

Crossroads Caring For Life Ltd

England & Wales · Charity number 1121629

Details

Other names	CROSSROADS IN HERTFORDSHIRE (NORTH AND NORTHEAST) CARING FOR CARERS, Crossroads Caring for Life
Status	Registered
Legal form	Charitable company
Company number	06360309
Registered	2007-11-20
Register	View on the Charity Commission register

Contact

Address	Suite 20 Intech House Wilbury Way Hitchin Herts SG4 0TW
Phone	01462427011
Email	ceo@crossroadshn.org.uk
Website	www.crossroadshn.org.uk

Activities

Objects: The Company's Objects are specifically restricted to the following: (a) The relief of those in need by reasons of age, ill health, disability, financial hardship or other disadvantage through the provision of comprehensive support services for carers throughout Hertfordshire and the surrounding areas and (b) The assistance of carers in need including by raising awareness of issues affecting carers.

Activities: To relieve stresses experienced by unpaid Carers and adults or children who have care needs as a result of disability, illness or age. We do this through the provision of community-based support and associated activities including day centres and other activities that reduce isolation and build carer-friendly communities. Our principal area of benefit is Hertfordshire and the surrounding areas.

Classification

- **How:** Provides Human Resources, Provides Services
- **What:** The Advancement Of Health Or Saving Of Lives, Disability
- **Who:** Children/young People, Elderly/old People, People With Disabilities, The General Public/mankind

Geography

- **Area of benefit:** DACORUM, ST ALBANS, NORTH HERTFORDSHIRE, STEVENAGE, WELWYN AND HATFIELD, EAST HERTFORDSHIRE AND BROXBOURNE
- Bedford
- Essex
- Hertfordshire

Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£1,974,116	£1,952,697	£330,171	105
2024-03-31	£1,909,000	£1,908,032	£308,752	108
2023-03-31	£1,910,979	£2,107,365	£307,784	131
2022-03-31	£2,318,947	£2,433,600	£504,170	159
2021-03-31	£2,642,139	£2,700,587	£618,823	173

Trustees

Name	Role	Appointed
Fraser Hill		2015-09-15
Graham Horne		2018-11-29
Jeremy Colman		2019-07-30
Justin Jewitt		2014-06-09
Kim Laura Fiske		2024-11-01
Mark John Rawson		2025-11-07
Sonia Maria Machado Araujo		2024-11-01

Accounts

REGISTERED COMPANY NUMBER: 06360309 (England and Wales)
REGISTERED CHARITY NUMBER: 1121629

REPORT OF THE TRUSTEES AND
FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025
FOR
CROSSROADS CARING FOR LIFE LTD
(A COMPANY LIMITED BY GUARANTEE)

CROSSROADS CARING FOR LIFE LTD

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FOR THE YEAR ENDED 31 MARCH 2025

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CROSSROADS CARING FOR LIFE LTD (REGISTERED NUMBER: 06360309)

REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2025

The trustees who are also directors of the charity for the purposes of the Companies Act 2006, present their report with the financial statements of the charity for the year ended 31 March 2025. The trustees have adopted the provisions of Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019).

OBJECTIVES AND ACTIVITIES

Objectives and aims

We support vulnerable or disabled people, their carers, their loved-ones and their networks and communities to live their best lives.

We provide personal and holistic social care support into people's homes and also by providing transport & support to access their communities. We do this 7 days a week, 365 days a year.

To enhance our support service, we recruit volunteers providing companionship to isolated people who have no other access to services. As of 31st March 25, we have 59 active volunteers supporting 63 clients.

As part of a 31-member partnership, we use targeted campaigns, social media, and partnerships to reach hidden carers. By collaborating with community organisations and networks, we create accessible entry points for individuals to connect with services and advocate for unpaid carers.

We also provide day opportunities and group activities in our Community Hub and through services with other local partners.

We provide services always according to our values: respectful, resourceful, trustworthy, effective, and caring.

Public benefit

The trustees have complied with their duty to have due regard to the guidance on public benefit published by the Charities Commission in exercising their powers or duties. Our services are provided from a variety of funding streams, we seek to add value by giving our time, energy and expertise to initiatives that benefit our clients and the communities in which we work.

CROSSROADS CARING FOR LIFE LTD (REGISTERED NUMBER: 06360309)

REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2025

STRATEGIC REPORT

Achievements and performance

Review of Activities and Achievements

Activities within the year

In the year 2024-2025 we provided around 66,000 hours of support to vulnerable and disabled people. which is around 1300 hours of support every week.

Around 1/3 of our services relate to assisting people with daily living tasks such as: medication, personal hygiene, and nutrition. The remaining 2/3 are related services such as respite services or Carers Breaks, which ensure that carers have time out from their caring role to engage in recreational or health activities. For around 40% of those visits our staff will assist vulnerable and disabled people to engage in their own fulfilling community activities such as shopping, visiting gardens, art activities etc.

We also provide Hub (day centre) services out of our Stevenage premises. Our volunteer services were very active within the year for more detailed reports on all the elements of our services please contact us at: info@crossroadshn.org.uk.

Best Companies Award

During the year we were privileged to be re-accredited as one of the top companies to work for in the UK. We achieved 5th position in the mid-sized charities section. We are in the top 3 organisations for well-being for our staff and are also recognised as a 3-star world-class organisation. This is the fifth year in succession we have been externally recognised and accredited as a fantastic place to work.

We were successful in the tender for the Carers Break contract for North Hertfordshire and Stevenage with Hertfordshire County Council. The contract started on 1 May 2025.

The marketplace remains challenging and there continues to be recruitment difficulties. This has resulted in slower growth than anticipated. In this financial year we have achieved an overall surplus £21k.

Next Year's Goals

We will be:

- Continuing our success on building the Carers Break contract for North Hertfordshire and Stevenage with Hertfordshire County Council which was awarded to us from 1st May 2025.
- Working with partners to expand resources to support unpaid carers
- Ensuring our staff & volunteers have the best access to Learning & Development to ensure the highest quality services.
- Raising our voice with partners & with our local neighbourhoods
- Focussing on the geographical areas we can support & expanding in those areas.
- Ensure our funding resources are as diversified as possible & involve as much choice as possible on behalf of clients.
- Continuing our focus on recruiting high quality employees and exploring other opportunities to secure employees.
- Continuing to increase our share of the Council respite and home care business.
- Working to increase the number of referrals from NHS
- Working to return to levels of turnover in our private Home Care business that prevailed prior to the pandemic.

Through all the above actions, the Charity will aim to increase our surplus position by the end of March 2026.

If you would like to know more about our goals & aspirations, please contact us at:
info@crossroadshn.org.uk.

Our Values

We continue to ensure we meet our values which are:

Respectful
Resourceful
Trustworthy
Effective
Caring

CROSSROADS CARING FOR LIFE LTD (REGISTERED NUMBER: 06360309)

REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2025

STRATEGIC REPORT

Financial review

The marketplace remains challenging and there continues to be recruitment difficulties. This has resulted in slower growth than anticipated. In this financial year we have achieved an overall surplus £21k.

There is a list of donors, supporters, and grant givers in the accounts, and we are profoundly grateful on behalf of unpaid carers who bear heavy responsibilities on behalf of those they care for.

Every single penny of every donation we receive goes towards the services we subsidise through our activities for the carer communities in which we work such as unfunded emergency responses.

We continue to meet our reserves targets and enjoy an excellent debtor ratio.

Reserves Policy

The organisation's reserves policy is to retain sufficient reserves to meet all its obligations in the event of an orderly wind up. Our reserves position is £330,171. This equates to 9 weeks of running costs and is above the level required to meet all our obligations.

Investment Policy

In accordance with the Memorandum and Articles of Association the board may invest the monies of the organisation not immediately required for its purposes in suitable low risk investments.

Long term Financial Position

The organisation's long term financial forecast indicates a continuing stable position with opportunities for growth and an increase in demand for services through increase in services from local authority and private clients. This is dependent on the ability to continue to recruit and meet geographical challenges.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing document

Crossroads Caring for Life Ltd is a company limited by guarantee governed by its Governing documents. It is registered as a charity with the Charities Commission. Anyone over the age of 18 can apply to be a member of the Board of Trustees of the charity. Trustees are also Company Directors, in the event of the company being wound up members are eligible to be considered for Limited Liability and the Charity retains insurance against Trustee liability.

Organisational structure

Crossroads Caring for Life Ltd is a charitable company, limited by guarantee. The charitable company is run by The Board of Trustees (the Board), who met four times in the 2025-year end. The meetings were led by the Board, and were also attended by the Executive Team, which is comprised of the Registered Manager, the Financial Controller, and the Human Resources & Recruitment Manager. The Executive Team deal with the day to day running of the charity.

Induction and training of new trustees

When new Trustees are appointed - they are inducted and embedded in the Charity, they may come with personal experience of being a Carer and/or relevant local knowledge and business skills. In this financial year we continued to meet monthly to review financials and performance. Main Board meetings are held generally quarterly. A Board rotation policy is in place in compliance with the Charity Governance Code 2017.

Related parties

Related party transactions have been disclosed in the Notes to the Financial Statements.

CROSSROADS CARING FOR LIFE LTD (REGISTERED NUMBER: 06360309)

REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2025

STRUCTURE, GOVERNANCE AND MANAGEMENT

Risk management

The Board considers major risks to which the charity is exposed at Board meetings. The risk register is reviewed regularly by the executive team. Where appropriate, actions are identified to mitigate the risks the charity faces.

Every carer and cared for person are assessed for risk and staff are trained in Moving and Positioning, Adult Personal Care, Health and Safety, Fire Risks, Safeguarding Adults and Personal Safety amongst others. All staff working with vulnerable persons are enhanced Disclosure and Barring Service checked. Our Business Continuity Plan was reviewed in the year and is in place for any potential crises or incidents.

We also continue to be covered through our charity insurance partner. Additional covers have extended protection for cyber security & other risks with comprehensive employers, public liability, trustee liability and office contents insurance.

REFERENCE AND ADMINISTRATIVE DETAILS

Registered Company number

06360309 (England and Wales)

Registered Charity number

1121629

Registered office

Suite 20, Intech House
Wilbury Way
Hitchin
Hertfordshire
SG4 0TW

Trustees

Jeremy Colman	(Chair)
Graham Horne	(Treasurer)
Justin Jewitt	
Bob Fee	
Peter Duffy	
Vivien Kerr	
Fraser Hill	
Kim Fiske	appointed 1 November 2024
Sonia Machado Araujo	appointed 1 November 2024

Company secretary

Alison Paice

Auditors

Bradshaw Johnson
Chartered Accountants
Statutory Auditor
Croft Chambers
11 Bancroft
Hitchin
Hertfordshire
SG5 1JQ

CROSSROADS CARING FOR LIFE LTD (REGISTERED NUMBER: 06360309)

**REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2025**

REFERENCE AND ADMINISTRATIVE DETAILS

Bankers

CAF Bank
25 Kings Hill Avenue
Kings Hill
West Malling
Kent
ME19 4JQ

STATEMENT OF TRUSTEES' RESPONSIBILITIES

The trustees (who are also the directors of Crossroads Caring for Life Ltd for the purposes of company law) are responsible for preparing the Report of the Trustees and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) including Financial Reporting Standard 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland".

Company law requires the trustees to prepare financial statements for each financial year. Under that law, the trustees have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law).

Under company law the trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company 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 estimates that are reasonable and prudent;
- state whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charitable company and to enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company 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; and
- 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.

AUDITORS

The auditors, Bradshaw Johnson Chartered Accountants, will be proposed for re-appointment at the forthcoming Annual General Meeting.

CROSSROADS CARING FOR LIFE LTD (REGISTERED NUMBER: 06360309)

REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2025

Report of the trustees, incorporating a strategic report, approved by order of the board of trustees, as the company directors, on 7 November 2025 and signed on the board's behalf by:

J P Colman - Trustee

A handwritten signature in black ink, appearing to read 'J P Colman', written over a light blue circular stamp.

REPORT OF THE INDEPENDENT AUDITORS TO THE TRUSTEES OF CROSSROADS CARING FOR LIFE LTD

Opinion

We have audited the financial statements of Crossroads Caring for Life Ltd (the 'charitable company') for the year ended 31 March 2025 which comprise the Statement of Financial Activities, the Statement of Financial Position, the Statement of Cash Flows and 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 (United Kingdom Generally Accepted Accounting Practice), including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland'.

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company'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, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland'; 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 Auditors' responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company 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 charitable company'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 Report of the Independent Auditors 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.

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 this gives rise to a material misstatement in the financial statements themselves. 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.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters where the Charities (Accounts and Reports) Regulations 2008 requires us to report to you if, in our opinion:

- the information given in the Report of the Trustees is inconsistent in any material respect with the financial statements; or
- the charitable company has not kept adequate accounting records; or
- the financial statements are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we require for our audit.

REPORT OF THE INDEPENDENT AUDITORS TO THE TRUSTEES OF CROSSROADS CARING FOR LIFE LTD

Responsibilities of trustees

As explained more fully in the Statement of Trustees' Responsibilities, the trustees (who are also the directors of the charitable company for the purposes of company law) 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 the trustees 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 charitable company'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 charitable company or to cease operations, or have no realistic alternative but to do so.

Our responsibilities for the audit of the financial statements

We have been appointed as auditors under Section 144 of the Charities Act 2011 and report in accordance with the Act and relevant regulations made or having effect thereunder.

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 a Report of the Independent Auditors 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.

The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

We considered the nature of the Charitable Company's sector and its control environment, and reviewed the Charitable Company's documentation of their policies and procedures relating to fraud and compliance with laws and regulations. We also enquired of management about their own identification and assessment of the risks of irregularities.

We obtained an understanding of the legal and regulatory framework that the Charitable Company operates in, and identified the key laws and regulations that:

- had a direct effect on the determination of material amounts and disclosures in the financial statements. These included guidance from the UK Companies Act, the Care Quality Commission, and Charity Commission; and
- do not have a direct effect on the financial statements but compliance with which may be fundamental to the Charitable Company's ability to operate or to avoid a material penalty.

We discussed among the audit engagement team including relevant internal specialists such as tax specialists regarding the opportunities and incentives that may exist within the organisation for fraud and how and where fraud might occur in the financial statements.

In common with all audits under ISAs (UK), we are also required to perform specific procedures to respond to the risk of management override. In addressing the risk of fraud through management override of controls, we tested the appropriateness of journal entries and other adjustments; assessed whether the judgements made in making accounting estimates are indicative of a potential bias; and evaluated the business rationale of any significant transactions that are unusual or outside the normal course of business.

**REPORT OF THE INDEPENDENT AUDITORS TO THE TRUSTEES OF
CROSSROADS CARING FOR LIFE LTD**

In addition to the above, our procedures to respond to the risks identified included the following:

- reviewing financial statement disclosures by testing to supporting documentation to assess compliance with provisions of relevant laws and regulations described as having a direct effect on the financial statements;
- performing analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud;
- enquiring of management concerning actual and potential litigation and claims, and instances of non-compliance with laws and regulations; and
- reading minutes of meetings of those charged with governance, and reviewing correspondence with HMRC.

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 Report of the Independent Auditors.

Use of our report

This report is made solely to the charitable company's trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charitable company's trustees those matters we are required to state to them in an auditors' 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 charitable company and the charitable company's trustees as a body, for our audit work, for this report, or for the opinions we have formed.

Neil Harding

for and on behalf of Bradshaw Johnson

Chartered Accountants

Statutory Auditor

Eligible to act as an auditor in terms of Section 1212 of the Companies Act 2006

Croft Chambers

11 Bancroft

Hitchin

Hertfordshire

SG5 1JQ

Date: 12-11-25

CROSSROADS CARING FOR LIFE LTD

STATEMENT OF FINANCIAL ACTIVITIES
(INCORPORATING AN INCOME AND EXPENDITURE ACCOUNT)
FOR THE YEAR ENDED 31 MARCH 2025

	Notes	Unrestricted fund £	Restricted funds £	31.3.25 Total funds £	31.3.24 Total funds £
INCOME AND ENDOWMENTS FROM					
Donations and legacies	3	9,875	-	9,875	10,665
Charitable activities	5				
Carers Support Services		1,835,900	62,844	1,898,744	1,836,684
Community Hub		-	58,743	58,743	55,047
Investment income	4	6,754	-	6,754	6,604
Total		<u>1,852,529</u>	<u>121,587</u>	<u>1,974,116</u>	<u>1,909,000</u>
EXPENDITURE ON					
Charitable activities	6				
Carers Support Services		1,822,910	121,587	1,944,497	1,795,352
Community Hub		8,200	-	8,200	8,200
Restructuring costs		-	-	-	104,480
Total		<u>1,831,110</u>	<u>121,587</u>	<u>1,952,697</u>	<u>1,908,032</u>
NET INCOME		21,419	-	21,419	968
RECONCILIATION OF FUNDS					
Total funds brought forward		308,752	-	308,752	307,784
TOTAL FUNDS CARRIED FORWARD		<u>330,171</u>	<u>-</u>	<u>330,171</u>	<u>308,752</u>

The notes form part of these financial statements

CROSSROADS CARING FOR LIFE LTD (REGISTERED NUMBER: 06360309)

STATEMENT OF FINANCIAL POSITION

31 MARCH 2025

	Notes	Unrestricted fund £	Restricted funds £	31.3.25 Total funds £	31.3.24 Total funds £
FIXED ASSETS					
Tangible assets	14	593	-	593	1,313
CURRENT ASSETS					
Debtors	15	215,839	1,200	217,039	208,869
Cash at bank and in hand		282,047	3,688	285,735	249,227
		<u>497,886</u>	<u>4,888</u>	<u>502,774</u>	<u>458,096</u>
CREDITORS					
Amounts falling due within one year	16	(168,308)	(4,888)	(173,196)	(150,657)
NET CURRENT ASSETS		<u>329,578</u>	<u>-</u>	<u>329,578</u>	<u>307,439</u>
TOTAL ASSETS LESS CURRENT LIABILITIES		<u>330,171</u>	<u>-</u>	<u>330,171</u>	<u>308,752</u>
NET ASSETS		<u>330,171</u>	<u>-</u>	<u>330,171</u>	<u>308,752</u>
FUNDS	18				
Unrestricted funds				330,171	308,752
TOTAL FUNDS				<u>330,171</u>	<u>308,752</u>

The charitable company is entitled to exemption from audit under Section 477 of the Companies Act 2006 for the year ended 31 March 2025.

The members have not deposited notice, pursuant to Section 476 of the Companies Act 2006 requiring an audit of these financial statements.

The trustees acknowledge their responsibilities for

- ensuring that the charitable company keeps accounting records that comply with Sections 386 and 387 of the Companies Act 2006 and
- preparing financial statements which give a true and fair view of the state of affairs of the charitable company as at the end of each financial year and of its surplus or deficit for each financial year in accordance with the requirements of Sections 394 and 395 and which otherwise comply with the requirements of the Companies Act 2006 relating to financial statements, so far as applicable to the charitable company.

These financial statements have been audited under the requirements of Section 145 of the Charities Act 2011.

The financial statements were approved by the Board of Trustees and authorised for issue on 7 November 2025 and were signed on its behalf by:

The notes form part of these financial statements

CROSSROADS CARING FOR LIFE LTD (REGISTERED NUMBER: 06360309)

STATEMENT OF FINANCIAL POSITION - continued
31 MARCH 2025

GR Home

G R Home - Trustee

The notes form part of these financial statements

CROSSROADS CARING FOR LIFE LTD

STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 MARCH 2025

	Notes	31.3.25 £	31.3.24 £
Cash flows from operating activities			
Cash generated from operations	1	32,183	(97,051)
Interest paid		(2,429)	(2,792)
Net cash provided by/(used in) operating activities		29,754	(99,843)
Cash flows from investing activities			
Purchase of tangible fixed assets		-	(1,238)
Interest received		6,754	6,604
Net cash provided by investing activities		6,754	5,366
Change in cash and cash equivalents in the reporting period		36,508	(94,477)
Cash and cash equivalents at the beginning of the reporting period		249,227	343,704
Cash and cash equivalents at the end of the reporting period		285,735	249,227

The notes form part of these financial statements

CROSSROADS CARING FOR LIFE LTD

**NOTES TO THE STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 MARCH 2025**

1. RECONCILIATION OF NET INCOME TO NET CASH FLOW FROM OPERATING ACTIVITIES

	31.3.25 £	31.3.24 £
Net income for the reporting period (as per the Statement of Financial Activities)	21,419	968
Adjustments for:		
Depreciation charges	720	2,568
Interest received	(6,754)	(6,604)
Interest paid	2,429	2,792
Increase in debtors	(8,170)	(45,575)
Increase/(decrease) in creditors	22,539	(51,200)
Net cash provided by/(used in) operations	<u>32,183</u>	<u>(97,051)</u>

2. ANALYSIS OF CHANGES IN NET FUNDS

	At 1.4.24 £	Cash flow £	At 31.3.25 £
Net cash			
Cash at bank and in hand	249,227	36,508	285,735
	<u>249,227</u>	<u>36,508</u>	<u>285,735</u>
Total	<u>249,227</u>	<u>36,508</u>	<u>285,735</u>

The notes form part of these financial statements

CROSSROADS CARING FOR LIFE LTD

NOTES TO THE FINANCIAL STATEMENTS **FOR THE YEAR ENDED 31 MARCH 2025**

1. STATEMENT OF COMPLIANCE

Crossroads Caring For Life Ltd is a charitable company incorporated in England. The registered office is:

Suite 20
Intech House
Wilbury Way
Hitchin
Hertfordshire
SG4 0TW

The charitable company's financial statements have been prepared in compliance with Charities SORP (FRS 102) as it applies to the financial statements for the year ended 31 March 2025.

