have not yet been recognised. A Project Lead has been appointed and has begun liaising with employers in Gloucestershire, including ourselves, to establish the numbers of working carers out there and what employers can do to recognise and support them.

We have begun researching the use of technology to support carers and those they care for. There are enormous developments in this field, around innovative ways of communicating with people through specifically designed software for smart speakers, to interactive games and activities that stimulate memories and co-ordination. We have established links with Plymouth University and other research organisations to assist with the trialling of new devices.

As the range and reach of our activities has increased, we have been promoting our new brand and logo (established the year before) to raise awareness of our presence. We have also contracted the services of a PR agent to write articles on our behalf for the local media.

The last two years have been a time of great upset, change and, for some, considerable distress. Throughout this period our staff team have been exemplary. Their dedication and compassion towards people using our services has been truly professional and often they have gone above and beyond what could be reasonably expected. During this last year, although the effects of the pandemic have begun to recede, the resulting impact and change that this has brought to our charity has been yet another change to absorb. It says a lot about the culture and “can-do” spirit of the whole of our staff team that we are emerging this year as a stronger, capable and caring organisation.

Crossroads Care Gloucestershire Limited

Report of the trustees

For the year ended 31 March 2022

Future plans

During 2021/22 we have undergone significant change. We have reviewed what we had been doing and moved away from delivering more of the same to delivering new services and reaching previously hidden carers in new ways. We have made changes to our organisational structure to create the space and opportunity to begin this. However, this is just the beginning and we have ambitions to build upon this progress. Our plans for the future include:

- Continue to use the talents and skills of our trustees and appoint new trustees where gaps in experience are identified;
- Use external advisors who have the knowledge and experience to assist the Board where necessary;
- Produce a new 3-year strategic plan highlighting the priority actions and timescales for the coming year and beyond, and review at least annually to ensure it remains responsive to need and financially viable;
- The Fundraising sub-committee will develop a fundraising strategy for accessing grant and trust funding and explore other fundraising activities;
- Continue to raise awareness of our new branding and of our services and extend our coverage to meet the needs of those carers currently unknown to us through better networking with other community groups and services;
- Be an early adopter of new technology to support carers, those being cared for and our own staff;
- Produce a strategy for developing day services across Gloucestershire and expand our Care at Home services in areas where it has been traditionally hard to recruit paid carers;
- Continue to consolidate and grow our private services;
- Become a “magnet organisation”, attracting those staff who want to work with us because of our reputation in the field and our commitment to involving staff in our future planning and developments. We have already seen an increased interest in applications for our carers vacancies and we will build on this as we increase our rates of pay to match or better the pay rates of our main competitors;
- Develop a new website that better reflects the services we are able to offer and tells the stories of those who are already using them to enhance our marketing strategy; and
- Review our IT support and make upgrades to our IT equipment to mitigate risk and ensure greater efficiencies.

At the heart of everything we do remains our intention to provide the best quality service to carers and those they support, where people can be assured of receiving a prompt and tailored service to meet their needs and to keep abreast of new developments to support carers.

Financial review

The Statement of Financial Activities for the year ended 31 March 2022 shows a deficit of £60,857, leaving funds to be carried forward of £471,299.

Total income for the year fell by 29% from £1,219,460 to £864,274. This was largely due to fewer grants from trust and foundations on the previous year, when many funders provided Covid-19 emergency funding. Income from trusts and foundations totalled £88,934, down from £323,509 on last year.

However, we were pleased to report that income from private care at home services increased by £40,016, 9% on last year, to £488,442. This increase was a result of more people accepting care in their own homes as Covid restrictions eased and we move out of the pandemic.

Crossroads Care Gloucestershire Limited

Report of the trustees

For the year ended 31 March 2022

Income for services provided to PeoplePlus for the delivery of carers' breaks fell very slightly to £250,113 (2021: £259,412) as fewer carers were referred to the charity for support.

Domiciliary home care services, funded by Gloucestershire County Council, income fell by 26% on last year to £19,597 (£26,460 in 2021).

Total expenditure increased by £59,542 to £925,131, (£865,589 in 2021). This is largely due to increased costs of trading, building rental fees and costs as a result of unexpected personnel changes.

Fundraising practices

Fundraising is carried out internally and led by the CEO with trustee input. However, in future it is to be led by the CEO in conjunction with the newly formed fundraising subcommittee. This subcommittee will regularly review fundraising activity.

The charity currently does not employ a dedicated fundraiser. We do not engage third party professional fundraisers.

Fundraising is focused on grant and trust applications and not direct fundraising from the public. The charity is registered with the Fundraising Regulator.

Investment policy

The trustees hold the charity's money in bank current accounts for immediate purposes as Covid-19 restrictions and uncertainty remained. Funds which are not immediately required are held in bank deposit accounts of up to one year maturity. The strategy is considered necessary in order to earn an acceptable return in an extended period of significantly low interest rates.

As we end the year with substantial reserves, due to the closure of its savings account, the trustees and finance sub-committee will consider moving some funds into higher interest deposit accounts as part of the regular review of investments and the investment policy.

Reserves policy

The trustees have reviewed the reserves policy of the charity. The trustees consider it is prudent to maintain the established policy of holding three months' operating cost, which we consider as our minimum level of reserves to provide ongoing support to those receiving our services in an event of a significant delay or absence of funding and income.

Total reserves at 31 March 2022 were £471,299 of which £333,719 were unrestricted funds. Our reserves are beyond policy expectations largely due to our successful fundraising activity and infection control grant applications required to offset the increased risk to the organisation from the Covid-19 pandemic as earlier outlined in the Financial Review.

The finance sub-committee and the trustees will be reviewing the reserves policy in line with the strategic plan of the organisation. Trustees will determine how best to utilise the excess unrestricted reserves. Trustees will also consider utilising excess unrestricted reserves to fund projects and activities to further the charity's objectives. The reserves policy will continue to be reviewed annually.

Crossroads Care Gloucestershire Limited

Report of the trustees

For the year ended 31 March 2022

Statement of responsibilities of the trustees

The trustees (who are also directors of the charity for the purposes of company law) are responsible for preparing the trustees' report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102: The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

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 income and expenditure of the charity for that period. In preparing those financial statements the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and accounting estimates that are reasonable and prudent;
- state whether applicable UK accounting standards and statements of recommended practice 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 proper accounting records which disclose with reasonable accuracy at any time the financial position of the charity and which enable them to ensure that the financial statements comply with the Companies Act 2006. The trustees 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.

In so far as the trustees are aware:

- there is no relevant audit information of which the charitable company's auditors are unaware;
- the trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Members of the charity guarantee to contribute an amount not exceeding £5 to the assets of the charity in the event of winding up. The trustees are members of the charity but this entitles them only to voting rights. The trustees have no beneficial interest in the charity.

Auditors

Godfrey Wilson Limited were re-appointed as auditors to the charitable company during the year and have expressed their willingness to continue in that capacity.

Approved by the trustees on 25 August 2022 and signed on their behalf by

Sheila Reynolds

Sheila Reynolds - Chair of Trustees

Independent auditors' report

To the members of

Crossroads Care Gloucestershire Limited

Opinion

We have audited the financial statements of Crossroads Care Gloucestershire Limited (the 'charity') for the year ended 31 March 2022 which comprise the statement of financial activities, balance sheet, statement of cashflows and the related notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102: The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charity's affairs as at 31 March 2022 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

The trustees are responsible for the other information. The other information comprises the information included in the annual report other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

Independent auditors' report

To the members of

Crossroads Care Gloucestershire Limited

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinion on other matters prescribed by the Companies Act 2006

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

- the information given in the trustees' report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the trustees' report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charity and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' report. We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept or returns adequate for our audit have not been received from branches not visited by us;
- the financial statements are not in agreement with the accounting records and returns;
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not obtained all the information and explanations necessary for the purposes of our audit.

Responsibilities of the trustees

As explained more fully in the trustees' responsibilities statement set out in the trustees' report, the trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charity or to cease operations, or have no realistic alternative but to do so.

Independent auditors' report

To the members of

Crossroads Care Gloucestershire Limited

Our responsibilities for the audit of the financial statements

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

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The procedures we carried out and the extent to which they are capable of detecting irregularities, including fraud, are detailed below:

(1) We obtained an understanding of the legal and regulatory framework that the charity operates in, and assessed the risk of non-compliance with applicable laws and regulations. Throughout the audit, we remained alert to possible indications of non-compliance.

(2) We reviewed the charity's policies and procedures in relation to:

- Identifying, evaluating and complying with laws and regulations, and whether they were aware of any instances of non-compliance;
- Detecting and responding to the risk of fraud, and whether they were aware of any actual, suspected or alleged fraud; and
- Designing and implementing internal controls to mitigate the risk of non-compliance with laws and regulations, including fraud.

(3) We inspected the minutes of trustee meetings.

(4) We enquired about any non-routine communication with regulators and reviewed any reports made to them.

(5) We reviewed the financial statement disclosures and assessed their compliance with applicable laws and regulations.

(6) We performed analytical procedures to identify any unusual or unexpected transactions or balances that may indicate a risk of material fraud or error.

