

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.

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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.

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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;

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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.

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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.

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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.

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Report of the trustees

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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.