2. ACCOUNTING POLICIES

Basis of preparing the financial statements

The financial statements of the charitable company, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) 'Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Companies Act 2006. The financial statements have been prepared under the historical cost convention.

The financial statements are prepared in sterling.

After making enquiries, the trustees have a reasonable expectation that the charity has adequate resources to continue its activities for the foreseeable future. Accordingly, they continue to adopt the going concern basis in preparing the financial statements as outlined in the Statement of Trustees Responsibilities on page 5.

Crossroads Caring for Life Ltd meets the definition of a public entity under FRS 102.

Income

All income is recognised in the Statement of Financial Activities once the charity has entitlement to the funds, it is probable that the income will be received and the amount can be measured reliably.

Income is deferred when monies have been received in advance of a service being rendered. The deferred income is released at the point when the service has been rendered.

Expenditure

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources.

Irrecoverable VAT is charged against the expenditure heading for which it was incurred.

Tangible fixed assets

Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life.

Fixtures and fittings	- 25% on cost
Computer equipment	- 33% on cost

Minor additions of less than £250 are not capitalised.

CROSSROADS CARING FOR LIFE LTD

NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 MARCH 2025

2. ACCOUNTING POLICIES - continued

Taxation

The charity is exempt from corporation tax on its charitable activities.

Fund accounting

Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

Restricted funds can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

Pension costs and other post-retirement benefits

The charitable company operates a defined contribution pension scheme. Contributions payable to the charitable company's pension scheme are charged to the Statement of Financial Activities in the period to which they relate.

Any liability or expense are allocated to unrestricted and restricted funds on the same basis as other employee-related costs.

Donated services and facilities

Donated services are recognised as income when the receipt of economic benefit from the use by the charity is probable and can be measured reliably.

Legal status of the charity

The Charity is a company limited by guarantee and has no share capital. The liability of each member in the event of winding-up is limited to £1 per member of the charity.

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.

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.

Creditors and provisions

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.

Financial instruments

The trust 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 measured at amortised cost using the effective interest method.

CROSSROADS CARING FOR LIFE LTD

**NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 MARCH 2025**

3. DONATIONS AND LEGACIES

	31.3.25	31.3.24
	£	£
Donations and grants	<u>9,875</u>	<u>10,665</u>

The charity is grateful to Stevenage Borough Council for donating the use of the Community Hub. The value of the rent in kind is £8,200 (2024 - £8,200). The value of this service is recognised within income as a donation and an equivalent charge within Community Hub direct costs.

Grants received, included in the above, are as follows:

	31.3.25	31.3.24
	£	£
Other	1,675	2,465
Stevenage Borough Council - rent in kind	<u>8,200</u>	<u>8,200</u>
	<u>9,875</u>	<u>10,665</u>

4. INVESTMENT INCOME

	31.3.25	31.3.24
	£	£
Deposit account interest	<u>6,754</u>	<u>6,604</u>

5. INCOME FROM CHARITABLE ACTIVITIES

	Activity	31.3.24	31.3.24
		£	£
HCS - Spot contract	Carers support services	1,245,001	1,013,211
Private clients	Carers support services	505,055	648,034
Lunches	Carers support services	-	531
Training	Carers support services	12	-
Other	Carers support services	91,132	119,646
Crossroads Breakaway	Carers support services	57,544	54,482
SBC Grant	Carers support services	-	780
		<u>1,898,744</u>	<u>1,836,684</u>
HCS - Community Hub	Community Hub	<u>58,743</u>	<u>55,047</u>

Grants received, included in the above, are as follows:

	31.3.25	31.3.24
	£	£
HCS - Community Hub	58,743	55,047
Crossroads Breakaway	57,544	54,482
SBC Grant	-	780
	<u>116,287</u>	<u>110,309</u>

CROSSROADS CARING FOR LIFE LTD

NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 MARCH 2025

6. CHARITABLE ACTIVITIES COSTS

	Direct Costs £	Support costs (see note 7) £	Totals £
Carers Support Services	1,725,424	219,073	1,944,497
Community Hub	8,200	-	8,200
	<u>1,733,624</u>	<u>219,073</u>	<u>1,952,697</u>

7. SUPPORT COSTS

	Other £	Governance costs £	Totals £
Carers Support Services	212,473	6,600	219,073
	<u>212,473</u>	<u>6,600</u>	<u>219,073</u>

8. NET INCOME/(EXPENDITURE)

Net income/(expenditure) is stated after charging/(crediting):

	31.3.25 £	31.3.24 £
Auditors' remuneration	6,600	6,196
Depreciation - owned assets	720	2,568
	<u>7,320</u>	<u>8,764</u>

9. TRUSTEES' REMUNERATION AND BENEFITS

There were no trustees' remuneration or other benefits for the year ended 31 March 2025 nor for the year ended 31 March 2024.

Trustees' expenses

There were no expenses reimbursed to trustees this year or last year.

10. STAFF COSTS

	31.3.25 £	31.3.24 £
Wages and salaries	1,564,028	1,460,934
Social security costs	103,384	84,475
Other pension costs	26,457	22,574
	<u>1,693,869</u>	<u>1,567,983</u>

CROSSROADS CARING FOR LIFE LTD

**NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 MARCH 2025**

10. STAFF COSTS - continued

The average monthly number of employees during the year was as follows:

	31.3.25	31.3.24
Carer Support Staff	90	92
Administration Staff	12	13
Management	3	3
	<u>105</u>	<u>108</u>

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

11. EXCEPTIONAL ITEMS

The charitable company incurred one-off restructuring costs during the year ended 31 March 2025 amounting to £nil (2024: £104,480).

12. 2024 COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES

	Unrestricted fund £	Restricted funds £	Total funds £
INCOME AND ENDOWMENTS FROM			
Donations and legacies	10,665	-	10,665
Charitable activities			
Carers Support Services	1,782,202	54,482	1,836,684
Community Hub	55,047	-	55,047
Investment income	6,604	-	6,604
Total	<u>1,854,518</u>	<u>54,482</u>	<u>1,909,000</u>
EXPENDITURE ON			
Charitable activities			
Carers Support Services	1,740,870	54,482	1,795,352
Community Hub	8,200	-	8,200
Restructuring costs	104,480	-	104,480
Total	<u>1,853,550</u>	<u>54,482</u>	<u>1,908,032</u>
NET INCOME	968	-	968
RECONCILIATION OF FUNDS			
Total funds brought forward	307,784	-	307,784
TOTAL FUNDS CARRIED FORWARD	<u>308,752</u>	<u>-</u>	<u>308,752</u>

CROSSROADS CARING FOR LIFE LTD

**NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 MARCH 2025**

13. TAXATION

As a charity, Crossroads Caring for Life Ltd is exempt from tax on income and capital gains under the relevant tax legislation. No tax charges have arisen in the charity.

14. TANGIBLE FIXED ASSETS

	Fixtures and fittings £	Computer equipment £	Totals £
COST			
At 1 April 2024 and 31 March 2025	22,699	40,730	63,429
DEPRECIATION			
At 1 April 2024	22,698	39,418	62,116
Charge for year	-	720	720
At 31 March 2025	22,698	40,138	62,836
NET BOOK VALUE			
At 31 March 2025	1	592	593
At 31 March 2024	1	1,312	1,313

15. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	31.3.25 £	31.3.24 £
Trade debtors	99,330	106,577
Prepayments and accrued income	117,709	102,292
	217,039	208,869

Included within prepayment and accrued income is accrued income of:

	31.3.25 £	31.3.24 £
HCS - Spot Purchase	54,082	41,204
Private clients	19,546	20,416
Community Hub session charge	2,002	855
Other	2,206	2,764

CROSSROADS CARING FOR LIFE LTD

**NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 MARCH 2025**

16. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	31.3.25	31.3.24
	£	£
Trade creditors	35,805	28,330
Social security and other taxes	16,694	15,000
Other creditors	5,706	5,025
Deferred income	6,646	2,982
Accrued expenses	108,345	99,320
	<u>173,196</u>	<u>150,657</u>

17. LEASING AGREEMENTS

Minimum lease payments under non-cancellable operating leases fall due as follows:

	31.3.25	31.3.24
	£	£
Within one year	<u>-</u>	<u>1,934</u>

18. MOVEMENT IN FUNDS

	At 1.4.24 £	Net movement in funds £	At 31.3.25 £
Unrestricted funds			
General fund	308,752	21,419	330,171
	<u>308,752</u>	<u>21,419</u>	<u>330,171</u>
TOTAL FUNDS	<u>308,752</u>	<u>21,419</u>	<u>330,171</u>

Net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	1,852,529	(1,831,110)	21,419
Restricted funds			
Crossroads Breakaway	57,544	(57,544)	-
SBC Grant	5,300	(5,300)	-
Community Hub Grant	58,743	(58,743)	-
	<u>121,587</u>	<u>(121,587)</u>	<u>-</u>
TOTAL FUNDS	<u>1,974,116</u>	<u>(1,952,697)</u>	<u>21,419</u>

CROSSROADS CARING FOR LIFE LTD

NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 MARCH 2025

18. MOVEMENT IN FUNDS - continued

Comparatives for movement in funds

	At 1.4.23 £	Net movement in funds £	At 31.3.24 £
Unrestricted funds			
General fund	307,784	968	308,752
TOTAL FUNDS	<u>307,784</u>	<u>968</u>	<u>308,752</u>

Comparative net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	1,854,518	(1,853,550)	968
Restricted funds			
Crossroads Breakaway	54,482	(54,482)	-
TOTAL FUNDS	<u>1,909,000</u>	<u>(1,908,032)</u>	<u>968</u>

Crossroads Breakaway - a grant funded project for volunteer services for carers.

19. RELATED PARTY DISCLOSURES

The key management personnel of the charity comprises of the Registered Manager, the Financial Controller and the HR & Recruitment Manager. The total employee benefits of these key management personnel of the charity were £160,628 (2024: £147,698).

Crossroads Caring For Life Ltd

England & Wales - Charity number 1121629

Accounts

REGISTERED COMPANY NUMBER: 06360309 (England and Wales)
REGISTERED CHARITY NUMBER: 1121629

REPORT OF THE TRUSTEES AND
FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2024
FOR
CROSSROADS CARING FOR LIFE LTD
(A COMPANY LIMITED BY GUARANTEE)

CROSSROADS CARING FOR LIFE LTD

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FOR THE YEAR ENDED 31 MARCH 2024

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CROSSROADS CARING FOR LIFE LTD (REGISTERED NUMBER: 06360309)

REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2024

The trustees who are also directors of the charity for the purposes of the Companies Act 2006, present their report with the financial statements of the charity for the year ended 31 March 2024. The trustees have adopted the provisions of Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019).

OBJECTIVES AND ACTIVITIES

Objectives and aims

We support vulnerable or disabled people, their carers, their loved-ones and their networks and communities to live their best lives.

We provide personal and holistic social care support into people's homes and also by providing transport & support to access their communities. We do this 7 days a week, 365 days a year.

To enhance our support service, we recruit volunteers providing companionship to isolated people who have no other access to services. As of 31st March 24, we have 59 active volunteers supporting 63 clients.

As part of a 31-member partnership, we use targeted campaigns, social media, and partnerships to reach hidden carers. By collaborating with community organisations and networks, we create accessible entry points for individuals to connect with services and advocate for unpaid carers.

We also provide day opportunities and group activities in our Stevenage day centre and through services other local partners.

We provide services always according to our values: respectful, resourceful, trustworthy, effective, and caring.

Public benefit

The trustees have complied with their duty to have due regard to the guidance on public benefit published by the Charities Commission in exercising their powers or duties. Our services are provided from a variety of funding streams, we seek to add value by giving our time, energy and expertise to initiatives that benefit our clients and the communities in which we work.

CROSSROADS CARING FOR LIFE LTD (REGISTERED NUMBER: 06360309)

REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2024

STRATEGIC REPORT

Achievement and performance

Review of Activities and Achievements

Activities within the year

In the year 2023-2024 we provided around 68,000 hours of support to vulnerable and disabled people, which is around 1300 hours of support every week.

Around 1/3 of our services are assisting people with daily living tasks such as: medication, personal hygiene, and nutrition. The remaining 2/3 are related services such as respite services or Carers Breaks, which ensure that carers have time out from their caring role to engage in recreational or health activities. For around 40% of those visits our staff will assist vulnerable and disabled people to engage in their own fulfilling community activities such as shopping, visiting gardens, art activities etc.

We also provide Day Centre services out of our Stevenage premises. Our volunteer services were very active within the year for more detailed reports on all the elements of our services please contact us at: info@crossroadshn.org.uk.

Best Companies Award

During the year we were privileged to be re-accredited as one of the top companies to work for in the UK. We achieved 11th position in the mid-sized charities section. We are also recognised as a 2-star outstanding organisation.

This is the fourth year in succession we have been externally recognised and accredited as a great place to work.

The recovery from the Covid-19 Pandemic continues to be slower than anticipated. There have been continuing recruitment difficulties which in turn has slowed down growth. However, in this financial year we received a significant price increase from Hertfordshire County Council which enabled us to achieve our target of an operating surplus of £105k. There is a one-off extra ordinary cost £104k regarding restructuring costs for this year resulting in an overall surplus £1k.

Next Year's Goals

We will be:

- Tendering for a large Carers Break contract with Hertfordshire County Council
- Working with partners to expand resources to support unpaid carers
- Ensuring our staff & volunteers have the best access to Learning & Development to ensure the highest quality services.
- Raising our voice with partners & with our local neighbourhoods
- Focussing on the geographical areas we can support & expanding in those areas.
- Ensure our funding resources are as diversified as possible & involve as much choice as possible on behalf of clients.
- Continuing our focus on recruiting high quality employees and exploring other opportunities to secure employees.
- Continuing to increase our share of the Council respite and home care business.
- Working to increase the number of referrals from NHS
- Working to return to prior Pandemic of growth in private Home Care business.

Through all the above actions, we anticipate that the Charity will continue to increase our surplus position by the end of March 2025.

If you would like to know more about our goals & aspirations, please contact us at:
info@crossroadshn.org.uk.

Our Values

We continue to ensure we meet our values which are:

Respectful
Resourceful
Trustworthy
Effective
Caring

CROSSROADS CARING FOR LIFE LTD (REGISTERED NUMBER: 06360309)

REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2024

STRATEGIC REPORT

Financial review

The recovery from the Covid-19 Pandemic continues to be slower than anticipated. There have been continuing recruitment difficulties which in turn has slowed down growth. However, in this financial year we received a significant price increase from Hertfordshire County Council which enabled us to achieve our target of an operating surplus of £105k. There is a one-off extra ordinary cost £104k regarding restructuring costs for this year resulting in an overall surplus £1k.

There is a list of donors, supporters, and grant givers in the accounts, and we are profoundly grateful on behalf of unpaid carers who bear heavy responsibilities on behalf of those they care for.

Every single penny of every donation we receive goes towards the services we subsidise through our activities for the carer communities in which we work such as unfunded emergency responses.

We continue to meet our reserves targets and enjoy an excellent debtor ratio.

Reserves Policy

The organisation's reserves policy is to retain sufficient reserves to meet all its obligations in the event of an orderly wind up. Our reserves position is £308,752. This equates to 11 weeks of running costs and is above the level required to meet all our obligations.

Investment Policy

In accordance with the Memorandum and Articles of Association the board may invest the monies of the organisation not immediately required for its purposes in suitable low risk investments.

Long term Financial Position

The organisation's long term financial forecast indicates a continuing stable position with opportunities for growth and an increase in demand for services through increase in services from local authority and private clients. This is dependent on the ability to continue to recruit and meet geographical challenges.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing document

Crossroads Caring for Life Ltd is a company limited by guarantee governed by its Governing documents. It is registered as a charity with the Charities Commission. Anyone over the age of 18 can apply to be a member of the Board of Trustees of the charity. Trustees are also Company Directors, in the event of the company being wound up members are eligible to be considered for Limited Liability and the Charity retains insurance against Trustee liability.

Organisational structure

Crossroads Caring for Life Ltd is a charitable company, limited by guarantee. The charitable company is run by The Board of Trustees (the Board), who met four times in the 2024-year end. The meetings were led by the Board, and were also attended by the Executive Team, which is comprised of the Registered Manager, the Financial Controller, and the Human Resources & Recruitment Manager, who deal with the day to day running of the charity.

Induction and training of new trustees

When new Trustees are appointed - they are inducted and embedded in the Charity, they may come with personal experience of being a Carer and/or relevant local knowledge and business skills. In this financial year we continued to meet monthly to review financials and performance. Main Board meetings are held generally quarterly. A Board rotation policy is in place in compliance with the Charity Governance Code 2017.

Related parties

Related party transactions have been disclosed in the Notes to the Financial Statements.

J Colman provided recruitment services in the sum of £2,328.60.

CROSSROADS CARING FOR LIFE LTD (REGISTERED NUMBER: 06360309)

REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2024

STRUCTURE, GOVERNANCE AND MANAGEMENT

Risk management

The Board considers major risks to which the charity is exposed at Board meetings. The risk register is reviewed regularly by the executive team. Where appropriate, actions are identified to mitigate the risks the charity faces.

Every carer and cared for person are assessed for risk and staff are trained in Moving and Positioning, Adult Personal Care, Health and Safety, Fire Risks, Safeguarding Adults and Personal Safety amongst others. All staff working with vulnerable persons are enhanced Disclosure and Barring Service checked. Our Business Continuity Plan was reviewed in the year and is in place for any potential crises or incidents.

We also continue to be covered through our charity insurance partner. Additional covers have extended protection for cyber security & other risks with comprehensive employers, public liability, trustee liability and office contents insurance.

REFERENCE AND ADMINISTRATIVE DETAILS

Registered Company number

06360309 (England and Wales)

Registered Charity number

1121629

Registered office

Suite 20, Intech House
Wilbury Way
Hitchin
Hertfordshire
SG4 0TW

Trustees

Jeremy Colman	(Chair)
Graham Horne	(Treasurer)
Justin Jewitt	
Bob Fee	
Peter Duffy	
Vivien Kerr	
Fraser Hill	

Company secretary

Alison Paice

Auditors

Bradshaw Johnson
Chartered Accountants
Statutory Auditor
Croft Chambers
11 Bancroft
Hitchin
Hertfordshire
SG5 1JQ

CROSSROADS CARING FOR LIFE LTD (REGISTERED NUMBER: 06360309)

REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2024

REFERENCE AND ADMINISTRATIVE DETAILS

Bankers

CAF Bank
25 Kings Hill Avenue
Kings Hill
West Malling
Kent
ME19 4JQ

STATEMENT OF TRUSTEES' RESPONSIBILITIES

The trustees (who are also the directors of Crossroads Caring for Life Ltd for the purposes of company law) are responsible for preparing the Report of the Trustees and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) including Financial Reporting Standard 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland".

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 charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company 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 Charity SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charitable company and to enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company 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; and
- 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.

AUDITORS

The auditors, Bradshaw Johnson Chartered Accountants, will be proposed for re-appointment at the forthcoming Annual General Meeting.