(7) We assessed the risk of fraud through management override of controls and carried out procedures to address this risk. Our procedures included:

- Testing the appropriateness of journal entries;
- Assessing judgements and accounting estimates for potential bias;
- Reviewing related party transactions; and
- Testing transactions that are unusual or outside the normal course of business.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. Irregularities that arise due to fraud can be even harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

Independent auditors' report

To the members of

Crossroads Care Gloucestershire Limited

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Use of our report

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

Alison Godfrey

Date: 6 September 2022

Alison Godfrey FCA
(Senior Statutory Auditor)

For and on behalf of:

GODFREY WILSON LIMITED

Chartered accountants and statutory auditors
5th Floor Mariner House
62 Prince Street
Bristol
BS1 4QD

Crossroads Care Gloucestershire Limited

Statement of financial activities *(incorporating an income and expenditure account)*

For the year ended 31 March 2022

	Note	Restricted £	Unrestricted £	2022 Total £	2021 Total £
Income from:					
Donations and legacies	3	88,040	18,074	106,114	485,064
Charitable activities	4	-	758,152	758,152	734,298
Investments		-	8	8	98
Total income		<u>88,040</u>	<u>776,234</u>	<u>864,274</u>	<u>1,219,460</u>
Expenditure on:					
Raising funds		-	13,424	13,424	31,071
Charitable activities		<u>67,052</u>	<u>844,655</u>	<u>911,707</u>	<u>834,518</u>
Total expenditure	6	<u>67,052</u>	<u>858,079</u>	<u>925,131</u>	<u>865,589</u>
Net income / (expenditure) and net movement in funds	7	20,988	(81,845)	(60,857)	353,871
Reconciliation of funds:					
Total funds brought forward		<u>116,592</u>	<u>415,564</u>	<u>532,156</u>	<u>178,285</u>
Total funds carried forward		<u><u>137,580</u></u>	<u><u>333,719</u></u>	<u><u>471,299</u></u>	<u><u>532,156</u></u>

All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above. Movements in funds are disclosed in note 15 to the accounts.

Crossroads Care Gloucestershire Limited

Balance sheet

As at 31 March 2022

	Note	£	2022 £	2021 £
Fixed assets				
Tangible assets	10		<u>9,313</u>	<u>9,435</u>
Current assets				
Debtors	11	127,017		74,156
Cash at bank and in hand		<u>435,783</u>		<u>542,352</u>
		562,800		616,508
Liabilities				
Creditors: amounts falling due within 1 year	12	<u>(57,106)</u>		<u>(50,454)</u>
Net current assets			<u>505,694</u>	<u>566,054</u>
Total assets less current liabilities			515,007	575,489
Creditors: amounts falling due after 1 year	13		<u>(43,708)</u>	<u>(43,333)</u>
Net assets	14		<u>471,299</u>	<u>532,156</u>
Funds	15			
Restricted funds			137,580	116,592
Unrestricted funds				
General funds			<u>333,719</u>	<u>415,564</u>
Total charity funds			<u>471,299</u>	<u>532,156</u>

These accounts have been prepared in accordance with the special provisions applicable to companies subject to the small companies' regime.

Approved by the trustees on 25 August 2022 and signed on their behalf by

Sheila Reynolds

Sheila Reynolds - Chair of Trustees

Crossroads Care Gloucestershire Limited

Statement of cash flows

For the year ended 31 March 2022

	Note	2022 £	2021 £
Cash used in operating activities:			
Net cash provided by / (used in) operating activities	16	<u>(103,396)</u>	<u>399,029</u>
Cash flows from investing activities:			
Interest from investments		8	98
Purchase of tangible fixed assets		<u>(2,821)</u>	<u>(10,325)</u>
Net cash provided by / (used in) investing activities		<u>(2,813)</u>	<u>(10,227)</u>
Cash flows from financing activities:			
Repayment of borrowing		(360)	-
Cash inflows from new borrowing		<u>-</u>	<u>50,000</u>
Net cash provided by financing activities		<u>(360)</u>	<u>50,000</u>
Increase / (decrease) in cash and cash equivalents in the year		(106,569)	438,802
Cash and cash equivalents at the beginning of the year		<u>542,352</u>	<u>103,550</u>
Cash and cash equivalents at the end of the year	17	<u><u>435,783</u></u>	<u><u>542,352</u></u>

Crossroads Care Gloucestershire Limited

Notes to the financial statements

For the year ended 31 March 2022

1. Accounting policies

a) Basis of preparation

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities in preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Crossroads Care Gloucestershire Limited meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note.

b) Going concern basis of accounting

The accounts have been prepared on the assumption that the charity is able to continue as a going concern, which the trustees consider appropriate having regard to the current level of unrestricted reserves, budgets for 2022/23 and the potential financial implications of the ongoing Covid-19 pandemic. The charity received additional restricted funding in 2021/22 that has also been carried into future periods. The charity has budgeted a surplus for 2022/23 and, as at Q1, are on target to deliver this. There are no material uncertainties about the charity's ability to continue as a going concern.

c) Income

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the item of income have been met, it is probable that the income will be received and the amount can be measured reliably.

Income from the government and other grants, whether 'capital' grants or 'revenue' grants, 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 and is not deferred.

For legacies, entitlement is taken as the earlier of the date on which either: the charity is aware that probate has been granted, the estate has been finalised and notification has been made by the executor(s) to the Trust that a distribution will be made, or when a distribution is received from the estate. Receipt of a legacy, in whole or in part, is only considered probable when the amount can be measured reliably and the charity has been notified of the executor's intention to make a distribution. Where legacies have been notified to the charity, or the charity is aware of the granting of probate, and the criteria for income recognition have not been met, then the legacy is treated as a contingent asset and disclosed if material.

Income received in advance of provision of care is deferred until criteria for income recognition are met.

Crossroads Care Gloucestershire Limited

Notes to the financial statements

For the year ended 31 March 2022

d) Donated services and facilities

Donated professional services and donated facilities are recognised as income when the charity has control over the item, any conditions associated with the donated item have been met, the receipt of economic benefit from the use by the charity of the item, is probable and the economic benefit can be measured reliably. In accordance with the Charities SORP (FRS 102), general volunteer time is not recognised.

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

e) Interest receivable

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

f) Funds accounting

Unrestricted funds are available to spend on activities that further any of the purposes of the charity. Designated funds are unrestricted funds of the charity which the trustees have decided at their discretion to set aside to use for a specific purpose. Restricted funds are donations which the donor has specified are to be solely used for particular areas of the charity's work or for specific projects being undertaken by the charity.

g) Expenditure and irrecoverable VAT

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.

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

h) Allocation of support and governance costs

Support costs are those functions that assist the work of the charity but do not directly undertake charitable activities. Governance costs are the costs associated with the governance arrangements of the charity, including the costs of complying with constitutional and statutory requirements and any costs associated with the strategic management of the charity's activities. These costs have been allocated in full to charitable activities.

i) Termination payments

Where an employee receives a termination payment, the cost is recognised at the date that the employee is notified.

Crossroads Care Gloucestershire Limited

Notes to the financial statements

For the year ended 31 March 2022

j) Tangible fixed assets

Depreciation is provided at rates calculated to write down the cost of each asset to its estimated residual value over its expected useful life. The depreciation rates in use are as follows:

Fixtures and fittings	4 years' straight line
Computer equipment	4 years' straight line
Office equipment	4 years' straight line

k) Debtors

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

l) Cash at bank and in hand

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

m) Creditors

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

n) Financial instruments

The charitable company only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently recognised at amortised cost using the effective interest method.

o) Pension costs

The company operates a defined contribution pension scheme for its employees. There are no further liabilities other than that already recognised in the SOFA.

p) Accounting estimates and key judgements

In the application of the charity's accounting policies, the trustees are required to make judgements, estimates and assumptions about the carrying values of assets and liabilities that are not readily apparent from other sources. The estimates and underlying 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 if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods.

Depreciation

As described in note 1j to the financial statements, depreciation is provided at rates calculated to write down the cost of each asset to its estimated residual value over its expected useful life.

Crossroads Care Gloucestershire Limited

Notes to the financial statements

For the year ended 31 March 2022

2. Prior period comparatives: statement of financial activities

	Restricted £	Unrestricted £	2021 Total £
Income from:			
Donations and legacies	263,710	221,354	485,064
Charitable activities	-	734,298	734,298
Investments	-	98	98
Total income	263,710	955,750	1,219,460
Expenditure on:			
Raising funds	26,704	4,367	31,071
Charitable activities	120,414	714,104	834,518
Total expenditure	147,118	718,471	865,589
Net income / (expenditure) and net movement in funds	116,592	237,279	353,871

3. Income from donations and legacies

	Restricted £	Unrestricted £	2022 Total £
Donations	-	3,099	3,099
Trusts and foundations	88,040	894	88,934
CJRS income	-	14,081	14,081
Total income from donations and legacies	88,040	18,074	106,114

Prior year comparative

	Restricted £	Unrestricted £	2021 Total £
Donations	-	8,086	8,086
Legacies	-	3,000	3,000
Trusts and foundations	263,710	59,799	323,509
CJRS income	-	150,469	150,469
Total income from donations and legacies	263,710	221,354	485,064

Crossroads Care Gloucestershire Limited

Notes to the financial statements

For the year ended 31 March 2022

4. Income from charitable activities

	Restricted £	Unrestricted £	2022 Total £	2021 Total £
Private care services	-	488,442	488,442	448,426
PeoplePlus	-	250,113	250,113	259,412
Gloucestershire County Council agreements	-	19,597	19,597	26,460
Total income from charitable activities	-	758,152	758,152	734,298

All income from charitable activities in the prior year was unrestricted.