Report of the trustees, incorporating a strategic report, approved by order of the board of trustees, as the company directors, on 1/11/24 and signed on the board's behalf by:


.....
J P Colman - Trustee

REPORT OF THE INDEPENDENT AUDITORS TO THE TRUSTEES OF
CROSSROADS CARING FOR LIFE LTD

Opinion

We have audited the financial statements of Crossroads Caring for Life Ltd (the 'charitable company') for the year ended 31 March 2024 which comprise the Statement of Financial Activities, the Statement of Financial Position, the Statement of Cash Flows and 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 (United Kingdom Generally Accepted Accounting Practice), including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland'.

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company'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, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland'; 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 Auditors' responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company 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 charitable company'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 Report of the Independent Auditors 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.

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 this gives rise to a material misstatement in the financial statements themselves. 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.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters where the Charities (Accounts and Reports) Regulations 2008 requires us to report to you if, in our opinion:

- the information given in the Report of the Trustees is inconsistent in any material respect with the financial statements; or
- the charitable company has not kept adequate accounting records; or
- the financial statements are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we require for our audit.

REPORT OF THE INDEPENDENT AUDITORS TO THE TRUSTEES OF
CROSSROADS CARING FOR LIFE LTD

Responsibilities of trustees

As explained more fully in the Statement of Trustees' Responsibilities, the trustees (who are also the directors of the charitable company for the purposes of company law) 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 the trustees 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 charitable company'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 charitable company or to cease operations, or have no realistic alternative but to do so.

Our responsibilities for the audit of the financial statements

We have been appointed as auditors under Section 144 of the Charities Act 2011 and report in accordance with the Act and relevant regulations made or having effect thereunder.

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 a Report of the Independent Auditors 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.

The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

We considered the nature of the Charitable Company's sector and its control environment, and reviewed the Charitable Company's documentation of their policies and procedures relating to fraud and compliance with laws and regulations. We also enquired of management about their own identification and assessment of the risks of irregularities.

We obtained an understanding of the legal and regulatory framework that the Charitable Company operates in, and identified the key laws and regulations that:

- had a direct effect on the determination of material amounts and disclosures in the financial statements. These included guidance from the UK Companies Act, the Care Quality Commission, and Charity Commission; and
- do not have a direct effect on the financial statements but compliance with which may be fundamental to the Charitable Company's ability to operate or to avoid a material penalty.

We discussed among the audit engagement team including relevant internal specialists such as tax specialists regarding the opportunities and incentives that may exist within the organisation for fraud and how and where fraud might occur in the financial statements.

In common with all audits under ISAs (UK), we are also required to perform specific procedures to respond to the risk of management override. In addressing the risk of fraud through management override of controls, we tested the appropriateness of journal entries and other adjustments; assessed whether the judgements made in making accounting estimates are indicative of a potential bias; and evaluated the business rationale of any significant transactions that are unusual or outside the normal course of business.

REPORT OF THE INDEPENDENT AUDITORS TO THE TRUSTEES OF
CROSSROADS CARING FOR LIFE LTD

In addition to the above, our procedures to respond to the risks identified included the following:

- reviewing financial statement disclosures by testing to supporting documentation to assess compliance with provisions of relevant laws and regulations described as having a direct effect on the financial statements;
- performing analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud;
- enquiring of management concerning actual and potential litigation and claims, and instances of non-compliance with laws and regulations; and
- reading minutes of meetings of those charged with governance, and reviewing correspondence with HMRC.

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 Report of the Independent Auditors.

Use of our report

This report is made solely to the charitable company's trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charitable company's trustees those matters we are required to state to them in an auditors' 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 charitable company and the charitable company's trustees as a body, for our audit work, for this report, or for the opinions we have formed.

Bradshaw Johnson

for and on behalf of Bradshaw Johnson

Chartered Accountants

Statutory Auditor

Eligible to act as an auditor in terms of Section 1212 of the Companies Act 2006

Croft Chambers

11 Bancroft

Hitchin

Hertfordshire

SG5 1JQ

Date: 4-11-24

CROSSROADS CARING FOR LIFE LTD

STATEMENT OF FINANCIAL ACTIVITIES
(INCORPORATING AN INCOME AND EXPENDITURE ACCOUNT)
FOR THE YEAR ENDED 31 MARCH 2024

		Unrestricted fund £	Restricted funds £	31.3.24 Total funds £	31.3.23 Total funds £
INCOME AND ENDOWMENTS FROM	Notes				
Donations and legacies	3	10,665	-	10,665	5,512
Charitable activities	5				
Carers Support Services		1,782,202	54,482	1,836,684	1,837,472
Day centre		55,047	-	55,047	53,688
Investment income	4	6,604	-	6,604	2,118
Other income	6	-	-	-	12,189
Total		<u>1,854,518</u>	<u>54,482</u>	<u>1,909,000</u>	<u>1,910,979</u>
EXPENDITURE ON					
Charitable activities	7				
Carers Support Services		1,740,870	54,482	1,795,352	2,103,665
Day centre		8,200	-	8,200	3,700
Restructuring costs		104,480	-	104,480	-
Total		<u>1,853,550</u>	<u>54,482</u>	<u>1,908,032</u>	<u>2,107,365</u>
NET INCOME/(EXPENDITURE)		968	-	968	(196,386)
RECONCILIATION OF FUNDS					
Total funds brought forward		307,784	-	307,784	504,170
TOTAL FUNDS CARRIED FORWARD		<u><u>308,752</u></u>	<u><u>-</u></u>	<u><u>308,752</u></u>	<u><u>307,784</u></u>

The notes form part of these financial statements

CROSSROADS CARING FOR LIFE LTD (REGISTERED NUMBER: 06360309)

STATEMENT OF FINANCIAL POSITION
31 MARCH 2024

	Notes	Unrestricted fund £	Restricted funds £	31.3.24 Total funds £	31.3.23 Total funds £
FIXED ASSETS					
Tangible assets	15	1,313	-	1,313	2,643
CURRENT ASSETS					
Debtors	16	208,869	-	208,869	163,294
Cash at bank and in hand		249,227	-	249,227	343,704
		<u>458,096</u>	<u>-</u>	<u>458,096</u>	<u>506,998</u>
CREDITORS					
Amounts falling due within one year	17	(150,657)	-	(150,657)	(201,857)
NET CURRENT ASSETS		<u>307,439</u>	<u>-</u>	<u>307,439</u>	<u>305,141</u>
TOTAL ASSETS LESS CURRENT LIABILITIES		<u>308,752</u>	<u>-</u>	<u>308,752</u>	<u>307,784</u>
NET ASSETS		<u>308,752</u>	<u>-</u>	<u>308,752</u>	<u>307,784</u>
FUNDS	19				
Unrestricted funds				<u>308,752</u>	<u>307,784</u>
TOTAL FUNDS				<u>308,752</u>	<u>307,784</u>

The charitable company is entitled to exemption from audit under Section 477 of the Companies Act 2006 for the year ended 31 March 2024.

The members have not deposited notice, pursuant to Section 476 of the Companies Act 2006 requiring an audit of these financial statements.

The trustees acknowledge their responsibilities for

- ensuring that the charitable company keeps accounting records that comply with Sections 386 and 387 of the Companies Act 2006 and
- preparing financial statements which give a true and fair view of the state of affairs of the charitable company as at the end of each financial year and of its surplus or deficit for each financial year in accordance with the requirements of Sections 394 and 395 and which otherwise comply with the requirements of the Companies Act 2006 relating to financial statements, so far as applicable to the charitable company.

These financial statements have been audited under the requirements of Section 145 of the Charities Act 2011.

The financial statements were approved by the Board of Trustees and authorised for issue on
and were signed on its behalf by:

The notes form part of these financial statements

CROSSROADS CARING FOR LIFE LTD (REGISTERED NUMBER: 06360309)

STATEMENT OF FINANCIAL POSITION - continued
31 MARCH 2024

G R Home

.....
G R Home - Trustee

The notes form part of these financial statements

CROSSROADS CARING FOR LIFE LTD

STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 MARCH 2024

	Notes	31.3.24 £	31.3.23 £
Cash flows from operating activities			
Cash generated from operations	1	(97,051)	(225,669)
Interest paid		(2,792)	(3,492)
Net cash used in operating activities		<u>(99,843)</u>	<u>(229,161)</u>
Cash flows from investing activities			
Purchase of tangible fixed assets		(1,238)	-
Interest received		6,604	2,118
Net cash provided by investing activities		<u>5,366</u>	<u>2,118</u>
Change in cash and cash equivalents in the reporting period		<u>(94,477)</u>	<u>(227,043)</u>
Cash and cash equivalents at the beginning of the reporting period		<u>343,704</u>	<u>570,747</u>
Cash and cash equivalents at the end of the reporting period		<u><u>249,227</u></u>	<u><u>343,704</u></u>

The notes form part of these financial statements

CROSSROADS CARING FOR LIFE LTD

NOTES TO THE STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 MARCH 2024

1. RECONCILIATION OF NET INCOME/(EXPENDITURE) TO NET CASH FLOW FROM OPERATING ACTIVITIES

	31.3.24 £	31.3.23 £
Net income/(expenditure) for the reporting period (as per the Statement of Financial Activities)	968	(196,386)
Adjustments for:		
Depreciation charges	2,568	9,309
Interest received	(6,604)	(2,118)
Interest paid	2,792	3,492
Increase in debtors	(45,575)	(25,831)
Decrease in creditors	(51,200)	(14,135)
Net cash used in operations	<u>(97,051)</u>	<u>(225,669)</u>

2. ANALYSIS OF CHANGES IN NET FUNDS

	At 1.4.23 £	Cash flow £	At 31.3.24 £
Net cash			
Cash at bank and in hand	343,704	(94,477)	249,227
	<u>343,704</u>	<u>(94,477)</u>	<u>249,227</u>
Total	<u>343,704</u>	<u>(94,477)</u>	<u>249,227</u>

The notes form part of these financial statements

CROSSROADS CARING FOR LIFE LTD

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

1. STATEMENT OF COMPLIANCE

Crossroads Caring For Life Ltd is a charitable company incorporated in England. The registered office is:

Suite 20
Intech House
Wilbury Way
Hitchin
Hertfordshire
SG4 0TW

The charitable company's financial statements have been prepared in compliance with Charities SORP (FRS 102) as it applies to the financial statements for the year ended 31 March 2024.

2. ACCOUNTING POLICIES

Basis of preparing the financial statements

The financial statements of the charitable company, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) 'Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Companies Act 2006. The financial statements have been prepared under the historical cost convention.

The financial statements are prepared in sterling.

After making enquiries, the trustees have a reasonable expectation that the charity has adequate resources to continue its activities for the foreseeable future. Accordingly, they continue to adopt the going concern basis in preparing the financial statements as outlined in the Statement of Trustees Responsibilities on page 5.

Crossroads Caring for Life Ltd meets the definition of a public entity under FRS 102.

Income

All income is recognised in the Statement of Financial Activities once the charity has entitlement to the funds, it is probable that the income will be received and the amount can be measured reliably.

Income is deferred when monies have been received in advance of a service being rendered. The deferred income is released at the point when the service has been rendered.

Expenditure

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources.

Irrecoverable VAT is charged against the expenditure heading for which it was incurred.

Tangible fixed assets

Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life.

Fixtures and fittings	- 25% on cost
Computer equipment	- 33% on cost

Minor additions of less than £250 are not capitalised.

CROSSROADS CARING FOR LIFE LTD

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

2. ACCOUNTING POLICIES - continued

Taxation

The charity is exempt from corporation tax on its charitable activities.

Fund accounting

Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

Restricted funds can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

Pension costs and other post-retirement benefits

The charitable company operates a defined contribution pension scheme. Contributions payable to the charitable company's pension scheme are charged to the Statement of Financial Activities in the period to which they relate.

Any liability or expense are allocated to unrestricted and restricted funds on the same basis as other employee-related costs.

Donated services and facilities

Donated services are recognised as income when the receipt of economic benefit from the use by the charity is probable and can be measured reliably.

Legal status of the charity

The Charity is a company limited by guarantee and has no share capital. The liability of each member in the event of winding-up is limited to £5 per member of the charity.

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.

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.

Creditors and provisions

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.

Financial instruments

The trust 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 measured at amortised cost using the effective interest method.

CROSSROADS CARING FOR LIFE LTD

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

3. DONATIONS AND LEGACIES

	31.3.24	31.3.23
	£	£
Donations and grants	<u>10,665</u>	<u>5,512</u>

The charity is grateful to Stevenage Borough Council for donating the use of the Day Centre. The value of the rent in kind is £8,200 (2023 - £3,700). The value of this service is recognised within income as a donation and an equivalent charge within Day Centre direct costs.

Grants received, included in the above, are as follows:

	31.3.24	31.3.23
	£	£
Other	580	187
Stevenage Borough Council - rent in kind	8,200	3,700
The Oddfellows	-	50
Donation - Mr Fletcher	180	180
Donation - Mr Parker	-	165
Donation - T Kavanagh	-	1,100
Donation - R Conway	-	130
Donation - St Katherine Ickleford PCC	150	-
Donation - J Wesley	250	-
Hitchin Priory Rotary Club	300	-
Donation - in memoriam J Noakes	500	-
Carers Walk	505	-
	<u>10,665</u>	<u>5,512</u>

4. INVESTMENT INCOME

	31.3.24	31.3.23
	£	£
Deposit account interest	<u>6,604</u>	<u>2,118</u>

CROSSROADS CARING FOR LIFE LTD

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

5. INCOME FROM CHARITABLE ACTIVITIES

	Activity	31.3.24 £	31.3.23 £
HCS - Spot contract	Carers support services	1,013,211	695,719
Private clients	Carers support services	648,034	958,582
Lunches	Carers support services	531	1,691
Training	Carers support services	-	24
Other	Carers support services	119,646	81,310
Building Better Opportunities	Carers support services	-	47,554
Crossroads Breakaway	Carers support services	54,482	52,592
SBC Grant	Carers support services	780	-
		<u>1,836,684</u>	<u>1,837,472</u>
HCS - Day Centre	Day Centre	<u>55,047</u>	<u>53,688</u>

Grants received, included in the above, are as follows:

	31.3.24 £	31.3.23 £
HCS - Day Centre	55,047	53,688
Building Better Opportunities	-	47,554
Crossroads Breakaway	54,482	52,592
SBC Grant	780	-
	<u>110,309</u>	<u>153,834</u>

6. OTHER INCOME

	31.3.24 £	31.3.23 £
Infection control - Covid 19	-	12,189

7. CHARITABLE ACTIVITIES COSTS

	Direct Costs £	Support costs (see note 8) £	Totals £
Carers Support Services	1,599,910	195,442	1,795,352
Day centre	8,200	-	8,200
Restructuring costs	104,480	-	104,480
	<u>1,712,590</u>	<u>195,442</u>	<u>1,908,032</u>

CROSSROADS CARING FOR LIFE LTD

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

8. SUPPORT COSTS

	Other £	Governance costs £	Totals £
Carers Support Services	<u>189,246</u>	<u>6,196</u>	<u>195,442</u>

9. NET INCOME/(EXPENDITURE)

Net income/(expenditure) is stated after charging/(crediting):

	31.3.24 £	31.3.23 £
Auditors' remuneration	6,196	6,554
Depreciation - owned assets	<u>2,568</u>	<u>9,309</u>

10. TRUSTEES' REMUNERATION AND BENEFITS

There were no trustees' remuneration or other benefits for the year ended 31 March 2024 nor for the year ended 31 March 2023.

Trustees' expenses

There were no expenses reimbursed to trustees this year or last year.

11. STAFF COSTS

	31.3.24 £	31.3.23 £
Wages and salaries	1,460,934	1,973,937
Social security costs	84,475	113,168
Other pension costs	<u>22,574</u>	<u>30,686</u>
	<u>1,567,983</u>	<u>2,117,791</u>

The average monthly number of employees during the year was as follows:

	31.3.24	31.3.23
Carer Support Staff	92	108
Administration Staff	13	19
Management	<u>3</u>	<u>4</u>
	<u>108</u>	<u>131</u>

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

CROSSROADS CARING FOR LIFE LTD

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

12. EXCEPTIONAL ITEMS

The charitable company incurred one-off restructuring costs during the year ended 31 March 2024 amounting to £104,480 (2023: £nil).

13. 2023 COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES

	Unrestricted fund £	Restricted funds £	Total funds £
INCOME AND ENDOWMENTS FROM			
Donations and legacies	5,512	-	5,512
Charitable activities			
Carers Support Services	1,737,326	100,146	1,837,472
Day centre	53,688	-	53,688
Investment income	2,118	-	2,118
Other income	12,189	-	12,189
Total	<u>1,810,833</u>	<u>100,146</u>	<u>1,910,979</u>
EXPENDITURE ON			
Charitable activities			
Carers Support Services	2,003,519	100,146	2,103,665
Day centre	3,700	-	3,700
Total	<u>2,007,219</u>	<u>100,146</u>	<u>2,107,365</u>
NET INCOME/(EXPENDITURE)	(196,386)	-	(196,386)
RECONCILIATION OF FUNDS			
Total funds brought forward	504,170	-	504,170
TOTAL FUNDS CARRIED FORWARD	<u><u>307,784</u></u>	<u><u>-</u></u>	<u><u>307,784</u></u>

CROSSROADS CARING FOR LIFE LTD

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

14. TAXATION

As a charity, Crossroads Caring for Life Ltd is exempt from tax on income and capital gains under the relevant tax legislation. No tax charges have arisen in the charity.

15. TANGIBLE FIXED ASSETS

	Fixtures and fittings £	Computer equipment £	Totals £
COST			
At 1 April 2023	25,631	57,854	83,485
Additions	-	1,238	1,238
Disposals	(2,932)	(18,362)	(21,294)
At 31 March 2024	22,699	40,730	63,429
DEPRECIATION			
At 1 April 2023	25,606	55,236	80,842
Charge for year	24	2,544	2,568
Eliminated on disposal	(2,932)	(18,362)	(21,294)
At 31 March 2024	22,698	39,418	62,116
NET BOOK VALUE			
At 31 March 2024	1	1,312	1,313
At 31 March 2023	25	2,618	2,643

16. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	31.3.24 £	31.3.23 £
Trade debtors	106,577	78,615
Prepayments and accrued income	102,292	84,679
	208,869	163,294

Included within prepayment and accrued income is accrued income of:

	31.3.24 £	31.3.23 £
HCS - Spot Purchase	41,204	22,656
Private clients	20,416	25,170
SDC session charge	855	-
Other	2,764	5,215

CROSSROADS CARING FOR LIFE LTD

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

17. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	31.3.24	31.3.23
	£	£
Trade creditors	28,330	23,667
Social security and other taxes	15,000	23,340
Other creditors	5,025	2,765
Deferred income	2,982	3,411
Accrued expenses	99,320	148,674
	<u>150,657</u>	<u>201,857</u>

18. LEASING AGREEMENTS

Minimum lease payments under non-cancellable operating leases fall due as follows:

	31.3.24	31.3.23
	£	£
Within one year	1,934	1,658
Between one and five years	-	1,244
	<u>1,934</u>	<u>2,902</u>

19. MOVEMENT IN FUNDS

	At 1.4.23 £	Net movement in funds £	At 31.3.24 £
Unrestricted funds			
General fund	307,784	968	308,752
TOTAL FUNDS	<u>307,784</u>	<u>968</u>	<u>308,752</u>

Net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	1,854,518	(1,853,550)	968
Restricted funds			
Crossroads Breakaway	54,482	(54,482)	-
TOTAL FUNDS	<u>1,909,000</u>	<u>(1,908,032)</u>	<u>968</u>

CROSSROADS CARING FOR LIFE LTD

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

19. MOVEMENT IN FUNDS - continued

Comparatives for movement in funds

	At 1.4.22 £	Net movement in funds £	At 31.3.23 £
Unrestricted funds			
General fund	504,170	(196,386)	307,784
TOTAL FUNDS	<u>504,170</u>	<u>(196,386)</u>	<u>307,784</u>

Comparative net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	1,810,833	(2,007,219)	(196,386)
Restricted funds			
Building Better Opportunities	47,554	(47,554)	-
Crossroads Breakaway	52,592	(52,592)	-
	<u>100,146</u>	<u>(100,146)</u>	<u>-</u>
TOTAL FUNDS	<u>1,910,979</u>	<u>(2,107,365)</u>	<u>(196,386)</u>

Building Better Opportunities - Big Lottery and ESF funding for employment and training mentoring for carers. A 27 member partnership in Hertfordshire.

Crossroads Breakaway - a grant funded project for volunteer services for carers.

20. RELATED PARTY DISCLOSURES

The key management personnel of the charity comprises of the Registered Manager, the Financial Controller and the HR & Recruitment Manager. The total employee benefits of these key management personnel of the charity were £147,698 (2023: £193,233).