5. Government grants

The charitable company receives government grants, defined as funding from Gloucestershire County Council, Gloucester City Council, the National Lottery Community Fund and the Coronavirus Job Retention Scheme to fund charitable activities. The total value of such grants in the period ending 31 March 2022 was £59,333 (2021: £213,023). There are no unfulfilled conditions or contingencies attaching to these grants.

Crossroads Care Gloucestershire Limited

Notes to the financial statements

For the year ended 31 March 2022

6. Total expenditure

	Raising funds £	Charitable activities £	Support and governance costs £	2022 Total £
Staff costs (note 8)	6,378	543,929	132,962	683,269
Travel	-	49,457	497	49,954
Office costs	-	-	32,374	32,374
Vehicle costs	-	24,874	-	24,874
Memberships and subscriptions	-	-	8,532	8,532
IT costs	-	-	19,595	19,595
Insurance	-	4,243	8,767	13,010
Rent	-	-	27,441	27,441
Audit and accountancy	-	-	15,471	15,471
Miscellaneous costs	-	3,371	1,021	4,392
Advertising	7,046	-	-	7,046
Training	-	9,878	590	10,468
Legal and professional	-	-	11,536	11,536
Depreciation	-	-	2,943	2,943
Recruitment	-	5,782	7,208	12,990
Uniforms	-	327	-	327
Bad debt	-	-	307	307
Trustees expenses	-	-	602	602
Sub-total	13,424	641,861	269,846	925,131
Allocation of support and governance costs	-	269,846	(269,846)	-
Total expenditure	13,424	911,707	-	925,131

Total governance costs were £6,855 (2021: £7,236)

Crossroads Care Gloucestershire Limited

Notes to the financial statements

For the year ended 31 March 2022

6. Total expenditure

Prior period comparative

	Raising funds £	Charitable activities £	Support and governance costs £	2021 Total £
Staff costs (note 8)	26,704	526,567	118,403	671,674
Travel	-	39,412	228	39,640
Office costs	-	-	32,523	32,523
Vehicle costs	-	31,360	-	31,360
Memberships and subscriptions	-	-	17,554	17,554
IT costs	-	-	16,480	16,480
Insurance	-	4,687	7,690	12,377
Rent	-	2,095	8,565	10,660
Audit and accountancy	-	-	7,091	7,091
Miscellaneous costs	-	455	4,115	4,570
Advertising	4,367	-	-	4,367
Training	-	4,273	-	4,273
Depreciation	-	-	3,970	3,970
Recruitment	-	-	3,683	3,683
Uniforms	-	2,109	-	2,109
Bad debt	-	-	1,975	1,975
Trustees expenses	-	-	1,283	1,283
Sub-total	31,071	610,958	223,560	865,589
Allocation of support and governance costs	-	223,560	(223,560)	-
Total expenditure	31,071	834,518	-	865,589

Crossroads Care Gloucestershire Limited

Notes to the financial statements

For the year ended 31 March 2022

7. Net movement in funds

This is stated after charging:

	2022 £	2021 £
Depreciation	2,943	3,970
Operating lease payments	45,915	34,449
Trustees' remuneration	Nil	Nil
Trustees' reimbursed expenses	602	1,283
Auditors' remuneration:		
▪ Statutory audit (including VAT)	6,240	5,940
▪ Other services	10,609	-

Trustees expenses representing travel and training costs amounting to £602 were paid in the year (2021: £1,283).

8. Staff costs and numbers

Staff costs were as follows:

	2022 £	2021 £
Salaries and wages	626,920	610,708
Social security costs	44,420	36,117
Pension costs	11,929	11,619
Redundancy costs	-	13,230
	<u>683,269</u>	<u>671,674</u>

No redundancy costs occurred during the year. In the prior year, there were £13,230 costs relating to 1 member of staff. This was due to reduction of income from care services as a result of the Covid-19 pandemic.

One employee earned between £60,000 and £70,000 during the current and prior year.

The key management personnel of the charitable company comprise the Trustees, Chief Executive Officer and Senior Management. The total employee benefits of the key management personnel were £133,495 (2021: £146,233).

	2022 No.	2021 No.
Average head count	<u>32</u>	<u>33</u>

9. Taxation

The charity is exempt from corporation tax as all its income is charitable and is applied for charitable purposes.

Crossroads Care Gloucestershire Limited

Notes to the financial statements

For the year ended 31 March 2022

10. Tangible fixed assets

	Fixtures and fittings £	Computer equipment £	Office equipment £	Total £
Cost				
At 1 April 2021	1,045	16,902	2,220	20,167
Additions in year	-	2,082	739	2,821
At 31 March 2022	<u>1,045</u>	<u>18,984</u>	<u>2,959</u>	<u>22,988</u>
Depreciation				
At 1 April 2021	869	9,632	231	10,732
Charge for the year	91	2,158	694	2,943
At 31 March 2022	<u>960</u>	<u>11,790</u>	<u>925</u>	<u>13,675</u>
Net book value				
At 31 March 2022	<u>85</u>	<u>7,194</u>	<u>2,034</u>	<u>9,313</u>
At 31 March 2021	<u>176</u>	<u>7,270</u>	<u>1,989</u>	<u>9,435</u>

11. Debtors

	2022 £	2021 £
Trade debtors	105,581	58,371
Prepayments	2,988	9,839
Other debtors	18,448	5,946
	<u>127,017</u>	<u>74,156</u>

12. Creditors: amounts due within 1 year

	2022 £	2021 £
Bounce back loan	5,932	6,667
Trade creditors	8,321	24,266
Other taxation and social security	10,842	9,758
Accruals	26,901	5,940
Other creditors	5,110	3,823
	<u>57,106</u>	<u>50,454</u>

Crossroads Care Gloucestershire Limited

Notes to the financial statements

For the year ended 31 March 2022

13. Creditors: amounts due after 1 year

	2022 £	2021 £
Bounce back loan	<u>43,708</u>	<u>43,333</u>

Analysis of debt maturity

	2022 £	2021 £
Amounts payable:		
In less than one year	5,932	6,667
In 1 - 2 years	5,932	10,000
In 2 - 5 years	19,154	30,000
More than 5 years	<u>18,622</u>	<u>3,333</u>
	<u>49,640</u>	<u>50,000</u>

Loans comprise an unsecured bounce back loan received from Barclays, to help mitigate the effects of Covid-19 on the organisation. Interest is payable at a rate of 2.5% from July 2021. The term of the loan has been extended from 5 years to 10 years.

14. Analysis of net assets between funds

	Restricted funds £	Unrestricted funds £	Total funds £
Tangible fixed assets	-	9,313	9,313
Current assets	137,580	425,220	562,800
Current liabilities	-	(57,106)	(57,106)
Non-current liabilities	-	(43,708)	(43,708)
Net assets at 31 March 2022	<u>137,580</u>	<u>333,719</u>	<u>471,299</u>

Prior period comparative

	Restricted funds £	Unrestricted funds £	Total funds £
Tangible fixed assets	-	9,435	9,435
Current assets	116,592	499,916	616,508
Current liabilities	-	(50,454)	(50,454)
Non-current liabilities	-	(43,333)	(43,333)
Net assets at 31 March 2021	<u>116,592</u>	<u>415,564</u>	<u>532,156</u>

Crossroads Care Gloucestershire Limited

Notes to the financial statements

For the year ended 31 March 2022

15. Movements in funds

	At 1 April 2021 £	Income £	Expenditure £	At 31 March 2022 £
Restricted funds				
Barclays	99,217	-	(22,561)	76,656
GCF Legacy Fund	9,875	-	(1,895)	7,980
GCC Infection Control	-	31,523	(28,308)	3,215
GCC Thriving Communities	7,500	-	(7,500)	-
CCG Workforce retention	-	13,729	(4,332)	9,397
Nationwide	-	9,924	-	9,924
Carers Trust	-	32,864	(2,456)	30,408
Total restricted funds	116,592	88,040	(67,052)	137,580
Total unrestricted funds	415,564	776,234	(858,079)	333,719
Total funds	532,156	864,274	(925,131)	471,299

	At 1 April 2020 £	Income £	Expenditure £	At 31 March 2021 £
Restricted funds				
Barclays	-	100,000	(783)	99,217
GCF Legacy Fund	-	10,000	(125)	9,875
Julia and Hans Rausing Trust	-	108,156	(108,156)	-
GCC Infection Control	-	33,054	(33,054)	-
GCC Thriving Communities	-	7,500	-	7,500
CCG Coronavirus Recovery and Resilience Fund	-	5,000	(5,000)	-
Total restricted funds	-	263,710	(147,118)	116,592
Total unrestricted funds	178,285	955,750	(718,471)	415,564
Total funds	178,285	1,219,460	(865,589)	532,156

Crossroads Care Gloucestershire Limited

Notes to the financial statements

For the year ended 31 March 2022

15. Movements in funds (continued)

Purposes of restricted funds

Barclays	To support family carers and those they care for who live at home by giving carers a break from their caring role.
GCF Legacy Fund	To provide support for carers to prepare and plan for a time when their caring responsibilities end, and provide support to move on after their caring role ends.
Julia and Hans Rausing Trust	To fund core costs and overheads of the charity to ensure sustainability due to Covid-19.
GCC Infection Control	To support adult social care providers to reduce the rate of Covid-19 transmission and support wider workforce resilience.
GCC Thriving Communities	To support family carers and those they care for who live at home by giving carers a break from their caring role.
CCG Workforce Retention	to support and boost adult social care workforce capacity pressures by enabling providers to make bonus payments to each eligible employee in recognition of their contribution during the period of the Covid-19 pandemic.
Nationwide	Grants are decided by Nationwide's Community Boards, which are comprised of colleagues and members. All projects that were successful in being awarded a Community Grant met one of three social priorities: • Helping people into a home; • Preventing people from losing their home; or • Helping people to thrive at home. Our grant was used to support activities at our day clubs for older people, for us to purchase a OMI interactive table.
Carers Trust	The purpose of the funding is to deliver a project which addresses the barriers, challenges and needs experienced by under-represented groups of unpaid carers in our area of Gloucestershire. The under-represented group of carers we chose to support with this funding was Working Carers.