Accounts

REGISTERED COMPANY NUMBER: 06360309 (England and Wales)
REGISTERED CHARITY NUMBER: 1121629

REPORT OF THE TRUSTEES AND
FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023
FOR
CROSSROADS CARING FOR LIFE LTD
(A COMPANY LIMITED BY GUARANTEE)
TRADING AS
CROSSROADS HERTFORDSHIRE NORTH

CROSSROADS CARING FOR LIFE LTD
TRADING AS CROSSROADS HERTFORDSHIRE NORTH

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FOR THE YEAR ENDED 31 MARCH 2023

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CROSSROADS CARING FOR LIFE LTD
TRADING AS CROSSROADS HERTFORDSHIRE NORTH

REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2023

The trustees who are also directors of the charity for the purposes of the Companies Act 2006, present their report with the financial statements of the charity for the year ended 31 March 2023. The trustees have adopted the provisions of Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019).

OBJECTIVES AND ACTIVITIES

Objectives and aims

We support vulnerable or disabled people, their carers, their loved-ones and their networks and communities to live their best lives.

We provide personal and holistic social care support into people's homes and also by providing transport & support to access their communities. We do this 7 days a week, 365 days a year.

To enhance our support service, we recruit volunteers providing companionship to isolated people who have no other access to services.

As part of a 27-member partnership, the Building Better Opportunities programme, we also assist unpaid family carers and others to find Employment, Training and Education.

We also provide day opportunities and group activities in our day centre and through services other local partners.

We provide services always according to our values: respectful, resourceful, trustworthy, effective, and caring.

Public benefit

The trustees have complied with their duty to have due regard to the guidance on public benefit published by the Charities Commission in exercising their powers or duties. Our services are provided from a variety of funding streams, we seek to add value by giving our time, energy and expertise to initiatives that benefit our clients and the communities in which we work.

CROSSROADS CARING FOR LIFE LTD
TRADING AS CROSSROADS HERTFORDSHIRE NORTH

REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2023

STRATEGIC REPORT

Achievement and performance

Review of Activities and Achievements

Activities within the year.

In the year 2022-2023 we provided around 80,000 hours of support to vulnerable and disabled people, which is around 1600 hours of support every week.

Around 1/3 of our services are assisting people with daily living tasks such as: medication, personal hygiene, and nutrition. The remaining 2/3 are related services such as respite services or Carers Breaks, which ensure that carers have time out from their caring role to engage in recreational or health activities. For around 40% of those visits our staff will assist vulnerable and disabled people to engage in their own fulfilling community activities such as shopping, visiting gardens, art activities etc.

We also provide Day Centre services out of our Stevenage premises. Our volunteer and Employment Support Services were very active within the year for more detailed reports on all the elements of our services please contact us at: info@crossroadshn.org.uk.

Best Companies Award

During the year we were privileged to be accredited as one of the top 4 charities to work for in the Country as a result of the Best Companies Accreditation process and also recognised as a 3-star world-class organisation.

This is the third year in succession we have been externally recognised and accredited as a great place to work.

The recovery from the Covid-19 Pandemic has been slower than anticipated. This combined with continuing recruitment difficulties and no price increase in the year from the local authority has resulted in a deficit for the year to Mar23 of £196k.

Since March 2023 - post Balance sheet event we have received a price increase for the forthcoming year from the Local Authority. This has assisted the financial position of the company for the forthcoming year.

Next Year's Goals

We will be:

- Working with partners to expand resources to support unpaid carers
- Ensuring our staff & volunteers have the best access to Learning & Development to ensure the highest quality services.
- Raising our voice with partners & with our local neighbourhoods
- Focussing on the geographical areas we can support & expanding in those areas.
- Ensure our funding resources are as diversified as possible & involve as much choice as possible on behalf of clients.
- Continuing our focus on recruiting high quality employees and exploring other opportunities to secure employees.
- Continuing to increase our share of the Council respite and home care business.
- Working to increase the number of referrals from NHS
- Working to return to success similar to that achieved prior to the Pandemic of growth in private Home Care business.

Through all the above actions, we anticipate that the Charity will return to a break-even position by the end of March 2024.

If you would like to know more about our goals & aspirations, please contact us at: info@crossroadshn.org.uk.

Our Values

Respectful Resourceful Trustworthy Effective Caring

CROSSROADS CARING FOR LIFE LTD
TRADING AS CROSSROADS HERTFORDSHIRE NORTH

REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2023

STRATEGIC REPORT

Financial review

There is a list of donors, supporters, and grant givers in the accounts, and we are profoundly grateful on behalf of unpaid carers who bear heavy responsibilities on behalf of those they care for.

Every single penny of every donation we receive goes towards the services we subsidise through our activities for the carer communities in which we work such as unfunded emergency responses.

We continue to meet our reserves targets and enjoy an excellent debtor ratio.

Reserves Policy

The organisation's reserves policy is to retain sufficient reserves to meet all its obligations in the event of an orderly wind up. Our reserves position is £307,782. This equates to 9 weeks of running costs and is above the level required to meet all our obligations.

Investment Policy

In accordance with the Memorandum and Articles of Association the board may invest the monies of the organisation not immediately required for its purposes in suitable low risk investments.

Long term Financial Position

The organisation's long term perspective indicates opportunities for growth and an increase in demand for services which is set to be at a high level. The ability to exploit these opportunities is dependant on the ability to recruit and the constraints in this area of service.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing document

Crossroads Caring for Life Ltd formerly known as Crossroads in Hertfordshire (North and Northeast) Caring for Carers (trading as Crossroads Hertfordshire North) is a company limited by guarantee governed by its Governing documents. It is registered as a charity with the Charities Commission. Anyone over the age of 18 can apply to be a member of the Board of Trustees of the charity. Trustees are also Company Directors, in the event of the company being wound up members are eligible to be considered for Limited Liability and the Charity retains insurance against Trustee liability.

Organisational structure

Crossroads Caring for Life Ltd is a charitable company, limited by guarantee. The charitable company is run by The Board of Trustees (the Board), who met five times in the 2023-year end. The meetings were led by the Board, and were also attended by the key management personnel, which is comprised of the Chief Executive Officer, the Registered Manager, the Financial Controller, and the Human Resources Manager, who deal with the day to day running of the charity.

Induction and training of new trustees

When new Trustees are appointed - they are inducted and embedded in the Charity, they may come with personal experience of being a Carer and/or relevant local knowledge and business skills. In this financial year we continued to meet monthly to review financials and performance. Main Board meetings are held generally quarterly. A Board rotation policy is in place in compliance with the Charity Governance Code 2017.

Related parties

Related party transactions have been disclosed in the Notes to the Financial Statements.

CROSSROADS CARING FOR LIFE LTD
TRADING AS CROSSROADS HERTFORDSHIRE NORTH

REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2023

STRUCTURE, GOVERNANCE AND MANAGEMENT

Risk management

The Board considers major risks to which the charity is exposed at Board meetings. The risk register is reviewed continuously. Where appropriate, actions are identified to mitigate the risks the charity faces and are formally evaluated at each board and sub-committee meeting.

Every carer and cared for person are assessed for risk and staff are trained in Moving and Positioning, Adult Personal Care, Health and Safety, Fire Risks, Safeguarding Adults and Personal Safety amongst others. All staff working with vulnerable persons are enhanced Disclosure and Barring Service checked. Our Business Continuity Plan was reviewed in the year and is in place for any potential crises or incidents.

We also continue to be covered through our charity insurance partner. Additional covers have extended protection for cyber security & other risks with comprehensive employers, public liability, trustee liability and office contents insurance.

REFERENCE AND ADMINISTRATIVE DETAILS

Registered Company number

06360309 (England and Wales)

Registered Charity number

1121629

Registered office

Suite 20, Intech House
Wilbury Way
Hitchin
Hertfordshire
SG4 0TW

Trustees

Jeremy Colman	(Chair)
Graham Horne	(Treasurer)
Justin Jewitt	
Bob Fee	
Peter Duffy	
Vivien Kerr	
Fraser Hill	
Chris Wraith	(resigned 4 November 2022)

Company secretary

Michael Farrell (to 17 February 2023)
Alison Paice (from 17 February 2023)

Auditors

Bradshaw Johnson
Chartered Accountants
Statutory Auditor
Croft Chambers
11 Bancroft
Hitchin
Hertfordshire
SG5 1JQ

CROSSROADS CARING FOR LIFE LTD
TRADING AS CROSSROADS HERTFORDSHIRE NORTH

REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2023

REFERENCE AND ADMINISTRATIVE DETAILS

Bankers

CAF Bank
25 Kings Hill Avenue
Kings Hill
West Malling
Kent
ME19 4JQ

STATEMENT OF TRUSTEES' RESPONSIBILITIES

The trustees (who are also the directors of Crossroads Caring for Life Ltd for the purposes of company law) are responsible for preparing the Report of the Trustees and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) including Financial Reporting Standard 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland".

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 charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company 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 Charity SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

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

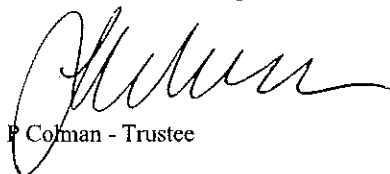
In so far as the trustees are aware:

- there is no relevant audit information of which the charitable company's auditors are unaware; and
- 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.

AUDITORS

The auditors, Bradshaw Johnson Chartered Accountants, will be proposed for re-appointment at the forthcoming Annual General Meeting.

Report of the trustees, incorporating a strategic report, approved by order of the board of trustees, as the company directors, on 4 October 2023 and signed on the board's behalf by:



J P Colman - Trustee

REPORT OF THE INDEPENDENT AUDITORS TO THE TRUSTEES OF CROSSROADS CARING FOR LIFE LTD

Opinion

We have audited the financial statements of Crossroads Caring for Life Ltd (the 'charitable company') for the year ended 31 March 2023 which comprise the Statement of Financial Activities, the Statement of Financial Position, the Statement of Cash Flows and 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 (United Kingdom Generally Accepted Accounting Practice), including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland'.

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company'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, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland'; 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 Auditors' responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company 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 charitable company'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 Report of the Independent Auditors 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.

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 this gives rise to a material misstatement in the financial statements themselves. 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.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters where the Charities (Accounts and Reports) Regulations 2008 requires us to report to you if, in our opinion:

- the information given in the Report of the Trustees is inconsistent in any material respect with the financial statements; or
- the charitable company has not kept adequate accounting records; or
- the financial statements are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we require for our audit.

REPORT OF THE INDEPENDENT AUDITORS TO THE TRUSTEES OF
CROSSROADS CARING FOR LIFE LTD

Responsibilities of trustees

As explained more fully in the Statement of Trustees' Responsibilities, the trustees (who are also the directors of the charitable company for the purposes of company law) 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 the trustees 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 charitable company'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 charitable company or to cease operations, or have no realistic alternative but to do so.

REPORT OF THE INDEPENDENT AUDITORS TO THE TRUSTEES OF CROSSROADS CARING FOR LIFE LTD

Our responsibilities for the audit of the financial statements

We have been appointed as auditors under Section 144 of the Charities Act 2011 and report in accordance with the Act and relevant regulations made or having effect thereunder.

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 a Report of the Independent Auditors 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.

The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

We considered the nature of the Charitable Company's sector and its control environment, and reviewed the Charitable Company's documentation of their policies and procedures relating to fraud and compliance with laws and regulations. We also enquired of management about their own identification and assessment of the risks of irregularities.

We obtained an understanding of the legal and regulatory framework that the Charitable Company operates in, and identified the key laws and regulations that:

- had a direct effect on the determination of material amounts and disclosures in the financial statements. These included guidance from the UK Companies Act, the Care Quality Commission, and Charity Commission; and
- do not have a direct effect on the financial statements but compliance with which may be fundamental to the Charitable Company's ability to operate or to avoid a material penalty.

We discussed among the audit engagement team including relevant internal specialists such as tax specialists regarding the opportunities and incentives that may exist within the organisation for fraud and how and where fraud might occur in the financial statements.

In common with all audits under ISAs (UK), we are also required to perform specific procedures to respond to the risk of management override. In addressing the risk of fraud through management override of controls, we tested the appropriateness of journal entries and other adjustments; assessed whether the judgements made in making accounting estimates are indicative of a potential bias; and evaluated the business rationale of any significant transactions that are unusual or outside the normal course of business.

In addition to the above, our procedures to respond to the risks identified included the following:

- reviewing financial statement disclosures by testing to supporting documentation to assess compliance with provisions of relevant laws and regulations described as having a direct effect on the financial statements;
- performing analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud;
- enquiring of management concerning actual and potential litigation and claims, and instances of non-compliance with laws and regulations; and
- reading minutes of meetings of those charged with governance, and reviewing correspondence with HMRC.

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 Report of the Independent Auditors.

REPORT OF THE INDEPENDENT AUDITORS TO THE TRUSTEES OF
CROSSROADS CARING FOR LIFE LTD

Use of our report

This report is made solely to the charitable company's trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charitable company's trustees those matters we are required to state to them in an auditors' 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 charitable company and the charitable company's trustees as a body, for our audit work, for this report, or for the opinions we have formed.

Bradshaw Johnson

for and on behalf of Bradshaw Johnson

Chartered Accountants

Statutory Auditor

Eligible to act as an auditor in terms of Section 1212 of the Companies Act 2006

Croft Chambers

11 Bancroft

Hitchin

Hertfordshire

SG5 1JQ

Date: 27/10/23

CROSSROADS CARING FOR LIFE LTD
TRADING AS CROSSROADS HERTFORDSHIRE NORTH

STATEMENT OF FINANCIAL ACTIVITIES
(INCORPORATING AN INCOME AND EXPENDITURE ACCOUNT)
FOR THE YEAR ENDED 31 MARCH 2023

	Notes	Unrestricted funds £	Restricted funds £	31.3.23 Total funds £	31.3.22 Total funds £
INCOME AND ENDOWMENTS FROM					
Donations and legacies	3	5,512	-	5,512	9,255
Charitable activities	5				
Carers support services		1,737,326	100,146	1,837,472	2,206,408
Day centre		53,688	-	53,688	37,566
HCC - YOD group		-	-	-	12,393
Investment income	4	2,118	-	2,118	1,740
Other income	6	12,189	-	12,189	51,585
Total		<u>1,810,833</u>	<u>100,146</u>	<u>1,910,979</u>	<u>2,318,947</u>
EXPENDITURE ON					
Charitable activities	7				
Carers support services		2,003,519	100,146	2,103,665	2,426,230
Day centre		3,700	-	3,700	7,370
Total		<u>2,007,219</u>	<u>100,146</u>	<u>2,107,365</u>	<u>2,433,600</u>
NET INCOME/(EXPENDITURE)		(196,386)	-	(196,386)	(114,653)
RECONCILIATION OF FUNDS					
Total funds brought forward		504,170	-	504,170	618,823
TOTAL FUNDS CARRIED FORWARD		<u>307,784</u>	<u>-</u>	<u>307,784</u>	<u>504,170</u>

The notes form part of these financial statements

CROSSROADS CARING FOR LIFE LTD (REGISTERED NUMBER: 06360309)
TRADING AS CROSSROADS HERTFORDSHIRE NORTH

STATEMENT OF FINANCIAL POSITION - continued
31 MARCH 2023

GR Home

G R Home - Trustee

The notes form part of these financial statements

CROSSROADS CARING FOR LIFE LTD (REGISTERED NUMBER: 06360309)
TRADING AS CROSSROADS HERTFORDSHIRE NORTH

STATEMENT OF FINANCIAL POSITION
31 MARCH 2023

	Notes	Unrestricted funds £	Restricted funds £	31.3.23 Total funds £	31.3.22 Total funds £
FIXED ASSETS					
Tangible assets	14	2,643	-	2,643	11,952
CURRENT ASSETS					
Debtors	15	163,294	-	163,294	137,463
Cash at bank and in hand		343,704	-	343,704	570,747
		<u>506,998</u>	<u>-</u>	<u>506,998</u>	<u>708,210</u>
CREDITORS					
Amounts falling due within one year	16	(201,857)	-	(201,857)	(215,992)
NET CURRENT ASSETS		<u>305,141</u>	<u>-</u>	<u>305,141</u>	<u>492,218</u>
TOTAL ASSETS LESS CURRENT LIABILITIES		<u>307,784</u>	<u>-</u>	<u>307,784</u>	<u>504,170</u>
NET ASSETS		<u>307,784</u>	<u>-</u>	<u>307,784</u>	<u>504,170</u>
FUNDS	18				
Unrestricted funds				307,784	504,170
TOTAL FUNDS				<u>307,784</u>	<u>504,170</u>

The charitable company is entitled to exemption from audit under Section 477 of the Companies Act 2006 for the year ended 31 March 2023.

The members have not deposited notice, pursuant to Section 476 of the Companies Act 2006 requiring an audit of these financial statements.

The trustees acknowledge their responsibilities for

- (a) ensuring that the charitable company keeps accounting records that comply with Sections 386 and 387 of the Companies Act 2006 and
- (b) preparing financial statements which give a true and fair view of the state of affairs of the charitable company as at the end of each financial year and of its surplus or deficit for each financial year in accordance with the requirements of Sections 394 and 395 and which otherwise comply with the requirements of the Companies Act 2006 relating to financial statements, so far as applicable to the charitable company.

These financial statements have been audited under the requirements of Section 145 of the Charities Act 2011.

The financial statements were approved by the Board of Trustees and authorised for issue on 4 October 2023 and were signed on its behalf by:

The notes form part of these financial statements

CROSSROADS CARING FOR LIFE LTD
TRADING AS CROSSROADS HERTFORDSHIRE NORTH

STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 MARCH 2023

	Notes	31.3.23 £	31.3.22 £
Cash flows from operating activities			
Cash generated from operations	1	(225,669)	(110,809)
Interest paid		(3,492)	(3,627)
Net cash used in operating activities		<u>(229,161)</u>	<u>(114,436)</u>
Cash flows from investing activities			
Purchase of tangible fixed assets		-	(2,386)
Interest received		2,118	1,740
Net cash provided by/(used in) investing activities		<u>2,118</u>	<u>(646)</u>
Change in cash and cash equivalents in the reporting period		<u>(227,043)</u>	<u>(115,082)</u>
Cash and cash equivalents at the beginning of the reporting period		<u>570,747</u>	<u>685,829</u>
Cash and cash equivalents at the end of the reporting period		<u><u>343,704</u></u>	<u><u>570,747</u></u>

The notes form part of these financial statements

CROSSROADS CARING FOR LIFE LTD
TRADING AS CROSSROADS HERTFORDSHIRE NORTH

NOTES TO THE STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 MARCH 2023

1. RECONCILIATION OF NET EXPENDITURE TO NET CASH FLOW FROM OPERATING ACTIVITIES

	31.3.23 £	31.3.22 £
Net expenditure for the reporting period (as per the Statement of Financial Activities)	(196,386)	(114,653)
Adjustments for:		
Depreciation charges	9,309	13,682
Interest received	(2,118)	(1,740)
Interest paid	3,492	3,627
(Increase)/decrease in debtors	(25,831)	27,995
Decrease in creditors	(14,135)	(39,720)
Net cash used in operations	<u>(225,669)</u>	<u>(110,809)</u>

2. ANALYSIS OF CHANGES IN NET FUNDS

	At 1.4.22 £	Cash flow £	At 31.3.23 £
Net cash			
Cash at bank and in hand	570,747	(227,043)	343,704
	<u>570,747</u>	<u>(227,043)</u>	<u>343,704</u>
Total	<u>570,747</u>	<u>(227,043)</u>	<u>343,704</u>

The notes form part of these financial statements

CROSSROADS CARING FOR LIFE LTD
TRADING AS CROSSROADS HERTFORDSHIRE NORTH

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023

1. STATEMENT OF COMPLIANCE

Crossroads Caring For Life Ltd is a charitable company incorporated in England. The registered office is:

Suite 20
Intech House
Wilbury Way
Hitchin
Hertfordshire
SG4 0TW

The charitable company's financial statements have been prepared in compliance with Charities SORP (FRS 102) as it applies to the financial statements for the year ended 31 March 2023.

2. ACCOUNTING POLICIES

Basis of preparing the financial statements

The financial statements of the charitable company, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) 'Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Companies Act 2006. The financial statements have been prepared under the historical cost convention.

The financial statements are prepared in sterling.