Crossroads Care Gloucestershire Limited

Notes to the financial statements

For the year ended 31 March 2022

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

	2022	2021
	£	£
Net movement in funds	(60,857)	353,871
Adjustments for:		
Depreciation charges	2,943	3,970
Interest from investments	(8)	(98)
Decrease / (increase) in debtors	(52,861)	33,235
Increase / (decrease) in creditors	7,387	8,051
	<u>(103,396)</u>	<u>399,029</u>
Net cash provided by / (used in) operating activities	<u>(103,396)</u>	<u>399,029</u>

17. Analysis of changes in net debt

	At 1 April 2021 £	Cash flows £	Non cash movement £	At 31 March 2022 £
Cash	542,352	(106,569)	-	435,783
Loans falling due within 1 year	(6,667)	360	375	(5,932)
Loans falling due after 1 year	(43,333)	-	(375)	(43,708)
Total	<u>492,352</u>	<u>(106,209)</u>	<u>-</u>	<u>386,143</u>

18. Operating lease commitments

The charity had operating leases at the year end with total future minimum lease payments as follows:

	2022	2021
	£	£
Amount falling due:		
Within 1 year	26,858	29,967
Within 1 - 5 years	77,635	3,956
	<u>104,493</u>	<u>33,923</u>

19. Related party transactions

There were no related party transactions in the current or prior year.

Accounts

Company no. 04608163
Charity no. 1111055

Crossroads Care Gloucestershire Limited
Formerly known as Crossroads Care Central & East
Gloucestershire Limited

Report and Audited Financial Statements
31 March 2021

Crossroads Care Gloucestershire Limited

Reference and administrative details

For the year ended 31 March 2021

Company number 04608163

Charity number 1111055

Registered office and operational address 10 Sabre Close
Quedgeley
Gloucester
Gloucestershire
GL2 4NZ

Trustees Trustees, who are also directors under company law, who served during the year and up to the date of this report were as follows:

Nana Addae-Baah	Appointed 17 May 2021
Georgina Brown	Appointed 5 May 2021
Peter Elliot	Resigned 7 December 2020
David Godding	Resigned 25 November 2020
Paul Holmes	
Natalie Hyett	Appointed 7 December 2020
Elizabeth Keen	
Peter Mitchener	Appointed 17 May 2021
Farai Nyadundu	Appointed 5 May 2021
Elaine Pearson-Scott	Resigned 22 February 2021
Nicholas Potts	Appointed 24 May 2021
Sheila Reynolds	

Secretary Helen Baker

Bankers	Barclays Bank UK PLC 1 Churchill Place London E14 5HP	CAF Bank Ltd 25 Kings Hill Avenue Kings Hill West Malling Kent ME19 4JQ
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Auditors Godfrey Wilson Limited
Chartered accountants and statutory auditors
5th Floor Mariner House
62 Prince Street
Bristol
BS1 4QD

Crossroads Care Gloucestershire Limited

Report of the trustees

For the year ended 31 March 2021

The trustees are pleased to present their annual directors' report together with the audited financial statements of the charity for the year ending 31 March 2021. The trustees confirm the financial statements comply with the current statutory requirements, the requirements of the charity's governing document and Statement of Recommended Practice (SORP) applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019).

Structure, governance and management

Name

The full name under which the charity is registered is Crossroads Care Gloucestershire Limited. Until 16 November 2020 the charity was registered under the name of Crossroads Care Central and East Gloucestershire Ltd. The decision to change the name was made to clarify the geographical area in which the charity operates.

Governing document

The charity is a company limited by guarantee and does not have share capital. It is established under a Memorandum of Association and is governed under its Articles of Association. The company is a Network Partner of the Carers Trust. The charity is registered with the Charity Commission under the provisions of the Charities Act 2011. The area of benefit is the county of Gloucestershire, Swindon and Wiltshire.

Organisational structure

The charity is governed by a board of trustees, who have been co-opted onto the board and are non-executive Directors of the charitable company. The board of trustees met at least monthly to receive financial and operational reports. All trustees give their time freely. No trustee received remuneration or other benefit from their work with the charity in the year. Details of Directors' expenses and related party transactions are disclosed in note 7 to the financial statements. The Chair asks trustees to declare any declaration of interest at the beginning of every meeting. The day-to-day management is formally delegated to the Chief Executive Officer.

The Board identifies specific skills it requires to lead the organisation effectively and recruits accordingly. Vacancies are advertised using specialist help to reach a diverse field of potential applicants. Potential new trustees are invited first to meet with the Chair and Chief Executive. This enables them to meet key staff informally before they are then invited to shadow a board meeting. Most of these meetings have had to be held virtually due to Covid-19 restrictions. Before their appointment is confirmed by the Chair and Board, all required checks of identification and Disclosure and Barring Service have been completed. New trustees undergo appropriate induction procedures after appointment and have their training needs reviewed regularly. During 2020/21, three trustees resigned from the Board and four new trustees were appointed. A further two trustees were going through the approval process at the end of March 2021.

The Board has also appointed an Independent Governance Advisor whose purpose is to support and strengthen the Board's effectiveness and ability to deliver against the charitable objectives, and provide independent and objective oversight and advice to improve the quality and consistency of trustee decision-making.

Crossroads Care Gloucestershire Limited

Report of the trustees

For the year ended 31 March 2021

In the light of the Coronavirus pandemic, the charity had to furlough some of its operational staff and contract its service delivery. To ensure our continued viability in the face of this unprecedented challenge, we had to make the difficult decision to re-structure our management team with the loss of one management post.

Pay policy

The pay for all employees of Crossroads Care Gloucestershire is reviewed annually by the board of trustees. The following pay principles are applied:

- Salaries and pay rates are benchmarked against other comparable roles in the local market;
- Any increases must be affordable given the financial performance of the charity; and
- Any increases are built into the annual budget and are approved by the board of trustees.

Strategic planning

The trustees are responsible for the strategic direction and governance of the charity. We produce a 3-year strategic plan. The current strategic plan (2019 – 2022) contains key objectives with an accompanying budget. The strategic plan is developed in conjunction with feedback from carers and staff and has been worked on extensively by the board of trustees. Our plan provides the focus required to ensure that we continue to become increasingly sustainable, innovative, flexible and efficient.

In any normal year, the plan is reviewed at strategy review meetings. These meetings focus on what we have achieved against the targets, the outcomes of our work and fundamental changes taking place in the sector. We examine the success of each key service and the benefits brought to the group of people we aim to help. Annual strategic reviews also help us ensure our aims, objectives and activities remain focussed on our purpose, vision and values.

However, this has been far from a normal year. The last quarter of 2019/20 saw the sudden arrival of the Coronavirus and the first of what turned out to be three lockdowns during 2020/21 and all the associated restrictions. The focus of the charity shifted from implementing a three-year strategy to planning and managing an ever-changing scenario on an almost daily basis. However, during the summer as we emerged from the first lockdown, we were able to undertake a strategic review to consider what we had achieved, what the main immediate and longer-term challenges were, and how to meet them. In March 2021 we were able to hold a full strategic planning review and decide on key areas requiring priority actions as we moved into the first quarter of 2021/22. To ensure that we met the challenging targets we had set for 2021/22 we introduced several sub-committees which would take forward the priority actions in a systematic way.

Objectives and activities

The charity's principal objective is to relieve the stresses experienced by carers and beneficiaries by providing a range of services that provide practical support and give the carer a break. The area of benefit is five local authority districts in the County of Gloucestershire, namely: Gloucester City Council, Cheltenham Borough Council, Cotswold District Council, Stroud District Council, and Tewkesbury Borough Council, and their environs, together with Swindon Borough Council and Wiltshire County Council, and their environs.

"Beneficiaries" means any person or people who have care needs because of disability, illness or age.

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

Crossroads Care Gloucestershire Limited

Report of the trustees

For the year ended 31 March 2021

Our mission is to provide a range of services that recognise and respond to the individual needs of family carers, and people with care and support needs, offering them peace of mind and understanding; to improve their own health and well-being by giving them time to be themselves and take a break from caring.