After making enquiries, the trustees have a reasonable expectation that the charity has adequate resources to continue its activities for the foreseeable future. Accordingly, they continue to adopt the going concern basis in preparing the financial statements as outlined in the Statement of Trustees Responsibilities on page 5.

Crossroads Caring for Life Ltd meets the definition of a public entity under FRS 102.

Income

All income is recognised in the Statement of Financial Activities once the charity has entitlement to the funds, it is probable that the income will be received and the amount can be measured reliably.

Income is deferred when monies have been received in advance of a service being rendered. The deferred income is released at the point when the service has been rendered.

Expenditure

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources.

Irrecoverable VAT is charged against the expenditure heading for which it was incurred.

Tangible fixed assets

Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life.

Fixtures and fittings	- 25% on cost
Computer equipment	- 33% on cost

CROSSROADS CARING FOR LIFE LTD
TRADING AS CROSSROADS HERTFORDSHIRE NORTH

NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 MARCH 2023

2. ACCOUNTING POLICIES - continued

Tangible fixed assets

Minor additions of less than £250 are not capitalised.

Taxation

The charity is exempt from corporation tax on its charitable activities.

Fund accounting

Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

Restricted funds can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

Pension costs and other post-retirement benefits

The charitable company operates a defined contribution pension scheme. Contributions payable to the charitable company's pension scheme are charged to the Statement of Financial Activities in the period to which they relate.

Any liability or expense are allocated to unrestricted and restricted funds on the same basis as other employee-related costs.

Donated services and facilities

Donated services are recognised as income when the receipt of economic benefit from the use by the charity is probable and can be measured reliably.

Legal status of the charity

The Charity is a company limited by guarantee and has no share capital. The liability of each member in the event of winding-up is limited to £5 per member of the charity.

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.

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.

Creditors and provisions

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.

Financial instruments

The trust 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 measured at amortised cost using the effective interest method.

CROSSROADS CARING FOR LIFE LTD
TRADING AS CROSSROADS HERTFORDSHIRE NORTH

NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 MARCH 2023

3. DONATIONS AND LEGACIES

	31.3.23	31.3.22
	£	£
Donations and grants	<u>5,512</u>	<u>9,255</u>

The charity is grateful to Stevenage Borough Council for donating the use of the Day Centre. The value of the rent in kind is £3,700 (2022 - £3,700). The value of this service is recognised within income as a donation and an equivalent charge within Day Centre direct costs.

Grants received, included in the above, are as follows:

	31.3.23	31.3.22
	£	£
Other	187	556
Stevenage Borough Council - rent in kind	3,700	3,700
The Oddfellows	50	50
Donation - St Katherine Ickleford PCC	-	150
Donation - Mr Fletcher	180	1,900
Donation - Mr Parker	165	195
Donation - in memorandon of Jack Wood	-	1,962
Donation - in memorandon of P Avery	-	350
Donation - in memorandon of J Young	-	142
Donation - J Wesley	-	250
Donation - T Kavanagh	1,100	-
Donation - R Conway	130	-
	<u>5,512</u>	<u>9,255</u>

4. INVESTMENT INCOME

	31.3.23	31.3.22
	£	£
Deposit account interest	<u>2,118</u>	<u>1,740</u>

CROSSROADS CARING FOR LIFE LTD
TRADING AS CROSSROADS HERTFORDSHIRE NORTH

NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 MARCH 2023

5. INCOME FROM CHARITABLE ACTIVITIES

	Activity	31.3.23	31.3.22
		£	£
HCS - Spot contract	Carers support services	695,719	830,811
Private clients	Carers support services	958,582	1,259,160
Lunches	Carers support services	1,691	1,097
Training	Carers support services	24	24
Other	Carers support services	12,790	7,010
Building Better Opportunities	Carers support services	47,554	59,856
Crossroads Breakaway	Carers support services	52,592	48,450
		<u>1,768,952</u>	<u>2,205,408</u>
HCS - Day Centre	Day Centre	<u>53,688</u>	<u>37,566</u>
HCC - YOD group	HCC - YOD Group	<u>-</u>	<u>12,393</u>

Grants received, included in the above, are as follows:

	31.3.23	31.3.22
	£	£
HCS - Day Centre	53,688	37,566
HCS - Other	-	12,393
Building Better Opportunities	47,554	59,856
Crossroads Breakaway	52,592	48,450
	<u>153,834</u>	<u>158,265</u>

6. OTHER INCOME

	31.3.23	31.3.22
	£	£
Job retention scheme	-	10,868
Infection control - Covid 19	12,189	40,717
	<u>12,189</u>	<u>51,585</u>

CROSSROADS CARING FOR LIFE LTD
TRADING AS CROSSROADS HERTFORDSHIRE NORTH

NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 MARCH 2023

7. CHARITABLE ACTIVITIES COSTS

	Direct Costs £	Support costs (see note 8) £	Totals £
Carers support services	1,811,877	291,788	2,103,665
Day centre	3,700	-	3,700
	<u>1,815,577</u>	<u>291,788</u>	<u>2,107,365</u>

8. SUPPORT COSTS

	Other £	Governance costs £	Totals £
Carers support services	<u>285,234</u>	<u>6,554</u>	<u>291,788</u>

9. NET INCOME/(EXPENDITURE)

Net income/(expenditure) is stated after charging/(crediting):

	31.3.23 £	31.3.22 £
Auditors' remuneration	6,554	5,630
Depreciation - owned assets	<u>9,309</u>	<u>13,682</u>

10. TRUSTEES' REMUNERATION AND BENEFITS

There were no trustees' remuneration or other benefits for the year ended 31 March 2023 nor for the year ended 31 March 2022.

Trustees' expenses

There were no expenses reimbursed to trustees this year or last year.

11. STAFF COSTS

	31.3.22 £	31.3.21 £
Wages and salaries	1,973,937	2,179,109
Social security costs	113,168	110,759
Other pension costs	30,686	34,044
Redundancy costs	-	18,900
	<u>2,117,791</u>	<u>2,342,812</u>

CROSSROADS CARING FOR LIFE LTD
TRADING AS CROSSROADS HERTFORDSHIRE NORTH

NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 MARCH 2023

11. STAFF COSTS - continued

The average monthly number of employees during the year was as follows:

	31.3.23	31.3.22
Carer Support Staff	108	132
Administration Staff	19	23
Management	4	4
	<u>131</u>	<u>159</u>

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

12. 2022 COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES

	Unrestricted funds £	Restricted funds £	Total funds £
INCOME AND ENDOWMENTS FROM			
Donations and legacies	9,255	-	9,255
Charitable activities			
Carers support services	2,098,102	108,306	2,206,408
Day centre	37,566	-	37,566
HCC - YOD group	12,393	-	12,393
Investment income	1,740	-	1,740
Other income	51,585	-	51,585
Total	<u>2,210,641</u>	<u>108,306</u>	<u>2,318,947</u>
EXPENDITURE ON			
Charitable activities			
Carers support services	2,317,924	108,306	2,426,230
Day centre	7,370	-	7,370
Total	<u>2,325,294</u>	<u>108,306</u>	<u>2,433,600</u>
NET INCOME/(EXPENDITURE)	(114,653)	-	(114,653)
RECONCILIATION OF FUNDS			
Total funds brought forward	618,823	-	618,823
TOTAL FUNDS CARRIED FORWARD	<u>504,170</u>	<u>-</u>	<u>504,170</u>

CROSSROADS CARING FOR LIFE LTD
TRADING AS CROSSROADS HERTFORDSHIRE NORTH

NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 MARCH 2023

13. TAXATION

As a charity, Crossroads Caring for Life Ltd is exempt from tax on income and capital gains under the relevant tax legislation. No tax charges have arisen in the charity.

14. TANGIBLE FIXED ASSETS

	Fixtures and fittings £	Computer equipment £	Totals £
COST			
At 1 April 2022 and 31 March 2023	25,631	57,854	83,485
DEPRECIATION			
At 1 April 2022	23,358	48,175	71,533
Charge for year	2,248	7,061	9,309
At 31 March 2023	25,606	55,236	80,842
NET BOOK VALUE			
At 31 March 2023	25	2,618	2,643
At 31 March 2022	2,273	9,679	11,952

15. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	31.3.23 £	31.3.22 £
Trade debtors	78,615	77,679
Prepayments and accrued income	84,679	59,784
	163,294	137,463

Included within prepayment and accrued income is accrued income of:

	31.3.23 £	31.3.22 £
HCS - Spot Purchase	19,762	13,446
Private clients	25,170	21,763
Other	8,109	5,410

CROSSROADS CARING FOR LIFE LTD
TRADING AS CROSSROADS HERTFORDSHIRE NORTH

NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 MARCH 2023

16. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	31.3.23	31.3.22
	£	£
Trade creditors	23,667	11,577
Social security and other taxes	23,340	31,656
Other creditors	2,765	8,243
Deferred income	3,411	2,680
Accrued expenses	148,674	161,836
	<u>201,857</u>	<u>215,992</u>

17. LEASING AGREEMENTS

Minimum lease payments under non-cancellable operating leases fall due as follows:

	31.3.23	31.3.22
	£	£
Within one year	1,658	1,658
Between one and five years	1,244	2,902
	<u>2,902</u>	<u>4,560</u>

18. MOVEMENT IN FUNDS

	At 1.4.22	Net movement in funds	At 31.3.23
	£	£	£
Unrestricted funds			
General fund	504,170	(196,386)	307,784
TOTAL FUNDS	<u>504,170</u>	<u>(196,386)</u>	<u>307,784</u>

Net movement in funds, included in the above are as follows:

	Incoming resources	Resources expended	Movement in funds
	£	£	£
Unrestricted funds			
General fund	1,810,833	(2,007,219)	(196,386)
Restricted funds			
Building Better Opportunities	47,554	(47,554)	-
Crossroads Breakaway	52,592	(52,592)	-
	<u>100,146</u>	<u>(100,146)</u>	<u>-</u>
TOTAL FUNDS	<u>1,910,979</u>	<u>(2,107,365)</u>	<u>(196,386)</u>

CROSSROADS CARING FOR LIFE LTD
TRADING AS CROSSROADS HERTFORDSHIRE NORTH

NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 MARCH 2023

18. MOVEMENT IN FUNDS - continued

Comparatives for movement in funds

	At 1.4.21 £	Net movement in funds £	At 31.3.22 £
Unrestricted funds			
General fund	618,823	(114,653)	504,170
TOTAL FUNDS	<u>618,823</u>	<u>(114,653)</u>	<u>504,170</u>

Comparative net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	2,210,641	(2,325,294)	(114,653)
Restricted funds			
Building Better Opportunities	59,856	(59,856)	-
Crossroads Breakaway	48,450	(48,450)	-
	<u>108,306</u>	<u>(108,306)</u>	<u>-</u>
TOTAL FUNDS	<u>2,318,947</u>	<u>(2,433,600)</u>	<u>(114,653)</u>

A current year 12 months and prior year 12 months combined position is as follows:

	At 1.4.21 £	Net movement in funds £	At 31.3.23 £
Unrestricted funds			
General fund	618,823	(311,039)	307,784
TOTAL FUNDS	<u>618,823</u>	<u>(311,039)</u>	<u>307,784</u>

CROSSROADS CARING FOR LIFE LTD
TRADING AS CROSSROADS HERTFORDSHIRE NORTH

NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 MARCH 2023

18. MOVEMENT IN FUNDS - continued

A current year 12 months and prior year 12 months combined net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	4,021,474	(4,332,513)	(311,039)
Restricted funds			
Building Better Opportunities	107,410	(107,410)	-
Crossroads Breakaway	101,042	(101,042)	-
	<u>208,452</u>	<u>(208,452)</u>	<u>-</u>
TOTAL FUNDS	<u>4,229,926</u>	<u>(4,540,965)</u>	<u>(311,039)</u>

Building Better Opportunities - Big Lottery and ESF funding for employment and training mentoring for carers. A 27 member partnership in Hertfordshire.

Crossroads Breakaway - a grant funded project for volunteer services for carers.

19. RELATED PARTY DISCLOSURES

The key management personnel of the charity comprises of the Chief Executive Officer, the Registered Manager, the Financial Controller and the Human Resources Manager. The total employee benefits of these key management personnel of the charity were £193,233 (2022: £181,778).

CROSSROADS CARING FOR LIFE LTD
TRADING AS CROSSROADS HERTFORDSHIRE NORTH

DETAILED STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31 MARCH 2023

	31.3.23 £	31.3.22 £
INCOME AND ENDOWMENTS		
Donations and legacies		
Donations and grants	5,512	9,255
Investment income		
Deposit account interest	2,118	1,740
Charitable activities		
Grants	153,834	158,265
Provision of support services	1,735,635	2,097,005
Lunches	1,691	1,097
	1,891,160	2,256,367
Other income		
Job retention scheme	-	10,868
Infection control - Covid 19	12,189	40,717
	12,189	51,585
Total incoming resources	1,910,979	2,318,947
EXPENDITURE		
Charitable activities		
Wages	1,619,353	1,973,937
Social security	103,459	113,168
Pensions	26,060	30,686
Rent	41,828	45,885
Redundancy costs	24,877	-
	1,815,577	2,163,676
Support costs		
Other		
Insurance	15,205	13,412
Light and heat	2,612	1,260
Telephone	31,600	34,858
Printing, postage and stationery	4,658	4,895
Sundries	6,592	22,372
Hire of plant and machinery	1,718	1,300
Carried forward	62,385	78,097

This page does not form part of the statutory financial statements

CROSSROADS CARING FOR LIFE LTD
TRADING AS CROSSROADS HERTFORDSHIRE NORTH

DETAILED STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31 MARCH 2023

	31.3.23	31.3.22
	£	£
Other		
Brought forward	62,385	78,097
Advertising	880	593
Computer costs	51,891	46,225
Staff training	7,428	4,919
Recruitment costs	10,706	10,483
Repairs and maintenance	1,190	891
Subscriptions	8,079	8,074
Travel	116,457	95,560
Professional fees	13,421	1,329
Bad debts	(4)	814
Fixtures and fittings	2,248	3,743
Computer equipment	7,061	9,939
Bank charges	3,492	3,627
	285,234	264,294
Governance costs		
Auditors' remuneration	6,554	5,630
	2,107,365	2,433,600
Total resources expended		
	2,107,365	2,433,600
Net expenditure	(196,386)	(114,653)

This page does not form part of the statutory financial statements

Accounts

REGISTERED COMPANY NUMBER: 06360309 (England and Wales)
REGISTERED CHARITY NUMBER: 1121629

REPORT OF THE TRUSTEES AND
FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022
FOR
CROSSROADS CARING FOR LIFE LTD
(A COMPANY LIMITED BY GUARANTEE)
TRADING AS
CROSSROADS HERTFORDSHIRE NORTH

CROSSROADS CARING FOR LIFE LTD
TRADING AS CROSSROADS HERTFORDSHIRE NORTH

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FOR THE YEAR ENDED 31 MARCH 2022

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CROSSROADS CARING FOR LIFE LTD
TRADING AS CROSSROADS HERTFORDSHIRE NORTH

REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2022

The trustees who are also directors of the charity for the purposes of the Companies Act 2006, present their report with the financial statements of the charity for the year ended 31 March 2022. The trustees have adopted the provisions of Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019).

OBJECTIVES AND ACTIVITIES

Objectives and aims

We support vulnerable or disabled people, their carers, their loved-ones and their networks and communities to live their best lives.

We provide personal and holistic social care support into people's homes and also by providing transport & support to access their communities. We do this 7 days a week, 365 days a year.

To enhance our support service we recruit volunteers providing companionship to isolated people who have no other access to services.

As part of a 27 member partnership, the Building Better Opportunities programme, we also assist unpaid family carers and others to find Employment, Training and Education.

We also provide day opportunities and group activities in our day centre and through services other local partners.

We provide services always according to our values: respectful, resourceful, trustworthy, effective and caring.

Public benefit

The trustees have complied with their duty to have due regard to the guidance on public benefit published by the Charities Commission in exercising their powers or duties. Our services are provided from a variety of funding streams, we seek to add value by giving our time, energy and expertise to initiatives that benefit our clients and the communities in which we work.

CROSSROADS CARING FOR LIFE LTD
TRADING AS CROSSROADS HERTFORDSHIRE NORTH

REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2022

STRATEGIC REPORT

Achievement and performance

Review of Activities and Achievements

Activities within the year.

In the year 2021-2022 we provided around 100,000 hours of support to vulnerable and disabled people, despite the impact of the pandemic on demand levels and disruption in staffing schedules due to self-isolating & infection. That is around 2000 hours of support every week.

Around 1/3 of our services are assisting people with daily living tasks such as: medication, personal hygiene, and nutrition. The remaining 2/3 are related services such as respite services or Carers Breaks, which ensure that carers have time out from their caring role to engage in recreational or health activities. For around 40% of those visits our staff will assist vulnerable and disabled people to engage in their own fulfilling community activities such as shopping, visiting gardens, art activities etc.

Our Day Centre was able to reopen safely during the year with enhanced hygiene and restricted numbers. Our volunteer and Employment Support Services were very active within the year for more detailed reports on all the elements of our services please contact us at: ceo@crossroadshn.org.uk.

Best Companies Award

During the year we were privileged to be awarded the honour of being voted one of the top 5 charities to work for in the Country by our own staff & recognised as a 3-star world-class organisation.

Covid-19

Covid-19 continued to provide challenges to us as a service in the last year. The pandemic placed a significant strain on the organisation in every department. Through enormous team efforts we have ensured that services have been running seamlessly throughout the period. 93,000 hours of services have been delivered. We have ensured an uninterrupted supply of Personal Protective Equipment and Covid tests. In addition, 86% of staff have been vaccinated.

As a result of contract changes and the large number of clients that were self-isolating we experienced a downturn of £222,000 in income against the year before that 2020/21. Through a combination of some grant support & prudent management we have ended the year with a £114,652 deficit.

A key element in our long term strategy is to reduce dependence on Public Funding. We are now approaching a 50/50 split between private and public funding sources. We seek to continue this trend along with a number of other Charitable organisations.

Reserves

Our reserves position remains strong at £504,170. This equates to 13 weeks of running costs and is significantly above the level required to meet all our obligations.

Next Year's Goals

We will be:

- Working with partners to expand resources to support unpaid carers
- Ensuring our staff & volunteers have the best access to Learning & Development to ensure the highest quality services.
- Raising our voice with partners & with our local neighbourhoods
- Focussing on the geographical areas we can support & expanding in those areas.
- Ensure our funding resources are as diversified as possible & involve as much choice as possible on behalf of clients.

If you would like to know more about our goals & aspirations, please contact us at:
ceo@crossroadshn.org.uk.

CROSSROADS CARING FOR LIFE LTD
TRADING AS CROSSROADS HERTFORDSHIRE NORTH

REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2022

Our Values

Respectful Resourceful Trustworthy Effective Caring

Financial review

There is a list of donors, supporters and grant givers in the accounts and we are profoundly grateful on behalf of unpaid carers who bear heavy responsibilities on behalf of those they care for.

Every single penny of every donation we receive goes towards the services we subsidise through our activities for the carer communities in which we work such as unfunded emergency responses.

We continue to meet our reserves targets and enjoy an excellent debtor ratio.

Reserves Policy

The organisation's reserves policy is to create reserves equivalent to 3 months gross expenditure (12 weeks) for this financial year. The organisation has considered that this level of reserves will allow it to weather any fiscal requirements in the foreseeable future.

Investment Policy

In accordance with the Memorandum and Articles of Association the board may invest the monies of the organisation not immediately required for its purposes in suitable low risk investments.

Long term Financial Position

The organisation's long term financial forecast indicates opportunities for growth and an increase in demand for services is set to intensify over the next decade.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing document

Crossroads Caring for Life Ltd formerly known as Crossroads in Hertfordshire (North and Northeast) Caring for Carers (trading as Crossroads Hertfordshire North) is a company limited by guarantee governed by its Governing documents. It is registered as a charity with the Charities Commission. Anyone over the age of 18 can apply to be a member of the Board of Trustees of the charity. Trustees are also Company Directors, in the event of the company being wound up members are eligible to be considered for Limited Liability and the Charity retains insurance against Trustee liability.

Organisational structure

Crossroads Caring For Life Ltd is a charitable company, limited by guarantee. The charitable company is run by The Board of Trustees (the Board), who met nine times in the 2022 year end. The meetings were led by the Board, and were also attended by the key management personnel, which is comprised of the Chief Executive Officer, the Registered Manager, the Financial Controller, and the Human Resources Manager, who deal with the day to day running of the charity.