Our values

- 1. Quality:** We ensure that our services are high quality, flexible, responsive and continually improving.
- 2. Staff:** Continually investing in our staff training and development.
- 3. Trust:** We understand that our services only respond to carers' needs when they trust us to care for the person they support.
- 4. Caring:** All family carers and people with care needs feel recognised, valued and supported.
- 5. Individualised:** Services that are tailored to meet the needs of individuals.
- 6. Respectful:** Appreciating people's differences, lifestyles and choices, and working with them to provide safe support that is meaningful and of use.
- 7. Understanding:** Empathy as we walk alongside carers in their everyday lives.
- 8. Partnership Working:** We actively seek collaboration and partnership with other organisations to explore joint projects and relationships.
- 9. Integrity:** We trust, respect and value each other.

Public benefit

The trustees confirm that they have had regard to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing the charity's aims, objectives and in planning its activities.

The principal objective is to provide practical support to carers and those they care for by offering short breaks to relieve the stress of carers and promoting their own health and wellbeing as well as the person with care needs. This helps to ensure that the carer can continue as a carer and the person with care needs is able to stay at home for longer. To achieve this, we will:

- provide a diverse range of services which support carers emotionally, practically and socially;
- offer the best quality services to carers in Gloucestershire;
- ensure that we are well known and recognised as a carers' organisation offering high quality breaks; and
- ensure that all carers have access to our services regardless of ethnicity, disability, sexuality or economic status.

However, the implications of lockdowns, shielding, social distancing and keeping our own staff safe has dramatically changed how we support carers. We have had to rapidly rethink how best to support carers and in a way that best meets their changing needs and circumstances, and to reduce their sense of isolation and loneliness.

We also recognise that we provide services to people who live in very rural areas and for those who do not have transportation we provide fully accessible minibus transport to ensure people are able to access our services. The service provided by Crossroads Care Gloucestershire is available to all carers within the districts of Cheltenham, Tewkesbury, Cotswolds, Stroud and Gloucester currently.

Crossroads Care Gloucestershire Limited

Report of the trustees

For the year ended 31 March 2021

Risk management

The board has a duty to take all reasonable steps to assess and manage risks to the charity's activities, beneficiaries, property or reputation. A comprehensive risk register control system is in place to monitor those risks identified to which the charity is exposed, categorised as:

- Financial;
- Operational;
- Governance;
- Compliance and Regulation; and
- External factors.

Systems and procedures have been established to mitigate the risks the charity faces and is reviewed annually. The Risk Register sub-committee would normally meet quarterly to monitor any "trigger" factors that might indicate an increased risk, and to take steps to reduce that risk. The Coronavirus has re-drawn the whole landscape of risk management and the board has responded by increasing the frequency of board meetings, sometimes even weekly, to address each new risk as it arose and to anticipate future risks arising as a consequence of the pandemic, lockdowns and restrictions.

This is in addition to the already prevailing external risks due to cuts in local authority budgets for social care and the increase in costs associated with the delivery of high quality services. The previous year had an adverse impact on our financial performance due to changes in contract arrangements and reduced numbers of referrals. However, by March 2019 the number of referrals had increased and the operation of the new contract with PeoplePlus had stabilised.

Our strategic plan would have been to further develop our Day Clubs and Out & About services and to ensure their cost effectiveness, and to offer a service to more people looking to self-fund their care and/or to supplement care funded by the local authority. Coronavirus meant that all our group based services had to close and many carers receiving support at home declined their visits due to very understandable concerns about infection. Our recruitment drive was put on hold and all our Day Club and Out & About staff were furloughed or offered alternative work within the organisation where possible. All office based staff were able to work from home. As the year progressed, we were able to introduce a more tailored one-to-one "Activities at Home" service which has been well received, and care at home and carer's breaks have gradually resumed as lockdown measures have eased and people's confidence levels have increased.

Crossroads Care Gloucestershire operates in a highly regulated environment, and failure to comply with regulations could lead to substantial penalties, and cancellation of our registration. This has already been mentioned as one of the key risks identified in our Risk Register. Compliance risks are mitigated through the implementation of the Care Quality Commission (CQC) standards and high levels of staff training. Comprehensive policies and procedures are in place to ensure compliance along with regular quality monitoring and appropriate action to mitigate those risks. Our Outstanding rating, awarded by CQC at our last inspection in September 2018, is evidence of our past achievements in managing risks and this ethos has continued throughout the pandemic.

Trustees were always aware that some risks to the charity may arise from factors outside of our control or not of our making, as well as those risks that could be anticipated and reduced. The board of trustees consider that systems and controls that were, and remain, in place to monitor, manage and mitigate the charity's major risks remain effective.

Crossroads Care Gloucestershire Limited

Report of the trustees

For the year ended 31 March 2021

Achievements and performance

Coronavirus has increased feelings of isolation and loneliness for many people but there can be no doubt that the pressure on carers during 2020/21 has been intense. Whilst we continued to deliver Care at Home throughout the whole pandemic, our group based services had to close in March 2020 and 8 staff who worked on Out & About and Day Clubs were furloughed. One staff member transferred to our Care at Home service permanently. In October we were able to bring back five of the remaining staff on furlough to recommence support to carers by adapting the way we delivered these services and offering "Activities at Home" instead. However, in January 2021, 3 staff went back on furlough due to lockdown 3. Carers are now indicating their willingness to access group based services again and during the last quarter of 2020/21 we began to prepare for the re-opening of a new Day Club near Cirencester in May 2021 and are planning for more to re-open again.

Throughout the pandemic we have continued to deliver breaks for carers in Gloucestershire working as a subcontractor to Gloucestershire County Council contract holders, PeoplePlus. With some carers declining breaks due to understandable concerns with Coronavirus we negotiated our contract terms with PeoplePlus to reduce loss of income.

We focussed efforts to fundraising, in particular applying for many grant opportunities that were made available to support charities due to Coronavirus. We were successful with several applications and in total received £323,509 in Trust and Foundation grants, of which £263,710 were restricted. This included grants from Gloucestershire County Council Infection Control totalling £33,054 which was ring fenced from central government and has been used to support us throughout the pandemic to reduce the rate of COVID-19 transmission and help with wider workforce resilience.

Throughout the pandemic we have been in receipt of free PPE via the PPE Portal which has been available to all social care providers. This has ensured that we have been able to provide the correct PPE to all our staff, following the government guidelines, to ensure staff and the people we support have been kept safe.

Following a successful application to the Carers Gloucestershire Legacy fund we received funding to start a project called Changing Lives Pathway to support carers to prepare and plan for a time when their caring responsibilities end and to help them move on after their caring role ends. We are pleased to offer this to carers as we believe that supporting carers as they approach the end of their caring responsibilities and beyond is a vital role for us.

In December we received a £100,000 grant from Barclays 100 x 100 Community Relief Fund. This is funding a project to provide vital respite breaks to carers who would not otherwise meet the criteria to be eligible for local authority funding.

In October we received £108,156 from The Julia & Hans Rausing Trust Charity Survival Fund which has been used to pay for core costs of the charity.

Thanks to funding from the Covid-19 Support Fund, Carers Trust gave us £30,000 of funding for a project called Making Carers Count. The project focused on unpaid carers who have been disproportionately affected by the Covid-19 pandemic. We used the funding to adapt the way we delivered our group services to continue to provide them with a safe service.

Crossroads Care Gloucestershire Limited

Report of the trustees

For the year ended 31 March 2021

We are extremely grateful to all of our donors and grant foundations for the support they have shown us throughout this year. The funding we have received has not only helped the charity to survive the challenges of the pandemic but has given us the opportunity to deliver some new and exciting projects that supports our core charitable aims.

Whilst this has been a challenging year for us, we felt sufficiently confident in our ability to emerge from this a stronger, more responsive and resilient organisation that we decided to move to a larger office when the tenancy for our old office came up for renewal. In November 2020 we moved to an office that included additional rooms that would enable us to develop our own training initiatives and larger office space for staff returning from working from home, and to accommodate the new staff we intend to recruit to develop our core services. We also took this opportunity to upgrade our IT hardware and software systems so that we would be better prepared for the developments to come.

To coincide with the office move, we also decided that the time was right for a whole new look, so we changed our name to better reflect the geographical area in which we work, and to make it easier for people searching for services to find us. We have rebranded everything from our stationery to our uniforms and issued press and media releases to advertise our new brand. Work had also begun on upgrading our website to keep it up to date and relevant.

Whilst there have been fewer opportunities this year for applying for various care awards, we are immensely proud of our Care Co-ordinator who was a national finalist in the Great British Care Awards in June 2020.

Crossroads Care Gloucestershire prides itself on the culture of the organisation. Care, kindness and quality of care runs through the heart of the charity. The board wishes to express its sincere thanks to all of the staff who have shown immense dedication and commitment to both the organisation and the people they support. We have been amazed by the outstanding efforts to ensure we have provided a safe service throughout the worst of the pandemic and are very proud of the team.

Plans for future periods

This time last year we wrote that *"the environment remains to be the most challenging the sector has faced."* In many ways the situation has not changed at all but in other ways it has changed dramatically. Whilst there is still huge uncertainty about the future regarding the implications of the Coronavirus, Crossroads Care Gloucestershire is in a far better position to meet the demands and uncertainties ahead. The impact on our carers over the last year has prompted us to think about new ways of delivering our services and to seek out carers who we would not otherwise know about.