Induction and training of new trustees

When new Trustees are appointed - they are inducted and embedded in the Charity, they may come with personal experience of being a Carer and/or relevant local knowledge and business skills. In this financial year we continued to meet monthly to review financials and performance. Main Board meetings are held generally quarterly. A Board rotation policy is in place in compliance with the Charity Governance Code 2017.

Related parties

Related party transactions have been disclosed in the Notes to the Financial Statements.

CROSSROADS CARING FOR LIFE LTD
TRADING AS CROSSROADS HERTFORDSHIRE NORTH

REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2022

STRUCTURE, GOVERNANCE AND MANAGEMENT

Risk management

The Board considers major risks to which the charity is exposed at Board meetings. The risk register is reviewed continuously. Where appropriate, actions are identified to mitigate the risks the charity faces and are formally evaluated at each board and sub-committee meeting.

Every carer and cared for person is assessed for risk and staff are trained in Moving and Positioning, Adult Personal Care, Health and Safety, Fire Risks, Safeguarding Adults and Personal Safety amongst others. All staff working with vulnerable persons are enhanced Disclosure and Barring Service checked. Our Business Continuity Plan was reviewed in the year and is in place for any potential crises or incidents.

We also continue to be covered through our charity insurance partner, Scrutton Bland. Additional covers have extended protection for cyber security & other risks with comprehensive employers, public liability, trustee liability and office contents insurance.

REFERENCE AND ADMINISTRATIVE DETAILS

Registered Company number

06360309 (England and Wales)

Registered Charity number

1121629

Registered office

Suite 20, Intech House
Wilbury Way
Hitchin
Hertfordshire
SG4 0TW

Trustees

Jeremy Colman	(Chair)
Graham Horne	(Treasurer)
Justin Jewitt	
Bob Fee	
Peter Duffy	
Vivien Kerr	
Fraser Hill	
Chris Wraith	
John Gardner	(Co-opted from Stevenage Borough Council)

Chief Executive Officer - Michael Farrell

Company secretary

Michael Farrell

CROSSROADS CARING FOR LIFE LTD
TRADING AS CROSSROADS HERTFORDSHIRE NORTH

REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2022

REFERENCE AND ADMINISTRATIVE DETAILS

Auditors

Bradshaw Johnson
Chartered Accountants
Statutory Auditor
Croft Chambers
11 Bancroft
Hitchin
Hertfordshire
SG5 1JQ

Bankers

CAF Bank
25 Kings Hill Avenue
Kings Hill
West Malling
Kent
ME19 4JQ

STATEMENT OF TRUSTEES' RESPONSIBILITIES

The trustees (who are also the directors of Crossroads Caring for Life Ltd for the purposes of company law) are responsible for preparing the Report of the Trustees and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) including Financial Reporting Standard 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland"

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 charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company 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 Charity SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charitable company and to enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company 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; and
- 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.

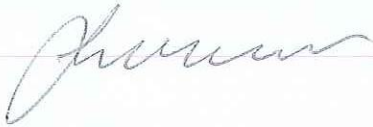
AUDITORS

The auditors, Bradshaw Johnson Chartered Accountants, will be proposed for re-appointment at the forthcoming Annual General Meeting.

CROSSROADS CARING FOR LIFE LTD
TRADING AS CROSSROADS HERTFORDSHIRE NORTH

REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2022

Report of the trustees, incorporating a strategic report, approved by order of the board of trustees, as the company directors, on 4 November 2022 and signed on the board's behalf by:

A handwritten signature in blue ink, appearing to read 'J P Colman', written over a horizontal line.

J P Colman - Trustee

REPORT OF THE INDEPENDENT AUDITORS TO THE TRUSTEES OF
CROSSROADS CARING FOR LIFE LTD

Opinion

We have audited the financial statements of Crossroads Caring for Life Ltd (the 'charitable company') for the year ended 31 March 2022 which comprise the Statement of Financial Activities, the Statement of Financial Position, the Statement of Cash Flows and 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 (United Kingdom Generally Accepted Accounting Practice), including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland'.

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company'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, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland'; 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 Auditors' responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company 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 charitable company'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 Report of the Independent Auditors 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.

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 this gives rise to a material misstatement in the financial statements themselves. 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.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters where the Charities (Accounts and Reports) Regulations 2008 requires us to report to you if, in our opinion:

- the information given in the Report of the Trustees is inconsistent in any material respect with the financial statements;
- or
- the charitable company has not kept adequate accounting records; or
- the financial statements are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we require for our audit.

REPORT OF THE INDEPENDENT AUDITORS TO THE TRUSTEES OF
CROSSROADS CARING FOR LIFE LTD

Responsibilities of trustees

As explained more fully in the Statement of Trustees' Responsibilities, the trustees (who are also the directors of the charitable company for the purposes of company law) 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 the trustees 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 charitable company'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 charitable company or to cease operations, or have no realistic alternative but to do so.

REPORT OF THE INDEPENDENT AUDITORS TO THE TRUSTEES OF
CROSSROADS CARING FOR LIFE LTD

Our responsibilities for the audit of the financial statements

We have been appointed as auditors under Section 144 of the Charities Act 2011 and report in accordance with the Act and relevant regulations made or having effect thereunder.

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 a Report of the Independent Auditors 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.

The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

We considered the nature of the Charitable Company's sector and its control environment, and reviewed the Charitable Company's documentation of their policies and procedures relating to fraud and compliance with laws and regulations. We also enquired of management about their own identification and assessment of the risks of irregularities.

We obtained an understanding of the legal and regulatory framework that the Charitable Company operates in, and identified the key laws and regulations that:

- had a direct effect on the determination of material amounts and disclosures in the financial statements. These included guidance from the UK Companies Act, the Care Quality Commission, and Charity Commission; and
- do not have a direct effect on the financial statements but compliance with which may be fundamental to the Charitable Company's ability to operate or to avoid a material penalty.

We discussed among the audit engagement team including relevant internal specialists such as tax specialists regarding the opportunities and incentives that may exist within the organisation for fraud and how and where fraud might occur in the financial statements.

In common with all audits under ISAs (UK), we are also required to perform specific procedures to respond to the risk of management override. In addressing the risk of fraud through management override of controls, we tested the appropriateness of journal entries and other adjustments; assessed whether the judgements made in making accounting estimates are indicative of a potential bias; and evaluated the business rationale of any significant transactions that are unusual or outside the normal course of business.

In addition to the above, our procedures to respond to the risks identified included the following:

- reviewing financial statement disclosures by testing to supporting documentation to assess compliance with provisions of relevant laws and regulations described as having a direct effect on the financial statements;
- performing analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud;
- enquiring of management concerning actual and potential litigation and claims, and instances of non-compliance with laws and regulations; and
- reading minutes of meetings of those charged with governance, and reviewing correspondence with HMRC.

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 Report of the Independent Auditors.

REPORT OF THE INDEPENDENT AUDITORS TO THE TRUSTEES OF
CROSSROADS CARING FOR LIFE LTD

Use of our report

This report is made solely to the charitable company's trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charitable company's trustees those matters we are required to state to them in an auditors' 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 charitable company and the charitable company's trustees as a body, for our audit work, for this report, or for the opinions we have formed.

Neil Harding

Neil Harding FCA
for and on behalf of Bradshaw Johnson
Chartered Accountants
Statutory Auditor
Eligible to act as an auditor in terms of Section 1212 of the Companies Act 2006
Croft Chambers
11 Bancroft
Hitchin
Hertfordshire
SG5 1JQ

Date: *9-11-22*

CROSSROADS CARING FOR LIFE LTD
TRADING AS CROSSROADS HERTFORDSHIRE NORTH

STATEMENT OF FINANCIAL ACTIVITIES
(INCORPORATING AN INCOME AND EXPENDITURE ACCOUNT)
FOR THE YEAR ENDED 31 MARCH 2022

	Notes	Unrestricted funds £	Restricted funds £	31.3.22 Total funds £	31.3.21 Total funds £
INCOME AND ENDOWMENTS FROM					
Donations and legacies	3	9,255	-	9,255	10,101
Charitable activities					
Carers support services		2,098,102	108,306	2,206,408	2,207,563
Day centre		37,566	-	37,566	37,736
HCC - YOD group		12,393	-	12,393	12,393
Investment income	4	1,740	-	1,740	3,070
Other income	6	51,585	-	51,585	371,276
Total		<u>2,210,641</u>	<u>108,306</u>	<u>2,318,947</u>	<u>2,642,139</u>
EXPENDITURE ON					
Charitable activities	7				
Carers support services		2,317,924	108,306	2,426,230	2,692,471
Day centre		<u>7,370</u>	<u>-</u>	<u>7,370</u>	<u>8,116</u>
Total		<u>2,325,294</u>	<u>108,306</u>	<u>2,433,600</u>	<u>2,700,587</u>
NET INCOME/(EXPENDITURE)		(114,653)	-	(114,653)	(58,448)
RECONCILIATION OF FUNDS					
Total funds brought forward		618,823	-	618,823	677,271
TOTAL FUNDS CARRIED FORWARD		<u>504,170</u>	<u>-</u>	<u>504,170</u>	<u>618,823</u>

The notes form part of these financial statements

CROSSROADS CARING FOR LIFE LTD (REGISTERED NUMBER: 06360309)
TRADING AS CROSSROADS HERTFORDSHIRE NORTH

STATEMENT OF FINANCIAL POSITION
31 MARCH 2022

	Notes	Unrestricted funds £	Restricted funds £	31.3.22 Total funds £	31.3.21 Total funds £
FIXED ASSETS					
Tangible assets	14	11,952	-	11,952	23,248
CURRENT ASSETS					
Debtors	15	137,463	-	137,463	165,458
Cash at bank and in hand		<u>570,747</u>	<u>-</u>	<u>570,747</u>	<u>685,829</u>
		708,210	-	708,210	851,287
CREDITORS					
Amounts falling due within one year	16	(215,992)	-	(215,992)	(255,712)
		<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
NET CURRENT ASSETS		<u>492,218</u>	<u>-</u>	<u>492,218</u>	<u>595,575</u>
TOTAL ASSETS LESS CURRENT LIABILITIES		504,170	-	504,170	618,823
		<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
NET ASSETS		<u>504,170</u>	<u>-</u>	<u>504,170</u>	<u>618,823</u>
FUNDS	18				
Unrestricted funds				<u>504,170</u>	<u>618,823</u>
TOTAL FUNDS				<u>504,170</u>	<u>618,823</u>

The charitable company is entitled to exemption from audit under Section 477 of the Companies Act 2006 for the year ended 31 March 2022.

The members have not deposited notice, pursuant to Section 476 of the Companies Act 2006 requiring an audit of these financial statements.

The trustees acknowledge their responsibilities for

- (a) ensuring that the charitable company keeps accounting records that comply with Sections 386 and 387 of the Companies Act 2006 and
- (b) preparing financial statements which give a true and fair view of the state of affairs of the charitable company as at the end of each financial year and of its surplus or deficit for each financial year in accordance with the requirements of Sections 394 and 395 and which otherwise comply with the requirements of the Companies Act 2006 relating to financial statements, so far as applicable to the charitable company.

The notes form part of these financial statements

CROSSROADS CARING FOR LIFE LTD (REGISTERED NUMBER: 06360309)
TRADING AS CROSSROADS HERTFORDSHIRE NORTH

STATEMENT OF FINANCIAL POSITION - continued
31 MARCH 2022

These financial statements have been audited under the requirements of Section 145 of the Charities Act 2011.

The financial statements were approved by the Board of Trustees and authorised for issue on 4 November 2022 and were signed on its behalf by:

A handwritten signature in black ink, appearing to read 'G R Horne', is written above the printed name.

G R Horne - Trustee

CROSSROADS CARING FOR LIFE LTD
TRADING AS CROSSROADS HERTFORDSHIRE NORTH

STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 MARCH 2022

	Notes	31.3.22 £	31.3.21 £
Cash flows from operating activities			
Cash generated from operations	1	(110,809)	(54,402)
Interest paid		<u>(3,627)</u>	<u>(3,417)</u>
Net cash used in operating activities		<u>(114,436)</u>	<u>(57,819)</u>
Cash flows from investing activities			
Purchase of tangible fixed assets		(2,386)	(16,605)
Interest received		<u>1,740</u>	<u>3,070</u>
Net cash used in investing activities		<u>(646)</u>	<u>(13,535)</u>
Change in cash and cash equivalents in the reporting period		(115,082)	(71,354)
Cash and cash equivalents at the beginning of the reporting period		<u>685,829</u>	<u>757,183</u>
Cash and cash equivalents at the end of the reporting period		<u>570,747</u>	<u>685,829</u>

The notes form part of these financial statements

CROSSROADS CARING FOR LIFE LTD
TRADING AS CROSSROADS HERTFORDSHIRE NORTH

NOTES TO THE STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 MARCH 2022

1. RECONCILIATION OF NET EXPENDITURE TO NET CASH FLOW FROM OPERATING ACTIVITIES

	31.3.22 £	31.3.21 £
Net expenditure for the reporting period (as per the Statement of Financial Activities)	(114,653)	(58,448)
Adjustments for:		
Depreciation charges	13,682	15,176
Interest received	(1,740)	(3,070)
Interest paid	3,627	3,417
Decrease/(increase) in debtors	27,995	(9,992)
Decrease in creditors	<u>(39,720)</u>	<u>(1,485)</u>
Net cash used in operations	<u>(110,809)</u>	<u>(54,402)</u>

2. ANALYSIS OF CHANGES IN NET FUNDS

	At 1.4.21 £	Cash flow £	At 31.3.22 £
Net cash			
Cash at bank and in hand	<u>685,829</u>	<u>(115,082)</u>	<u>570,747</u>
	<u>685,829</u>	<u>(115,082)</u>	<u>570,747</u>
Total	<u>685,829</u>	<u>(115,082)</u>	<u>570,747</u>

The notes form part of these financial statements

CROSSROADS CARING FOR LIFE LTD
TRADING AS CROSSROADS HERTFORDSHIRE NORTH

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

1. STATEMENT OF COMPLIANCE

Crossroads Caring For Life Ltd is a charitable company incorporated in England. The registered office is:

Suite 20
Intech House
Wilbury Way
Hitchin
Hertfordshire
SG4 0TW

The charitable company's financial statements have been prepared in compliance with Charities SORP (FRS 102) as it applies to the financial statements for the year ended 31 March 2022.

2. ACCOUNTING POLICIES

Basis of preparing the financial statements

The financial statements of the charitable company, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) 'Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Companies Act 2006. The financial statements have been prepared under the historical cost convention.

The financial statements are prepared in sterling.

After making enquiries, the trustees have a reasonable expectation that the charity has adequate resources to continue its activities for the foreseeable future. Accordingly, they continue to adopt the going concern basis in preparing the financial statements as outlined in the Statement of Trustees Responsibilities on page 5.

Crossroads Caring for Life Ltd meets the definition of a public entity under FRS 102.

Income

All income is recognised in the Statement of Financial Activities once the charity has entitlement to the funds, it is probable that the income will be received and the amount can be measured reliably.

Income is deferred when monies have been received in advance of a service being rendered. The deferred income is released at the point when the service has been rendered.

Expenditure

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources.

Irrecoverable VAT is charged against the expenditure heading for which it was incurred.

Tangible fixed assets

Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life.

Fixtures and fittings	- 25% on cost
Computer equipment	- 33% on cost

CROSSROADS CARING FOR LIFE LTD
TRADING AS CROSSROADS HERTFORDSHIRE NORTH

NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 MARCH 2022

2. ACCOUNTING POLICIES - continued

Tangible fixed assets

Minor additions of less than £250 are not capitalised.

Taxation

The charity is exempt from corporation tax on its charitable activities.

Fund accounting

Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

Restricted funds can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

Pension costs and other post-retirement benefits

The charitable company operates a defined contribution pension scheme. Contributions payable to the charitable company's pension scheme are charged to the Statement of Financial Activities in the period to which they relate.

Any liability or expense are allocated to unrestricted and restricted funds on the same basis as other employee-related costs.

Donated services and facilities

Donated services are recognised as income when the receipt of economic benefit from the use by the charity is probable and can be measured reliably.

Legal status of the charity

The Charity is a company limited by guarantee and has no share capital. The liability of each member in the event of winding-up is limited to £5 per member of the charity.

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.

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.

Creditors and provisions

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.

Financial instruments

The trust 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 measured at amortised cost using the effective interest method.

CROSSROADS CARING FOR LIFE LTD
TRADING AS CROSSROADS HERTFORDSHIRE NORTH

NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 MARCH 2022

3. DONATIONS AND LEGACIES

	31.3.22	31.3.21
	£	£
Donations and grants	<u>9,255</u>	<u>10,101</u>

The charity is grateful to Stevenage Borough Council for donating the use of the Day Centre. The value of the rent in kind is £3,700 (2021 - £3,700). The value of this service is recognised within income as a donation and an equivalent charge within Day Centre direct costs.

Grants received, included in the above, are as follows:

	31.3.22	31.3.21
	£	£
Other	556	1,808
Stevenage Borough Council - rent in kind	3,700	3,700
The Oddfellows	50	50
Donation - St Katherine Ickleford PCC	150	150
In memoriam - H Leach	-	270
Donation - Mr Fletcher	1,900	180
Donation - J Wainwright	-	211
Donation - Mr Parker	195	165
Donation - Mr Hennessy	-	120
Donation - Norman Phillips	-	997
Donation - Chesterfield Golf Club	-	2,450
Donation - in memorandon of Jack Wood	1,962	-
Donation - in memorandon of P Avery	350	-
Donation - in memorandon of J Young	142	-
Donation - J Wesley	<u>250</u>	<u>-</u>
	<u>9,255</u>	<u>10,101</u>

4. INVESTMENT INCOME

	31.3.22	31.3.21
	£	£
Deposit account interest	<u>1,740</u>	<u>3,070</u>

CROSSROADS CARING FOR LIFE LTD
TRADING AS CROSSROADS HERTFORDSHIRE NORTH

NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 MARCH 2022

5. INCOME FROM CHARITABLE ACTIVITIES

	Activity	31.3.22 £	31.3.21 £
HCS - Spot contract	Carers support services	830,811	739,806
Private clients	Carers support services	1,259,160	1,301,968
Lunches	Carers support services	1,097	117
Training	Carers support services	24	12
Other	Carers support services	7,010	61,996
Building Better Opportunities	Carers support services	59,856	5,214
Crossroads Breakaway	Carers support services	48,450	48,450
		<u>2,206,408</u>	<u>2,207,563</u>
HCS - Day Centre	Day Centre	<u>37,566</u>	<u>37,736</u>
HCC - YOD group	HCC - YOD Group	<u>12,393</u>	<u>12,393</u>

Grants received, included in the above, are as follows:

	31.3.22 £	31.3.21 £
HCS - Day Centre	37,566	37,066
HCS - Other	12,393	12,393
Building Better Opportunities	59,856	58,214
Crossroads Breakaway	48,450	48,450
	<u>158,265</u>	<u>153,123</u>

6. OTHER INCOME

	31.3.22 £	31.3.21 £
Job retention scheme	10,868	319,606
Infection control - Covid 19	<u>40,717</u>	<u>51,670</u>
	<u>51,585</u>	<u>371,276</u>

CROSSROADS CARING FOR LIFE LTD
TRADING AS CROSSROADS HERTFORDSHIRE NORTH

NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 MARCH 2022

7. CHARITABLE ACTIVITIES COSTS

	Direct Costs £	Support costs (see note 8) £	Totals £
Carers support services	2,159,976	266,254	2,426,230
Day centre	<u>3,700</u>	<u>3,670</u>	<u>7,370</u>
	<u>2,163,676</u>	<u>269,924</u>	<u>2,433,600</u>

8. SUPPORT COSTS

	Other £	Governance costs £	Totals £
Carers support services	260,624	5,630	266,254
Day centre	<u>3,670</u>	<u>-</u>	<u>3,670</u>
	<u>264,294</u>	<u>5,630</u>	<u>269,924</u>

9. NET INCOME/(EXPENDITURE)

Net income/(expenditure) is stated after charging/(crediting):

	31.3.22 £	31.3.21 £
Auditors' remuneration	5,630	6,400
Depreciation - owned assets	<u>13,682</u>	<u>15,176</u>

10. TRUSTEES' REMUNERATION AND BENEFITS

There were no trustees' remuneration or other benefits for the year ended 31 March 2022 nor for the year ended 31 March 2021.

Trustees' expenses

There were no expenses reimbursed to trustees this year or last year.