We have spent 2020/21 building firm foundations for our future:

- We have strengthened the board of trustees with members who are bringing a rich variety of experience and purpose.
- We have produced a Strategic Plan highlighting the priority actions and timescales for the coming year, and established sub-committees to take this work forward.
- The generous grants we have received have enabled us to plan for our future growth and to pump-prime new developments.
- The Fundraising sub-committee will develop a fundraising strategy for accessing grant and trust funding and explore other fundraising activities.
- We plan to appoint a dedicated business development officer to seek out new business and service development opportunities.
- We plan to utilise our new office space by marketing our office facilities for training purposes, as well as developing our in-house training for staff.

Crossroads Care Gloucestershire Limited

Report of the trustees

For the year ended 31 March 2021

- We will appoint a general administrator to ensure our office efficiency.
- We will raise awareness of our new branding and of our services and extend our coverage to meet the needs of those carers currently unknown to us through professional PR services and better networking with other community groups and services.
- We will plan the reopening of our Day Clubs across Gloucestershire and expand our Care at Home services in areas where it has been traditionally hard to recruit paid carers.
- We will consolidate and grow our private services.
- We will become a “magnet organisation”, attracting those staff who want to work with us because of our reputation in the field, our kind and caring employer culture and our commitment to involving staff in our future planning and developments. We have already seen an increased interest in applications for staff vacancies and we will build on this as we increase our rates of pay to match or better the pay rates of our main competitors.

At the heart of everything we do remains our intention to provide the best quality service to carers and those they support, where people can be assured of receiving a prompt and tailored service to meet their needs and to keep abreast of new developments to support carers.

Fundraising practices

Fundraising is carried out internally and led by the CEO with Trustee input. However, in future it is to be led by the CEO in conjunction with the newly formed fundraising sub-committee. This sub-committee will regularly review fundraising activity.

The charity currently does not employ a dedicated fundraiser. We do not engage third party professional fundraisers.

Fundraising is focused on grant and trust applications and not direct fundraising from the public. The charity is registered with the Fundraising Regulator.

Financial review

Despite the challenge of the pandemic, it is pleasing to report our financial position at the end of March 2021 is very strong and we have strengthened our financial position to ensure the sustainability of the charity going forward. The Statement of Financial Activities for the year ended 31 March 2021 shows a net surplus of £353,871, leaving funds to be carried forward of £532,156.

Total income for the year increased by £311,564 – 34%, to £1,219,460 (£907,896 in 2020). This was mainly due to focussing efforts to fundraising and the success of grants from Trusts and Foundations which totalled £323,509.

Income from private care at home services fell by £28,505, 6% on last year, to £448,426. This decrease was anticipated and is a result of people who usually receive care at home, self-isolating and cancelling services during the height of the pandemic.

Income for services provided to PeoplePlus for the delivery of carers' breaks fell by 33% to £259,412 (2020: £390,331) Again this was as a result of the pandemic and many carers cancelling their own break to prevent staff visiting the home.

Domiciliary home care services, funded by Gloucestershire County Council, income increased by 39% on last year to £26,460 (£19,027 in 2020).

Total expenditure decreased by £168,632, to £865,589, (£1,034,221 in 2020).

Crossroads Care Gloucestershire Limited

Report of the trustees

For the year ended 31 March 2021

The charity took advantage of the government Bounce Back Loans on offer in light of the uncertain times of the pandemic and during the full lockdown period and received £50,000 which is held in a separate account. The charity received £150,469 from the Coronavirus Job Retention Scheme for staff who had been furloughed.

Investment policy

In 2020 we closed the Scottish Widows CAF 90 Day Notice savings account which held £27,477 due to very low interest rates and to bolster our cash flow by transferring the funds to our current account for immediate purposes. As we end the year with increased reserves, the trustees and the newly formed finance sub-committee will consider moving some funds into higher interest deposit accounts as part of the regular review of investments and the investment policy.

Reserves policy

The trustees have reviewed the reserves policy of the charity. The trustees consider it is prudent to maintain the established policy of holding three months' operating cost, which we consider as our minimum level of reserves to provide ongoing support to those receiving our services in an event of a significant delay or absence of funding and income.

Total reserves at 31 March 2021 were £532,156 of which £415,564 were unrestricted funds. Our reserves are beyond policy expectations largely due to our successful fundraising activity and furlough grant applications required to offset the increased risk to the organisation from the Covid-19 pandemic as earlier outlined in the Financial Review. The newly formed finance sub-committee and the trustees will be reviewing the reserves policy in line with the Strategic Plan of the organisation.

Trustees will determine how best to utilise the excess unrestricted reserves. For example, we are considering settling our Bounce Back Loan as the charity has financially stabilised towards the end of the year. Trustees will also consider utilising excess unrestricted reserves to fund projects and activities to further the charity's objectives. The reserves policy will continue to be reviewed annually.

Statement of responsibilities of the trustees

The trustees (who are also directors of the charity for the purposes of company law) are responsible for preparing the trustees' report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102: The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

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 income and expenditure of the charity for that period. In preparing those financial statements the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and accounting estimates that are reasonable and prudent;
- state whether applicable UK accounting standards and statements of recommended practice 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.

Crossroads Care Gloucestershire Limited

Report of the trustees

For the year ended 31 March 2021

The trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charity and which enable them to ensure that the financial statements comply with the Companies Act 2006. The trustees 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.

In so far as the trustees are aware:

- there is no relevant audit information of which the charitable company's auditors are unaware;
- the trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Members of the charity guarantee to contribute an amount not exceeding £5 to the assets of the charity in the event of winding up. The trustees are members of the charity but this entitles them only to voting rights. The trustees have no beneficial interest in the charity.

Auditors

Godfrey Wilson Limited were appointed as auditors to the charitable company during the year and have expressed their willingness to continue in that capacity.

Approved by the trustees on 14 August 2021 and signed on their behalf by

Sheila Reynolds

Sheila Reynolds - Chair of Trustees

Independent auditors' report

To the members of

Crossroads Care Gloucestershire Limited

Opinion

We have audited the financial statements of Crossroads Care Gloucestershire Limited (the 'charity') for the year ended 31 March 2021 which comprise the statement of financial activities, balance sheet, statement of cashflows and the related notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102: The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charity's affairs as at 31 March 2021 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

The trustees are responsible for the other information. The other information comprises the information included in the annual report other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

Independent auditors' report

To the members of

Crossroads Care Gloucestershire Limited

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that

We have nothing to report in this regard.

Opinion on other matters prescribed by the Companies Act 2006

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

- the information given in the trustees' report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the trustees' report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charity and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' report. We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept or returns adequate for our audit have not been received from branches not visited by us;
- the financial statements are not in agreement with the accounting records and returns;
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not obtained all the information and explanations necessary for the purposes of our audit.

Responsibilities of the trustees

As explained more fully in the trustees' responsibilities statement set out in the trustees' report, the trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charity or to cease operations, or have no realistic alternative but to do so.

Independent auditors' report

To the members of

Crossroads Care Gloucestershire Limited

Our responsibilities for the audit of the financial statements

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

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The procedures we carried out and the extent to which they are capable of detecting irregularities, including fraud, are detailed below:

(1) We obtained an understanding of the legal and regulatory framework that the charity operates in, and assessed the risk of non-compliance with applicable laws and regulations. Throughout the audit, we remained alert to possible indications of non-compliance.

(2) We reviewed the charity's policies and procedures in relation to:

- Identifying, evaluating and complying with laws and regulations, and whether they were aware of any instances of non-compliance;
- Detecting and responding to the risk of fraud, and whether they were aware of any actual, suspected or alleged fraud; and
- Designing and implementing internal controls to mitigate the risk of non-compliance with laws and regulations, including fraud.

(3) We inspected the minutes of trustee meetings.

(4) We enquired about any non-routine communication with regulators and reviewed any reports made to them.

(5) We reviewed the financial statement disclosures and assessed their compliance with applicable laws and regulations.

(6) We performed analytical procedures to identify any unusual or unexpected transactions or balances that may indicate a risk of material fraud or error.

(7) We assessed the risk of fraud through management override of controls and carried out procedures to address this risk. Our procedures included:

- Testing the appropriateness of journal entries;
- Assessing judgements and accounting estimates for potential bias;
- Reviewing related party transactions; and
- Testing transactions that are unusual or outside the normal course of business.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. Irregularities that arise due to fraud can be even harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

Independent auditors' report

To the members of

Crossroads Care Gloucestershire Limited

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Use of our report

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

Alison Godfrey

Date: 18 August 2021

Alison Godfrey FCA
(Senior Statutory Auditor)

For and on behalf of:

GODFREY WILSON LIMITED

Chartered accountants and statutory auditors
5th Floor Mariner House
62 Prince Street
Bristol
BS1 4QD

Crossroads Care Gloucestershire Limited

Statement of financial activities (incorporating an income and expenditure account)

For the year ended 31 March 2021

	Note	Restricted £	Unrestricted £	2021 Total £	Restated 2020 Total £
Income from:					
Donations and legacies	3	263,710	221,354	485,064	19,803
Charitable activities	4	-	734,298	734,298	886,289
Investments		-	98	98	1,804
Total income		<u>263,710</u>	<u>955,750</u>	<u>1,219,460</u>	<u>907,896</u>
Expenditure on:					
Raising funds		26,704	4,367	31,071	4,086
Charitable activities		<u>120,414</u>	<u>714,104</u>	<u>834,518</u>	<u>1,030,135</u>
Total expenditure	6	<u>147,118</u>	<u>718,471</u>	<u>865,589</u>	<u>1,034,221</u>
Net income / (expenditure) and net movement in funds	7	116,592	237,279	353,871	(126,325)
Reconciliation of funds:					
Total funds brought forward		-	178,285	178,285	304,610
Total funds carried forward		<u>116,592</u>	<u>415,564</u>	<u>532,156</u>	<u>178,285</u>

All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above. Movements in funds are disclosed in note 15 to the accounts.