CROSSROADS CARING FOR LIFE LTD
TRADING AS CROSSROADS HERTFORDSHIRE NORTH

NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 MARCH 2022

11. STAFF COSTS

	31.3.22 £	31.3.21 £
Wages and salaries	1,973,937	2,179,109
Social security costs	113,168	110,759
Other pension costs	30,686	34,044
Redundancy costs	-	18,900
	<u>2,117,791</u>	<u>2,342,812</u>

The average monthly number of employees during the year was as follows:

	31.3.22	31.3.21
Carer Support Staff	132	145
Administration Staff	23	24
Management	4	4
	<u>159</u>	<u>173</u>

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

12. 2021 COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES

	Unrestricted funds £	Restricted funds £	Total funds £
INCOME AND ENDOWMENTS FROM			
Donations and legacies	10,101	-	10,101
Charitable activities			
Carers support services	2,103,899	103,664	2,207,563
Day centre	37,736	-	37,736
HCC - YOD group	12,393	-	12,393
Investment income	3,070	-	3,070
Other income	<u>371,276</u>	<u>-</u>	<u>371,276</u>
Total	<u>2,538,475</u>	<u>103,664</u>	<u>2,642,139</u>
EXPENDITURE ON			
Charitable activities			
Carers support services	2,588,807	103,664	2,692,471
Day centre	<u>8,116</u>	<u>-</u>	<u>8,116</u>
Total	<u>2,596,923</u>	<u>103,664</u>	<u>2,700,587</u>
NET INCOME/(EXPENDITURE)	(58,448)	-	(58,448)

CROSSROADS CARING FOR LIFE LTD
TRADING AS CROSSROADS HERTFORDSHIRE NORTH

NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 MARCH 2022

12. 2021 COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES - continued

Unrestricted funds £	Restricted funds £	Total funds £
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RECONCILIATION OF FUNDS

Total funds brought forward	677,271	-	677,271
TOTAL FUNDS CARRIED FORWARD	<u>618,823</u>	<u>-</u>	<u>618,823</u>

13. TAXATION

As a charity, Crossroads Caring for Life Ltd is exempt from tax on income and capital gains under the relevant tax legislation. No tax charges have arisen in the charity.

14. TANGIBLE FIXED ASSETS

	Fixtures and fittings £	Computer equipment £	Totals £
COST			
At 1 April 2021	25,631	55,468	81,099
Additions	<u>-</u>	<u>2,386</u>	<u>2,386</u>
At 31 March 2022	<u>25,631</u>	<u>57,854</u>	<u>83,485</u>
DEPRECIATION			
At 1 April 2021	19,615	38,236	57,851
Charge for year	<u>3,743</u>	<u>9,939</u>	<u>13,682</u>
At 31 March 2022	<u>23,358</u>	<u>48,175</u>	<u>71,533</u>
NET BOOK VALUE			
At 31 March 2022	<u>2,273</u>	<u>9,679</u>	<u>11,952</u>
At 31 March 2021	<u>6,016</u>	<u>17,232</u>	<u>23,248</u>

CROSSROADS CARING FOR LIFE LTD
TRADING AS CROSSROADS HERTFORDSHIRE NORTH

NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 MARCH 2022

15. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	31.3.22	31.3.21
	£	£
Trade debtors	77,679	72,232
Prepayments and accrued income	<u>59,784</u>	<u>93,226</u>
	<u>137,463</u>	<u>165,458</u>

Included within prepayment and accrued income is accrued income of:

	31.3.22	31.3.21
	£	£
HCS - Spot Purchase	13,446	18,801
Private clients	21,763	41,790
Other	5,410	17,438

16. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	31.3.22	31.3.21
	£	£
Trade creditors	11,577	5,768
Social security and other taxes	31,656	22,619
Other creditors	8,243	6,611
Deferred income	2,680	5,357
Accrued expenses	<u>161,836</u>	<u>215,357</u>
	<u>215,992</u>	<u>255,712</u>

17. LEASING AGREEMENTS

Minimum lease payments under non-cancellable operating leases fall due as follows:

	31.3.22	31.3.21
	£	£
Within one year	1,658	1,658
Between one and five years	<u>2,902</u>	<u>4,560</u>
	<u>4,560</u>	<u>6,218</u>

CROSSROADS CARING FOR LIFE LTD
TRADING AS CROSSROADS HERTFORDSHIRE NORTH

NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 MARCH 2022

18. MOVEMENT IN FUNDS

	At 1.4.21 £	Net movement in funds £	At 31.3.22 £
Unrestricted funds			
General fund	618,823	(114,653)	504,170
TOTAL FUNDS	<u>618,823</u>	<u>(114,653)</u>	<u>504,170</u>

Net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	2,210,641	(2,325,294)	(114,653)
Restricted funds			
Building Better Opportunities	59,856	(59,856)	-
Crossroads Breakaway	<u>48,450</u>	<u>(48,450)</u>	<u>-</u>
	<u>108,306</u>	<u>(108,306)</u>	<u>-</u>
TOTAL FUNDS	<u>2,318,947</u>	<u>(2,433,600)</u>	<u>(114,653)</u>

Comparatives for movement in funds

	At 1.4.20 £	Net movement in funds £	At 31.3.21 £
Unrestricted funds			
General fund	677,271	(58,448)	618,823
TOTAL FUNDS	<u>677,271</u>	<u>(58,448)</u>	<u>618,823</u>

CROSSROADS CARING FOR LIFE LTD
TRADING AS CROSSROADS HERTFORDSHIRE NORTH

NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 MARCH 2022

18. MOVEMENT IN FUNDS - continued

Comparative net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	2,538,475	(2,596,923)	(58,448)
Restricted funds			
Building Better Opportunities	55,214	(55,214)	-
Crossroads Breakaway	48,450	(48,450)	-
	<u>103,664</u>	<u>(103,664)</u>	<u>-</u>
TOTAL FUNDS	<u>2,642,139</u>	<u>(2,700,587)</u>	<u>(58,448)</u>

A current year 12 months and prior year 12 months combined position is as follows:

	At 1.4.20 £	Net movement in funds £	At 31.3.22 £
Unrestricted funds			
General fund	677,271	(173,101)	504,170
	<u>677,271</u>	<u>(173,101)</u>	<u>504,170</u>
TOTAL FUNDS	<u>677,271</u>	<u>(173,101)</u>	<u>504,170</u>

A current year 12 months and prior year 12 months combined net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	4,749,116	(4,922,217)	(173,101)
Restricted funds			
Building Better Opportunities	115,070	(115,070)	-
Crossroads Breakaway	96,900	(96,900)	-
	<u>211,970</u>	<u>(211,970)</u>	<u>-</u>
TOTAL FUNDS	<u>4,961,086</u>	<u>(5,134,187)</u>	<u>(173,101)</u>

Building Better Opportunities - Big Lottery and ESF funding for employment and training mentoring for carers. A 27 member partnership in Hertfordshire.

CROSSROADS CARING FOR LIFE LTD
TRADING AS CROSSROADS HERTFORDSHIRE NORTH

NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 MARCH 2022

18. MOVEMENT IN FUNDS - continued

Crossroads Breakaway - a grant funded project for volunteer services for carers.

19. RELATED PARTY DISCLOSURES

The key management personnel of the charity comprises of the Chief Executive Officer, the Registered Manager, the Financial Controller and the Human Resources Manager. The total employee benefits of these key management personnel of the charity were £181,778 (2021: £169,681).

Accounts

REGISTERED COMPANY NUMBER: 06360309 (England and Wales)
REGISTERED CHARITY NUMBER: 1121629

REPORT OF THE TRUSTEES AND
FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021
FOR
CROSSROADS CARING FOR LIFE LTD
(A COMPANY LIMITED BY GUARANTEE)
TRADING AS
CROSSROADS HERTFORDSHIRE NORTH

CROSSROADS CARING FOR LIFE LTD
TRADING AS CROSSROADS HERTFORDSHIRE NORTH

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FOR THE YEAR ENDED 31 MARCH 2021

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CROSSROADS CARING FOR LIFE LTD (REGISTERED NUMBER: 06360309)
TRADING AS CROSSROADS HERTFORDSHIRE NORTH

REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2021

The trustees who are also directors of the charity for the purposes of the Companies Act 2006, present their report with the financial statements of the charity for the year ended 31 March 2021. The trustees have adopted the provisions of Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019).

OBJECTIVES AND ACTIVITIES

Objectives and aims

Our Aim

Our aim is to provide support services to: carers, their loved-ones and their networks and communities.

We achieve this by providing social care support 7 days a week 365 days a year. Additional services include volunteering support, employment support, day services & supporting other local partners.

We will provide services always according to our values: respectful, resourceful, trustworthy, effective and caring.

Objectives:

- To support the **whole network** of carers: family, friends and informal carers.
- To be an **influential** voice raising carers issues.
- To being the **best employer** with the best staff reward package in our area.
- Providing **highest quality services**.
- A **long term partner** to other organisations and funders.
- Committed to providing the **Support** carers need to care.
- **Listening** to carers and designing services they need.
- Committed to **collaborating** with others.

Public benefit

The trustees have complied with their duty to have due regard to the guidance on public benefit published by the Charities Commission in exercising their powers or duties. Our services are provided from a variety of funding streams, we seek to add value by giving our time, energy and expertise to initiatives that benefit our clients and the communities in which we work.

STRATEGIC REPORT

Achievement and performance

Review of Activities and Achievements

Crossroads Caring For Life Ltd offers:

- Homecare services to vulnerable & disabled people
- Respite services to family & friends' unpaid carers in Hertfordshire & surrounding
- Employment support services to unemployed Carers
- Volunteering opportunities

Services are offered 24 hours a day, 7 days a week, 365 days a year.

Name Change

During the year at our General Meeting we changed the name of the organisation to Crossroads Caring for Life Ltd. We have retained existing names.

Best Companies Award

During the year we were privileged to be awarded the honour of being voted one of the top 5 charities to work for in the Country by our own staff & recognised as a 3-star world-class organisation.

CROSSROADS CARING FOR LIFE LTD (REGISTERED NUMBER: 06360309)
TRADING AS CROSSROADS HERTFORDSHIRE NORTH

REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2021

STRATEGIC REPORT

Covid 19

The signature challenge for social care nationally & internationally was of course the pandemic which placed a significant strain on the organisation in every department. Through enormous team efforts we have ensured that services have been running seamlessly throughout the period. 102,530 hours of services have been delivered. We have ensured an uninterrupted supply of Personal Protective Equipment and Covid tests. In addition, 86% of staff have been vaccinated.

Service reductions in the year

As a result of contract changes & the large number of clients that were self-isolating we experienced a £222,000 downturn in income against the previous year. Through a combination of grant support, furloughing & prudent management we have ended the year with a £58,000 deficit against income.

Fundraising

The charitable company is not dependant on fundraising income.

Next Year's Goals

We will be:

- Implementing our strategy around our 4 key areas:
- Quality: To achieve an outstanding CQC rating
- People: An employer of choice
- Growth: Meeting our targets, particularly on double-up care.
- Sustainability: Meeting our digital & margin targets

If you would like to know more about our goals & aspirations, please contact us at:
ceo@crossroadshn.org.uk.

Our Values

Respectful Resourceful Trustworthy Effective Caring

Financial review

There is a list of donors, supporters and grant givers in the accounts and we are profoundly grateful on behalf of unpaid carers who bear heavy responsibilities on behalf of those they care for. Every single penny of every donation we receive goes towards the services we subsidise through our activities for the carer communities in which we work such as cafes, peer meet-ups and day centres and unfunded emergency responses.

We continue to meet our reserves targets and enjoy an excellent debtor ratio.

Reserves Policy

Our reserves position remains strong at £618,823, all of which is unrestricted. We maintain a level of reserves which are both sufficient to cover 12 weeks of expenditure and would allow us to meet all third party and legal obligations if forced to cease operations.

CROSSROADS CARING FOR LIFE LTD (REGISTERED NUMBER: 06360309)
TRADING AS CROSSROADS HERTFORDSHIRE NORTH

REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2021

STRATEGIC REPORT

Investment Policy

In accordance with the Memorandum and Articles of Association the board may invest the monies of the organisation not immediately required for its purposes in suitable low risk investments.

Long term Financial Position

The organisation's long term financial forecast indicates significant opportunities for growth and the Trustees are considering investment options.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing document

Crossroads Caring for Life Ltd (trading as Crossroads Hertfordshire North) is a company limited by guarantee governed by its Memorandum and Articles of Association. It is registered as a charity with the Charities Commission. Anyone over the age of 18 can apply to be a member of the Board of Trustees of the charity. Trustees are also company directors, in the event of the company being wound up members are eligible to be considered for Limited Liability and the charity retains insurance against trustee liability.

Organisational structure

Crossroads Caring For Life Ltd is a charitable company, limited by guarantee. The charitable company is run by The Board of Trustees (the Board), who met nine times in the 2021 year end. The meetings were led by the Board, and were also attend by the key management personnel, which is comprised of the Chief Executive Officer, the Registered Manager, the Financial Controller, and the Human Resources Manager, who deal with the day to day running of the charity.

Induction and training of new trustees

When new trustees are appointed they are inducted and embedded in the charity, they may come with personal experience of being a Carer and/or relevant local knowledge and business skills. In this financial year we increased the full Board meetings to monthly to ensure we had adequate Governance during the pandemic streamlined the subcommittees to one: Finance & Performance. A Board rotation policy is in place in compliance with the charity Governance Code 2017.

Related parties

Related party transactions have been disclosed in the Notes to the Financial Statements. Crossroads Caring for Life Ltd decided to leave the Carers Trust in the year.

Risk management

The Board considers major risks to which the charity is exposed at Board meetings. The risk register is reviewed continuously. Where appropriate, actions are identified to mitigate the risks the charity faces and are formally evaluated at each board and sub-committee meeting.

Every carer and cared for person is assessed for risk and staff are trained in Moving and Handling, adult Personal Care, Health and Safety, Fire risks and Personal Safety. All staff working with vulnerable persons are enhanced DBS checked. A Business Continuity Plan is in place for emergencies and possible loss of service.

We also continue to be covered through our charity insurance partner, Scrutton Bland. Additional covers have extended protection for cyber security & other risks with comprehensive employers, public liability, trustee liability and office contents insurance.

CROSSROADS CARING FOR LIFE LTD (REGISTERED NUMBER: 06360309)
TRADING AS CROSSROADS HERTFORDSHIRE NORTH

REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2021

REFERENCE AND ADMINISTRATIVE DETAILS

Registered Company number
06360309 (England and Wales)

Registered Charity number
1121629

Registered office
Suite 20, Intech House
Wilbury Way
Hitchin
Hertfordshire
SG4 0TW

Trustees

Jeremy Colman	(Chair)
Graham Horne	(Treasurer)
Justin Jewitt	
Bob Fee	
Peter Duffy	
Vivien Kerr	
Fraser Hill	
Chris Wraith	
John Gardner	(Co-opted)
Jeannette Thomas	- resigned 10 November 2020

Chief Executive Officer - Michael Farrell

Company secretary
Michael Farrell

Auditors

Bradshaw Johnson
Chartered Accountants
Statutory Auditor
Croft Chambers
11 Bancroft
Hitchin
Hertfordshire
SG5 1JQ

Bankers

CAF Bank
25 Kings Hill Avenue
Kings Hill
West Malling
Kent
ME19 4JQ

CHANGE OF NAME

The charitable company passed a special resolution on 20 November 2020 changing its name from Crossroads in Hertfordshire (North and North East) Caring for Carers to Crossroads Caring for Life Ltd.

CROSSROADS CARING FOR LIFE LTD (REGISTERED NUMBER: 06360309)
TRADING AS CROSSROADS HERTFORDSHIRE NORTH

REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2021

REFERENCE AND ADMINISTRATIVE DETAILS

STATEMENT OF TRUSTEES' RESPONSIBILITIES

The trustees (who are also the directors of Crossroads Caring for Life Ltd for the purposes of company law) are responsible for preparing the Report of the Trustees and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) including Financial Reporting Standard 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland"

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 charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company 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 Charity SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charitable company and to enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company 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; and
- 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.

AUDITORS

The auditors, Bradshaw Johnson Chartered Accountants, will be proposed for re-appointment at the forthcoming Annual General Meeting.

Report of the trustees, incorporating a strategic report, approved by order of the board of trustees, as the company directors, on 5 November 2021 and signed on the board's behalf by:



J P Colman - Trustee

REPORT OF THE INDEPENDENT AUDITORS TO THE TRUSTEES OF
CROSSROADS CARING FOR LIFE LTD

Opinion

We have audited the financial statements of Crossroads Caring for Life Ltd (the 'charitable company') for the year ended 31 March 2021 which comprise the Statement of Financial Activities, the Statement of Financial Position, the Statement of Cash Flows and 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 (United Kingdom Generally Accepted Accounting Practice), including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland'.

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company'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, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland'; 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 Auditors' responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company 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 charitable company'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 Report of the Independent Auditors 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.

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 this gives rise to a material misstatement in the financial statements themselves. 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.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters where the Charities (Accounts and Reports) Regulations 2008 requires us to report to you if, in our opinion:

- the information given in the Report of the Trustees is inconsistent in any material respect with the financial statements; or
- the charitable company has not kept adequate accounting records; or
- the financial statements are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we require for our audit.

REPORT OF THE INDEPENDENT AUDITORS TO THE TRUSTEES OF
CROSSROADS CARING FOR LIFE LTD

Responsibilities of trustees

As explained more fully in the Statement of Trustees' Responsibilities, the trustees (who are also the directors of the charitable company for the purposes of company law) 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 the trustees 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 charitable company'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 charitable company or to cease operations, or have no realistic alternative but to do so.

Our responsibilities for the audit of the financial statements

We have been appointed as auditors under Section 144 of the Charities Act 2011 and report in accordance with the Act and relevant regulations made or having effect thereunder.

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 a Report of the Independent Auditors 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 extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

We considered the nature of the Charitable Company's industry and its control environment, and reviewed the Charitable Company's documentation of their policies and procedures relating to fraud and compliance with laws and regulations. We also enquired of management about their own identification and assessment of the risks of irregularities.

We obtained an understanding of the legal and regulatory framework that the Charitable Company operates in, and identified the key laws and regulations that:

- had a direct effect on the determination of material amounts and disclosures in the financial statements. These included the UK Companies Act; and
- do not have a direct effect on the financial statements but compliance with which may be fundamental to the Charitable Company's ability to operate or to avoid a material penalty.

We discussed among the audit engagement team including relevant internal specialists such as tax specialists regarding the opportunities and incentives that may exist within the organisation for fraud and how and where fraud might occur in the financial statements.

In common with all audits under ISAs (UK), we are also required to perform specific procedures to respond to the risk of management override. In addressing the risk of fraud through management override of controls, we tested the appropriateness of journal entries and other adjustments; assessed whether the judgements made in making accounting estimates are indicative of a potential bias; and evaluated the business rationale of any significant transactions that are unusual or outside the normal course of business.

In addition to the above, our procedures to respond to the risks identified included the following:

- reviewing financial statement disclosures by testing to supporting documentation to assess compliance with provisions of relevant laws and regulations described as having a direct effect on the financial statements;
- performing analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud;
- enquiring of management and external legal counsel concerning actual and potential litigation and claims, and instances of non-compliance with laws and regulations; and
- reading minutes of meetings of those charged with governance, reviewing internal audit reports and reviewing correspondence with HMRC.

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 Report of the Independent Auditors.

REPORT OF THE INDEPENDENT AUDITORS TO THE TRUSTEES OF
CROSSROADS CARING FOR LIFE LTD

Use of our report

This report is made solely to the charitable company's trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charitable company's trustees those matters we are required to state to them in an auditors' 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 charitable company and the charitable company's trustees as a body, for our audit work, for this report, or for the opinions we have formed.