The 2020 comparatives have been restated in line with the Charities SORP (FRS 102), as described in notes 3-6. The restatements are purely reclassifications of income and expenditure and do not affect net income / (expenditure).

Crossroads Care Gloucestershire Limited

Balance sheet

As at 31 March 2021

	Note	£	2021 £	2020 £
Fixed assets				
Tangible assets	10		<u>9,435</u>	<u>3,080</u>
Current assets				
Debtors	11	74,156		107,391
Cash at bank and in hand		<u>542,352</u>		<u>103,550</u>
		616,508		210,941
Liabilities				
Creditors: amounts falling due within 1 year	12	<u>(50,454)</u>		<u>(35,736)</u>
Net current assets			<u>566,054</u>	<u>175,205</u>
Total assets less current liabilities			575,489	178,285
Creditors: amounts falling due after 1 year	13		<u>(43,333)</u>	<u>-</u>
Net assets	14		<u>532,156</u>	<u>178,285</u>
Funds	15			
Restricted funds			116,592	-
Unrestricted funds				
General funds			<u>415,564</u>	<u>178,285</u>
Total charity funds			<u>532,156</u>	<u>178,285</u>

These accounts have been prepared in accordance with the special provisions applicable to companies subject to the small companies' regime.

Approved by the trustees on 14 August 2021 and signed on their behalf by

Sheila Reynolds

Sheila Reynolds - Chair of Trustees

Crossroads Care Gloucestershire Limited

Statement of cash flows

For the year ended 31 March 2021

	Note	2021 £	2020 £
Cash used in operating activities:			
Net cash provided by / (used in) operating activities	16	<u>399,029</u>	<u>(153,827)</u>
Cash flows from investing activities:			
Interest from investments		98	1,804
Purchase of tangible fixed assets		<u>(10,325)</u>	<u>(1,150)</u>
Net cash provided by / (used in) investing activities		<u>(10,227)</u>	<u>654</u>
Cash flows from financing activities:			
Cash inflows from new borrowing		<u>50,000</u>	<u>-</u>
Net cash provided by financing activities		<u>50,000</u>	<u>-</u>
Increase / (decrease) in cash and cash equivalents in the year		438,802	(153,173)
Cash and cash equivalents at the beginning of the year		<u>103,550</u>	<u>256,723</u>
Cash and cash equivalents at the end of the year	17	<u><u>542,352</u></u>	<u><u>103,550</u></u>

Crossroads Care Gloucestershire Limited

Notes to the financial statements

For the year ended 31 March 2021

1. Accounting policies

a) Basis of preparation

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities in preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Crossroads Care Gloucestershire Limited meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note.

b) Going concern basis of accounting

The accounts have been prepared on the assumption that the charity is able to continue as a going concern, which the trustees consider appropriate having regard to the current level of unrestricted reserves, budgets for 2021/22 and the potential financial implications of the ongoing Covid-19 pandemic. The charity received additional restricted funding in 2020/21 that has also been carried into future periods. The charity has budgeted a surplus for 2021/22 and, as at Q1, are on target to deliver this. There are no material uncertainties about the charity's ability to continue as a going concern.

c) Income

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the item of income have been met, it is probable that the income will be received and the amount can be measured reliably.

Income from the government and other grants, whether 'capital' grants or 'revenue' grants, 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 and is not deferred.

For legacies, entitlement is taken as the earlier of the date on which either: the charity is aware that probate has been granted, the estate has been finalised and notification has been made by the executor(s) to the Trust that a distribution will be made, or when a distribution is received from the estate. Receipt of a legacy, in whole or in part, is only considered probable when the amount can be measured reliably and the charity has been notified of the executor's intention to make a distribution. Where legacies have been notified to the charity, or the charity is aware of the granting of probate, and the criteria for income recognition have not been met, then the legacy is treated as a contingent asset and disclosed if material.

Income received in advance of provision of care is deferred until criteria for income recognition are met.

Crossroads Care Gloucestershire Limited

Notes to the financial statements

For the year ended 31 March 2021

d) Donated services and facilities

Donated professional services and donated facilities are recognised as income when the charity has control over the item, any conditions associated with the donated item have been met, the receipt of economic benefit from the use by the charity of the item, is probable and the economic benefit can be measured reliably. In accordance with the Charities SORP (FRS 102), general volunteer time is not recognised.

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

e) Interest receivable

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

f) Funds accounting

Unrestricted funds are available to spend on activities that further any of the purposes of the charity. Designated funds are unrestricted funds of the charity which the trustees have decided at their discretion to set aside to use for a specific purpose. Restricted funds are donations which the donor has specified are to be solely used for particular areas of the charity's work or for specific projects being undertaken by the charity.

g) Expenditure and irrecoverable VAT

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.

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

h) Allocation of support and governance costs

Support costs are those functions that assist the work of the charity but do not directly undertake charitable activities. Governance costs are the costs associated with the governance arrangements of the charity, including the costs of complying with constitutional and statutory requirements and any costs associated with the strategic management of the charity's activities. These costs have been allocated in full to charitable activities.

i) Termination payments

Where an employee receives a termination payment, the cost is recognised at the date that the employee is notified.

Crossroads Care Gloucestershire Limited

Notes to the financial statements

For the year ended 31 March 2021

j) Tangible fixed assets

Depreciation is provided at rates calculated to write down the cost of each asset to its estimated residual value over its expected useful life. The depreciation rates in use are as follows:

Fixtures and fittings	4 years' straight line
Computer equipment	4 years' straight line
Office equipment	4 years' straight line

k) Debtors

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

l) Cash at bank and in hand

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

m) Creditors

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

n) Financial instruments

The charitable company only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently recognised at amortised cost using the effective interest method.

o) Pension costs

The company operates a defined contribution pension scheme for its employees. There are no further liabilities other than that already recognised in the SOFA.

p) Accounting estimates and key judgements

In the application of the charity's accounting policies, the trustees are required to make judgements, estimates and assumptions about the carrying values of assets and liabilities that are not readily apparent from other sources. The estimates and underlying 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 if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods.

Depreciation

As described in note 1j to the financial statements, depreciation is provided at rates calculated to write down the cost of each asset to its estimated residual value over its expected useful life.

Crossroads Care Gloucestershire Limited

Notes to the financial statements

For the year ended 31 March 2021

2. Prior period comparatives: statement of financial activities

	Restricted £	Unrestricted £	Restated 2020 Total £
Income from:			
Donations and legacies	-	19,803	19,803
Charitable activities	-	886,289	886,289
Investments	-	1,804	1,804
Total income	-	907,896	907,896
Expenditure on:			
Raising funds	-	4,086	4,086
Charitable activities	-	1,030,135	1,030,135
Total expenditure	-	1,034,221	1,034,221
Net income / (expenditure) and net movement in funds	-	(126,325)	(126,325)

3. Income from donations and legacies

	Restricted £	Unrestricted £	2021 Total £	Restated 2020 Total £
Donations	-	8,086	8,086	1,303
Legacies	-	3,000	3,000	-
Trusts and foundations	263,710	59,799	323,509	18,500
CJRS income	-	150,469	150,469	-
Total income from donations and legacies	263,710	221,354	485,064	19,803

The prior year comparatives have been restated to include from Gloucestershire County Council care agreements of £19,027 within income from charitable activities. There was no restricted income in the prior year.

Crossroads Care Gloucestershire Limited

Notes to the financial statements

For the year ended 31 March 2021

4. Income from charitable activities

	Restricted £	Unrestricted £	2021 Total £	Restated 2020 Total £
Private care services	-	448,426	448,426	476,931
PeoplePlus	-	259,412	259,412	390,331
Gloucestershire Council Council agreements	-	26,460	26,460	19,027
Total income from charitable activities	-	734,298	734,298	886,289

The prior year comparatives have been restated to include income from Gloucestershire County Council care agreements of £19,027 previously classified within donations, and to include the delivery of private and contracted care services, previously shown as other activities. There was no restricted income in the prior year.

5. Government grants

The charitable company receives government grants, defined as funding from Gloucestershire County Council, Cotswold District Council, the National Lottery Community Fund and the Coronavirus Job Retention Scheme to fund charitable activities. The total value of such grants in the period ending 31 March 2021 was £206,385 (2020: £10,000). There are no unfulfilled conditions or contingencies attaching to these grants.

Crossroads Care Gloucestershire Limited

Notes to the financial statements

For the year ended 31 March 2021

6. Total expenditure

	Raising funds £	Charitable activities £	Support and governance costs £	2021 Total £
Staff costs (note 8)	26,704	526,567	118,403	671,674
Travel	-	39,412	228	39,640
Office costs	-	-	32,523	32,523
Vehicle costs	-	31,360	-	31,360
Memberships and subscriptions	-	-	17,554	17,554
IT costs	-	-	16,480	16,480
Insurance	-	4,687	7,690	12,377
Rent	-	2,095	8,565	10,660
Audit and accountancy	-	-	7,091	7,091
Miscellaneous costs	-	455	4,115	4,570
Advertising	4,367	-	-	4,367
Training	-	4,273	-	4,273
Depreciation	-	-	3,970	3,970
Recruitment	-	-	3,683	3,683
Uniforms	-	2,109	-	2,109
Bad debt	-	-	1,975	1,975
Trustees expenses	-	-	1,283	1,283
Sub-total	31,071	610,958	223,560	865,589
Allocation of support and governance costs	-	223,560	(223,560)	-
Total expenditure	31,071	834,518	-	865,589

Total governance costs were £7,236 (2020: £3,994)

Crossroads Care Gloucestershire Limited

Notes to the financial statements

For the year ended 31 March 2021

6. Total expenditure

Prior period comparative

	Raising funds £	Charitable activities £	Support and governance costs £	Restated 2020 Total £
Staff costs (note 8)	-	645,244	140,432	785,676
Travel	-	70,506	381	70,887
Office costs	-	-	30,309	30,309
Vehicle costs	-	30,759	-	30,759
Memberships and subscriptions	-	-	11,390	11,390
IT costs	-	-	15,132	15,132
Insurance	-	5,428	8,000	13,428
Rent	-	17,010	5,040	22,050
Audit and accountancy	-	-	3,553	3,553
Miscellaneous costs	-	751	4,149	4,900
Advertising	4,086	-	-	4,086
Training	-	5,420	-	5,420
Depreciation	-	-	1,036	1,036
Recruitment	-	-	4,294	4,294
Uniforms	-	4,208	-	4,208
Bad debt	-	-	309	309
Trustees expenses	-	-	454	454
Activities	-	26,330	-	26,330
Sub-total	4,086	805,656	224,479	1,034,221
Allocation of support and governance costs	-	224,479	(224,479)	-
Total expenditure	4,086	1,030,135	-	1,034,221

The prior period has been restated for reanalysis of expenditure between headings. Total expenditure is unaffected.

Crossroads Care Gloucestershire Limited

Notes to the financial statements

For the year ended 31 March 2021

7. Net movement in funds

This is stated after charging:

	2021 £	2020 £
Depreciation	3,970	1,036
Operating lease payments	34,449	28,707
Trustees' remuneration	Nil	Nil
Trustees' reimbursed expenses	1,283	454
Auditors' remuneration:		
▪ Statutory audit (including VAT)	5,940	3,540

Trustees expenses representing travel and training costs amounting to £1,283 were paid in the year (2020: £454).

8. Staff costs and numbers

Staff costs were as follows:

	2021 £	2020 £
Salaries and wages	610,708	720,832
Social security costs	36,117	51,329
Pension costs	11,619	13,515
Redundancy costs	13,230	-
	<u>671,674</u>	<u>785,676</u>

Redundancy costs total £13,230 for the year (2020: £nil) for 1 member of staff (2020: Nil), due to reduction of income from care services as a result of the Covid-19 pandemic.

No employee earned more than £60,000 during the year (2020: nil).

The key management personnel of the charitable company comprise the Trustees, Chief Executive Officer and Senior Management. The total employee benefits of the key management personnel were £146,233 (2020: £139,844).

	2021 No.	2020 No.
Average head count	<u>33</u>	<u>40</u>

9. Taxation

The charity is exempt from corporation tax as all its income is charitable and is applied for charitable purposes.

Crossroads Care Gloucestershire Limited

Notes to the financial statements

For the year ended 31 March 2021

10. Tangible fixed assets

	Fixtures and fittings £	Computer equipment £	Office equipment £	Total £
Cost				
At 1 April 2020	2,096	29,190	2,728	34,014
Additions in year	-	8,105	2,220	10,325
Disposals	(1,051)	(20,393)	(2,728)	(24,172)
At 31 March 2021	<u>1,045</u>	<u>16,902</u>	<u>2,220</u>	<u>20,167</u>
Depreciation				
At 1 April 2020	1,492	26,714	2,728	30,934
Charge for the year	428	3,311	231	3,970
On disposals	(1,051)	(20,393)	(2,728)	(24,172)
At 31 March 2021	<u>869</u>	<u>9,632</u>	<u>231</u>	<u>10,732</u>
Net book value At 31 March 2021	<u>176</u>	<u>7,270</u>	<u>1,989</u>	<u>9,435</u>
At 31 March 2020	<u>604</u>	<u>2,476</u>	<u>-</u>	<u>3,080</u>

11. Debtors

	2021 £	2020 £
Trade debtors	58,371	101,753
Prepayments	9,839	5,638
Other debtors	5,946	-
	<u>74,156</u>	<u>107,391</u>

12. Creditors: amounts due within 1 year

	2021 £	2020 £
Bounce back loan	6,667	-
Trade creditors	24,266	5,300
Other taxation and social security	9,758	23,784
Accruals	5,940	2,500
Other creditors	3,823	4,152
	<u>50,454</u>	<u>35,736</u>

Crossroads Care Gloucestershire Limited

Notes to the financial statements

For the year ended 31 March 2021

13. Creditors: amounts due after 1 year

	2021 £	2020 £
Bounce back loan	<u>43,333</u>	<u>-</u>

Analysis of debt maturity

	2021 £	2020 £
Amounts payable:		
In less than one year	6,667	-
In 1 - 2 years	10,000	-
In 2 - 5 years	30,000	-
More than 5 years	<u>3,333</u>	<u>-</u>
	<u>50,000</u>	<u>-</u>

Loans comprise an unsecured bounce back loan received from Barclays, to help mitigate the effects of Covid-19 on the organisation. Interest is payable at a rate of 2.5% from July 2021.

14. Analysis of net assets between funds

	Restricted funds £	Unrestricted funds £	Total funds £
Tangible fixed assets	-	9,435	9,435
Current assets	116,592	499,916	616,508
Current liabilities	-	(50,454)	(50,454)
Non-current liabilities	<u>-</u>	<u>(43,333)</u>	<u>(43,333)</u>
Net assets at 31 March 2021	<u>116,592</u>	<u>415,564</u>	<u>532,156</u>

There were no restricted funds in the prior year.

Crossroads Care Gloucestershire Limited

Notes to the financial statements

For the year ended 31 March 2021

15. Movements in funds

	At 1 April 2020 £	Income £	Expenditure £	At 31 March 2021 £
Restricted funds				
Barclays	-	100,000	(783)	99,217
GCF Legacy Fund	-	10,000	(125)	9,875
Julia and Hans Rausing Trust	-	108,156	(108,156)	-
GCC Infection Control	-	33,054	(33,054)	-
GCC Thriving Communities	-	7,500	-	7,500
GCF Coronavirus Recovery and Resilience Fund	-	5,000	(5,000)	-
Total restricted funds	-	263,710	(147,118)	116,592
Total unrestricted funds	178,285	955,750	(718,471)	415,564
Total funds	178,285	1,219,460	(865,589)	532,156

Purposes of restricted funds

Barclays	To support family carers and those they care for who live at home by giving carers a break from their caring role.
GCF Legacy Fund	To provide support for carers to prepare and plan for a time when their caring responsibilities end, and provide support to move on after their caring role ends.
Julia and Hans Rausing Trust	To fund core costs and overheads of the charity to ensure sustainability due to Covid-19.
GCC Infection Control	To support adult social care providers to reduce the rate of Covid-19 transmission and support wider workforce resilience.
GCC Thriving Communities	To support family carers and those they care for who live at home by giving carers a break from their caring role.
GCF Coronavirus Recovery and Resilience Fund	To fund core costs to bring the service manager back off furlough to resume services.

Prior year comparative:

There were no restricted funds in the prior year.

Crossroads Care Gloucestershire Limited

Notes to the financial statements

For the year ended 31 March 2021

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

	2021 £	2020 £
Net movement in funds	353,871	(126,325)
Adjustments for:		
Depreciation charges	3,970	1,036
Interest from investments	(98)	(1,804)
Decrease / (increase) in debtors	33,235	(47,633)
Increase / (decrease) in creditors	8,051	20,899
Net cash provided by / (used in) operating activities	399,029	(153,827)

17. Analysis of changes in net debt

	At 1 April 2020	Cash flows	At 31 March 2021
Cash	103,550	438,802	542,352
Loans falling due within 1 year	-	(6,667)	(6,667)
Loans falling due after 1 year	-	(43,333)	(43,333)
Total	103,550	388,802	492,352

18. Operating lease commitments

The charity had operating leases at the year end with total future minimum lease payments as follows:

	2021 £	2020 £
Amount falling due:		
Within 1 year	29,967	28,707
Within 1 - 5 years	3,956	16,746
	33,923	45,453

19. Related party transactions

There were no related party transactions in the current or prior year.