Neil Harding

Neil Harding FCA
for and on behalf of Bradshaw Johnson
Chartered Accountants
Statutory Auditor
Eligible to act as an auditor in terms of Section 1212 of the Companies Act 2006
Croft Chambers
11 Bancroft
Hitchin
Hertfordshire
SG5 1JQ

Date: 9-11-21

CROSSROADS CARING FOR LIFE LTD
TRADING AS CROSSROADS HERTFORDSHIRE NORTH

STATEMENT OF FINANCIAL ACTIVITIES
(INCORPORATING AN INCOME AND EXPENDITURE ACCOUNT)
FOR THE YEAR ENDED 31 MARCH 2021

	Notes	Unrestricted funds £	Restricted funds £	31.3.21 Total funds £	31.3.20 Total funds £
INCOME AND ENDOWMENTS FROM					
Donations and legacies	3	10,101	-	10,101	13,614
Charitable activities	5				
Carers support services		2,103,899	103,664	2,207,563	2,761,399
Day centre		37,736	-	37,736	73,266
HCC - YOD group		12,393	-	12,393	12,150
Investment income	4	3,070	-	3,070	3,493
Other income	6	371,276	-	371,276	-
Total		2,538,475	103,664	2,642,139	2,863,922
EXPENDITURE ON					
Charitable activities	7				
Carers support services		2,588,807	103,664	2,692,471	2,735,621
Day centre		8,116	-	8,116	70,231
HCC - YOD group		-	-	-	16,633
Total		2,596,923	103,664	2,700,587	2,822,485
NET INCOME/(EXPENDITURE)		(58,448)	-	(58,448)	41,437
RECONCILIATION OF FUNDS					
Total funds brought forward		677,271	-	677,271	635,834
TOTAL FUNDS CARRIED FORWARD		618,823	-	618,823	677,271

The notes form part of these financial statements

CROSSROADS CARING FOR LIFE LTD (REGISTERED NUMBER: 06360309)
TRADING AS CROSSROADS HERTFORDSHIRE NORTH

STATEMENT OF FINANCIAL POSITION
31 MARCH 2021

	Notes	Unrestricted funds £	Restricted funds £	31.3.21 Total funds £	31.3.20 Total funds £
FIXED ASSETS					
Tangible assets	14	23,248	-	23,248	21,819
CURRENT ASSETS					
Debtors	15	165,458	-	165,458	155,466
Cash at bank and in hand		<u>685,829</u>	<u>-</u>	<u>685,829</u>	<u>757,183</u>
		851,287	-	851,287	912,649
CREDITORS					
Amounts falling due within one year	16	(255,712)	-	(255,712)	(257,197)
NET CURRENT ASSETS		<u>595,575</u>	<u>-</u>	<u>595,575</u>	<u>655,452</u>
TOTAL ASSETS LESS CURRENT LIABILITIES		<u>618,823</u>	<u>-</u>	<u>618,823</u>	<u>677,271</u>
NET ASSETS		<u>618,823</u>	<u>-</u>	<u>618,823</u>	<u>677,271</u>
FUNDS	18				
Unrestricted funds				<u>618,823</u>	<u>677,271</u>
TOTAL FUNDS				<u>618,823</u>	<u>677,271</u>

The charitable company is entitled to exemption from audit under Section 477 of the Companies Act 2006 for the year ended 31 March 2021.

The members have not deposited notice, pursuant to Section 476 of the Companies Act 2006 requiring an audit of these financial statements.

The trustees acknowledge their responsibilities for

- (a) ensuring that the charitable company keeps accounting records that comply with Sections 386 and 387 of the Companies Act 2006 and
- (b) preparing financial statements which give a true and fair view of the state of affairs of the charitable company as at the end of each financial year and of its surplus or deficit for each financial year in accordance with the requirements of Sections 394 and 395 and which otherwise comply with the requirements of the Companies Act 2006 relating to financial statements, so far as applicable to the charitable company.

These financial statements have been audited under the requirements of Section 145 of the Charities Act 2011.

The financial statements were approved by the Board of Trustees and authorised for issue on 5 November 2021 and were signed on its behalf by:



G R Horne - Trustee

The notes form part of these financial statements

CROSSROADS CARING FOR LIFE LTD
TRADING AS CROSSROADS HERTFORDSHIRE NORTH

STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 MARCH 2021

	Notes	31.3.21 £	31.3.20 £
Cash flows from operating activities			
Cash generated from operations	1	(54,402)	225,617
Interest paid		<u>(3,417)</u>	<u>(3,249)</u>
Net cash (used in)/provided by operating activities		<u>(57,819)</u>	<u>222,368</u>
 Cash flows from investing activities			
Purchase of tangible fixed assets		(16,605)	(10,171)
Interest received		<u>3,070</u>	<u>3,493</u>
Net cash used in investing activities		<u>(13,535)</u>	<u>(6,678)</u>
Change in cash and cash equivalents in the reporting period		(71,354)	215,690
Cash and cash equivalents at the beginning of the reporting period		<u>757,183</u>	<u>541,493</u>
 Cash and cash equivalents at the end of the reporting period		<u>685,829</u>	<u>757,183</u>

The notes form part of these financial statements

CROSSROADS CARING FOR LIFE LTD
TRADING AS CROSSROADS HERTFORDSHIRE NORTH

NOTES TO THE STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 MARCH 2021

1. RECONCILIATION OF NET (EXPENDITURE)/INCOME TO NET CASH FLOW FROM OPERATING ACTIVITIES			
	31.3.21	31.3.20	
	£	£	
Net (expenditure)/income for the reporting period (as per the Statement of Financial Activities)	(58,448)	41,437	
Adjustments for:			
Depreciation charges	15,176	10,506	
Interest received	(3,070)	(3,493)	
Interest paid	3,417	3,249	
(Increase)/decrease in debtors	(9,992)	137,818	
(Decrease)/increase in creditors	<u>(1,485)</u>	<u>36,100</u>	
Net cash (used in)/provided by operations	<u>(54,402)</u>	<u>225,617</u>	
2. ANALYSIS OF CHANGES IN NET FUNDS			
	At 1.4.20	Cash flow	At 31.3.21
	£	£	£
Net cash			
Cash at bank and in hand	<u>757,183</u>	<u>(71,354)</u>	<u>685,829</u>
	<u>757,183</u>	<u>(71,354)</u>	<u>685,829</u>
Total	<u>757,183</u>	<u>(71,354)</u>	<u>685,829</u>

The notes form part of these financial statements

CROSSROADS CARING FOR LIFE LTD
TRADING AS CROSSROADS HERTFORDSHIRE NORTH

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021

1. STATEMENT OF COMPLIANCE

Crossroads Caring For Life Ltd is a charitable company incorporated in England. The registered office is:

Suite 20
Intech House
Wilbury Way
Hitchin
Hertfordshire
SG4 0TW

The charitable company's financial statements have been prepared in compliance with Charities SORP (FRS 102) as it applies to the financial statements for the year ended 31 March 2021.

2. ACCOUNTING POLICIES

Basis of preparing the financial statements

The financial statements of the charitable company, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) 'Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Companies Act 2006. The financial statements have been prepared under the historical cost convention.

The financial statements are prepared in sterling.

After making enquiries, the trustees have a reasonable expectation that the charity has adequate resources to continue its activities for the foreseeable future. Accordingly, they continue to adopt the going concern basis in preparing the financial statements as outlined in the Statement of Trustees Responsibilities on page 5.

Crossroads Caring for Life Ltd meets the definition of a public entity under FRS 102.

Income

All income is recognised in the Statement of Financial Activities once the charity has entitlement to the funds, it is probable that the income will be received and the amount can be measured reliably.

Income is deferred when monies have been received in advance of a service being rendered. The deferred income is released at the point when the service has been rendered.

Expenditure

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources.

Irrecoverable VAT is charged against the expenditure heading for which it was incurred.

Tangible fixed assets

Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life.

Fixtures and fittings	- 25% on cost
Computer equipment	- 33% on cost

Minor additions of less than £250 are not capitalised.

CROSSROADS CARING FOR LIFE LTD
TRADING AS CROSSROADS HERTFORDSHIRE NORTH

NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 MARCH 2021

2. ACCOUNTING POLICIES - continued

Taxation

The charity is exempt from corporation tax on its charitable activities.

Fund accounting

Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

Restricted funds can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

Pension costs and other post-retirement benefits

The charitable company operates a defined contribution pension scheme. Contributions payable to the charitable company's pension scheme are charged to the Statement of Financial Activities in the period to which they relate.

Any liability or expense are allocated to unrestricted and restricted funds on the same basis as other employee-related costs.

Donated services and facilities

Donated services are recognised as income when the receipt of economic benefit from the use by the charity is probable and can be measured reliably.

Legal status of the charity

The Charity is a company limited by guarantee and has no share capital. The liability of each member in the event of winding-up is limited to £5 per member of the charity.

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.

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.

Creditors and provisions

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.

Financial instruments

The trust 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 measured at amortised cost using the effective interest method.

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NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 MARCH 2021

3. DONATIONS AND LEGACIES

	31.3.21	31.3.20
	£	£
Donations and grants	<u>10,101</u>	<u>13,614</u>

The charity is grateful to Stevenage Borough Council for donating the use of the Day Centre. The value of the rent in kind is £3,700 (2020 - £3,700). The value of this service is recognised within income as a donation and an equivalent charge within Day Centre direct costs.

Grants received, included in the above, are as follows:

	31.3.21	31.3.20
	£	£
Other	1,808	3,254
Stevenage Borough Council - rent in kind	3,700	3,700
Waltham Cross Cafe	-	500
The Oddfellows	50	50
Donation - Biffa Waste Services Ltd	-	1,560
Donation - St Katherine Ickleford PCC	150	150
Donation - Mrs P A Merry (in memory of Rodney Jones)	-	500
Donation - Mr T Vincent & Mrs B J Vincent	-	1,000
Donations - Osprey Homes (Mr Robert Parker)	-	200
Rotary Club of Amwell Trust Fund 803309	-	1,000
As One Community Choir	-	1,700
In memoriam - H Leach	270	-
Donation - Mr Fletcher	180	-
Donation - J Wainwright	211	-
Donation - Mr Parker	165	-
Donation - Mr Hennessy	120	-
Donation - Norman Phillips	997	-
Donation - Chesfield Golf Club	<u>2,450</u>	-
	<u>10,101</u>	<u>13,614</u>

4. INVESTMENT INCOME

	31.3.21	31.3.20
	£	£
Deposit account interest	<u>3,070</u>	<u>3,493</u>

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NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 MARCH 2021

5. INCOME FROM CHARITABLE ACTIVITIES

	Activity	31.3.21 £	31.3.20 £
HCS - Carers Breaks	Carers support services	-	410,561
Stevenage Borough Council	Carers support services	-	4,120
HCS - Spot contract	Carers support services	739,806	807,164
Private clients	Carers support services	1,301,968	1,379,701
Lunches	Carers support services	117	4,391
Training	Carers support services	12	48
Other	Carers support services	61,996	44,741
Building Better Opportunities	Carers support services	55,214	63,173
Crossroads Breakaway	Carers support services	48,450	47,500
		<u>2,207,563</u>	<u>2,761,399</u>
HCS - Day Centre	Day Centre	<u>37,736</u>	<u>73,266</u>
HCC - YOD group	HCC - YOD Group	<u>12,393</u>	<u>12,150</u>

Grants received, included in the above, are as follows:

	31.3.21 £	31.3.20 £
HCS - Carers Breaks	-	410,561
HCS - Day Centre	37,066	36,339
Stevenage Borough Council	-	4,120
HCS - Other	12,393	12,150
Building Better Opportunities	55,214	63,173
Crossroads Breakaway	48,450	47,500
	<u>153,123</u>	<u>573,843</u>

6. OTHER INCOME

	31.3.21 £	31.3.20 £
Job retention scheme	319,606	-
Infection control - Covid 19	<u>51,670</u>	<u>-</u>
	<u>371,276</u>	<u>-</u>

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NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 MARCH 2021

7. CHARITABLE ACTIVITIES COSTS

	Direct Costs £	Support costs (see note 8) £	Totals £
Carers support services	2,384,620	307,851	2,692,471
Day centre	3,700	4,416	8,116
	<u>2,388,320</u>	<u>312,267</u>	<u>2,700,587</u>

8. SUPPORT COSTS

	Other £	Governance costs £	Totals £
Carers support services	301,451	6,400	307,851
Day centre	4,416	-	4,416
	<u>305,867</u>	<u>6,400</u>	<u>312,267</u>

9. NET INCOME/(EXPENDITURE)

Net income/(expenditure) is stated after charging/(crediting):

	31.3.21 £	31.3.20 £
Auditors' remuneration	6,400	5,600
Depreciation - owned assets	<u>15,176</u>	<u>10,506</u>

10. TRUSTEES' REMUNERATION AND BENEFITS

There were no trustees' remuneration or other benefits for the year ended 31 March 2021 nor for the year ended 31 March 2020.

Trustees' expenses

Travel expenses amounting to £34 were reimbursed to 1 trustee in the year (2019 - £123 - 1 trustee).

11. STAFF COSTS

	31.3.21 £	31.3.20 £
Wages and salaries	2,179,109	2,247,497
Social security costs	110,759	119,963
Other pension costs	34,044	31,854
Redundancy costs	<u>18,900</u>	-
	<u>2,342,812</u>	<u>2,399,314</u>

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NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 MARCH 2021

11. STAFF COSTS - continued

The average monthly number of employees during the year was as follows:

	31.3.21	31.3.20
Carer Support Staff	145	157
Administration Staff	24	23
Management	4	4
	<u>173</u>	<u>184</u>

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

12. 2020 COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES

	Unrestricted funds £	Restricted funds £	Total funds £
INCOME AND ENDOWMENTS FROM			
Donations and legacies	13,114	500	13,614
Charitable activities			
Carers support services	2,646,606	114,793	2,761,399
Day centre	73,266	-	73,266
HCC - YOD group	12,150	-	12,150
Investment income	<u>3,493</u>	<u>-</u>	<u>3,493</u>
Total	2,748,629	115,293	2,863,922
EXPENDITURE ON			
Charitable activities			
Carers support services	2,618,362	117,259	2,735,621
Day centre	70,231	-	70,231
HCC - YOD group	16,633	-	16,633
Total	2,705,226	117,259	2,822,485
NET INCOME/(EXPENDITURE)	43,403	(1,966)	41,437
RECONCILIATION OF FUNDS			
Total funds brought forward	633,868	1,966	635,834
TOTAL FUNDS CARRIED FORWARD	<u>677,271</u>	<u>-</u>	<u>677,271</u>

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NOTES TO THE FINANCIAL STATEMENTS - continued
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13. TAXATION

As a charity, Crossroads Caring for Life Ltd is exempt from tax on income and capital gains under the relevant tax legislation. No tax charges have arisen in the charity.

14. TANGIBLE FIXED ASSETS

	Fixtures and fittings £	Computer equipment £	Totals £
COST			
At 1 April 2020	25,631	38,863	64,494
Additions	<u>-</u>	<u>16,605</u>	<u>16,605</u>
At 31 March 2021	<u>25,631</u>	<u>55,468</u>	<u>81,099</u>
DEPRECIATION			
At 1 April 2020	14,843	27,832	42,675
Charge for year	<u>4,772</u>	<u>10,404</u>	<u>15,176</u>
At 31 March 2021	<u>19,615</u>	<u>38,236</u>	<u>57,851</u>
NET BOOK VALUE			
At 31 March 2021	<u>6,016</u>	<u>17,232</u>	<u>23,248</u>
At 31 March 2020	<u>10,788</u>	<u>11,031</u>	<u>21,819</u>

15. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	31.3.21 £	31.3.20 £
Trade debtors	72,232	91,294
Prepayments and accrued income	<u>93,226</u>	<u>64,172</u>
	<u>165,458</u>	<u>155,466</u>

Included within prepayment and accrued income is accrued income of:

	31.3.21 £	31.3.20 £
HCS - Spot Purchase	18,801	18,144
Private clients	41,970	30,878
Other	17,438	5,163

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NOTES TO THE FINANCIAL STATEMENTS - continued
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16. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	31.3.21	31.3.20
	£	£
Trade creditors	5,768	1,183
Social security and other taxes	22,619	26,364
Other creditors	6,611	3,274
Deferred income	5,357	4,226
Accrued expenses	<u>215,357</u>	<u>222,150</u>
	<u>255,712</u>	<u>257,197</u>

17. LEASING AGREEMENTS

Minimum lease payments under non-cancellable operating leases fall due as follows:

	31.3.21	31.3.20
	£	£
Within one year	1,658	1,658
Between one and five years	<u>4,560</u>	<u>6,218</u>
	<u>6,218</u>	<u>7,876</u>

18. MOVEMENT IN FUNDS

	At 1.4.20	Net movement in funds	At 31.3.21
	£	£	£
Unrestricted funds			
General fund	677,271	(58,448)	618,823
	<u>677,271</u>	<u>(58,448)</u>	<u>618,823</u>
TOTAL FUNDS			
	<u>677,271</u>	<u>(58,448)</u>	<u>618,823</u>

Net movement in funds, included in the above are as follows:

	Incoming resources	Resources expended	Movement in funds
	£	£	£
Unrestricted funds			
General fund	2,538,475	(2,596,923)	(58,448)
Restricted funds			
Building Better Opportunities	55,214	(55,214)	-
Crossroads Breakaway	<u>48,450</u>	<u>(48,450)</u>	-
	<u>103,664</u>	<u>(103,664)</u>	-
TOTAL FUNDS	<u>2,642,139</u>	<u>(2,700,587)</u>	<u>(58,448)</u>

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NOTES TO THE FINANCIAL STATEMENTS - continued
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18. MOVEMENT IN FUNDS - continued

Comparatives for movement in funds

	At 1.4.19 £	Net movement in funds £	At 31.3.20 £
Unrestricted funds			
General fund	633,868	43,403	677,271
Restricted funds			
IT Equipment	730	(730)	-
Stevenage Community Trust	145	(145)	-
Stevenage Community Trust Fund	991	(991)	-
Building Better Opportunities	100	(100)	-
	<u>1,966</u>	<u>(1,966)</u>	<u>-</u>
TOTAL FUNDS	<u>635,834</u>	<u>41,437</u>	<u>677,271</u>

Comparative net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	2,748,629	(2,705,226)	43,403
Restricted funds			
IT Equipment	-	(730)	(730)
Stevenage Borough Council	4,120	(4,120)	-
Stevenage Community Trust	-	(145)	(145)
Waltham Cross Cafe	500	(500)	-
Stevenage Community Trust Fund	-	(991)	(991)
Building Better Opportunities	63,173	(63,273)	(100)
Crossroads Breakaway	47,500	(47,500)	-
	<u>115,293</u>	<u>(117,259)</u>	<u>(1,966)</u>
TOTAL FUNDS	<u>2,863,922</u>	<u>(2,822,485)</u>	<u>41,437</u>

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NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 MARCH 2021

18. MOVEMENT IN FUNDS - continued

A current year 12 months and prior year 12 months combined position is as follows:

	At 1.4.19 £	Net movement in funds £	At 31.3.21 £
Unrestricted funds			
General fund	633,868	(15,045)	618,823
Restricted funds			
IT Equipment	730	(730)	-
Stevenage Community Trust	145	(145)	-
Stevenage Community Trust Fund	991	(991)	-
Building Better Opportunities	100	(100)	-
	<u>1,966</u>	<u>(1,966)</u>	<u>-</u>
TOTAL FUNDS	<u>635,834</u>	<u>(17,011)</u>	<u>618,823</u>

A current year 12 months and prior year 12 months combined net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	5,287,104	(5,302,149)	(15,045)
Restricted funds			
IT Equipment	-	(730)	(730)
Stevenage Borough Council	4,120	(4,120)	-
Stevenage Community Trust	-	(145)	(145)
Waltham Cross Cafe	500	(500)	-
Stevenage Community Trust Fund	-	(991)	(991)
Building Better Opportunities	118,387	(118,487)	(100)
Crossroads Breakaway	<u>95,950</u>	<u>(95,950)</u>	<u>-</u>
	<u>218,957</u>	<u>(220,923)</u>	<u>(1,966)</u>
TOTAL FUNDS	<u>5,506,061</u>	<u>(5,523,072)</u>	<u>(17,011)</u>

Stevenage Borough Council - A contribution towards our Carer Support Services in the Stevenage area.

Waltham Cross Café - funds raised for refreshments, room hire and travel.

Building Better Opportunities - Big Lottery and ESF funding for employment and training mentoring for carers. A 27 member partnership in Hertfordshire. (asset depreciation)

Crossroads Breakaway - a grant funded project for volunteer services for carers.

Stevenage Community Trust - previous project funded for those with dementia. (asset depreciation).

Stevenage Community Trust Fund - activities for carers and day centre clients.

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NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 MARCH 2021

18. MOVEMENT IN FUNDS - continued

Lottery Fund (IT Equipment) - Funding for Carers Café Worker & Activities (asset depreciation)

19. RELATED PARTY DISCLOSURES

The key management personnel of the charity comprises of the Chief Executive Officer, the Registered Manager, the Financial Controller and the Human Resources Manager. The total employee benefits of these key management personnel of the charity were £169,681 (2020: £170,778).

