

Company no. 04608163  
Charity no. 1111055

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

## Crossroads Care Gloucestershire Limited

### Reference and administrative details

For the year ended 31 March 2023

---

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

## **Crossroads Care Gloucestershire Limited**

### **Report of the trustees**

#### **For the year ended 31 March 2023**

---

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

### **Structure, governance and management**

#### **Name**

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

#### **Governing document**

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

#### **Organisational structure**

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

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

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

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

## **Crossroads Care Gloucestershire Limited**

### **Report of the trustees**

#### **For the year ended 31 March 2023**

---

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

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

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

#### **Pay policy**

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

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

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

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

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

#### **Strategic planning**

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

## Crossroads Care Gloucestershire Limited

### Report of the trustees

#### For the year ended 31 March 2023

---

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

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

#### Objectives and activities

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

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

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

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

#### Our values

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

## **Crossroads Care Gloucestershire Limited**

### **Report of the trustees**

#### **For the year ended 31 March 2023**

---

##### **Public benefit**

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

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

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

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

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

##### **Risk management**

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

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

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

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

## **Crossroads Care Gloucestershire Limited**

### **Report of the trustees**

#### **For the year ended 31 March 2023**

---

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

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

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

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

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

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

#### **Achievements and performance**

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

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

## **Crossroads Care Gloucestershire Limited**

### **Report of the trustees**

#### **For the year ended 31 March 2023**

---

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

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

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

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

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



## **Crossroads Care Gloucestershire Limited**

### **Report of the trustees**

#### **For the year ended 31 March 2023**

---

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

#### **Future plans**

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

Our plans for the future include:

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

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

## **Crossroads Care Gloucestershire Limited**

### **Report of the trustees**

#### **For the year ended 31 March 2023**

---

##### **Financial review**

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

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

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

##### **Fundraising practices**

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

##### **Investment policy**

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

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

##### **Reserves policy**

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

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

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

## Crossroads Care Gloucestershire Limited

### Report of the trustees

#### For the year ended 31 March 2023

---

##### Statement of responsibilities of the trustees

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

Company law requires the trustees to prepare financial statements for each financial year, which give a true and fair view of the state of affairs of the charity and of the income and expenditure of the charity for that period. In preparing those financial statements the trustees are required to:

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

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

In so far as the trustees are aware:

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

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

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

##### Auditors

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

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

*Sheila Reynolds*

Sheila Reynolds - Chair of Trustees

## **Independent auditors' report**

**To the members of**

### **Crossroads Care Gloucestershire Limited**

---

#### **Opinion**

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

In our opinion, the financial statements:

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

#### **Basis for opinion**

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

#### **Conclusions relating to going concern**

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

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

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

#### **Other information**

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

## **Independent auditors' report**

### **To the members of**

#### **Crossroads Care Gloucestershire Limited**

---

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

We have nothing to report in this regard.

#### **Opinion on other matters prescribed by the Companies Act 2006**

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

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

#### **Matters on which we are required to report by exception**

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

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

#### **Responsibilities of the trustees**

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

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

## **Independent auditors' report**

### **To the members of**

#### **Crossroads Care Gloucestershire Limited**

---

#### **Our responsibilities for the audit of the financial statements**

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

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

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

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

## **Independent auditors' report**

### **To the members of**

#### **Crossroads Care Gloucestershire Limited**

---

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

#### **Use of our report**

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

*Alison Godfrey*

Date: 5 October 2023

**Alison Godfrey FCA**  
**(Senior Statutory Auditor)**

For and on behalf of:

**GODFREY WILSON LIMITED**

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

# Crossroads Care Gloucestershire Limited

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

For the year ended 31 March 2023

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

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



# Crossroads Care Gloucestershire Limited

## Balance sheet

As at 31 March 2023

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

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

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

*Sheila Reynolds*

Sheila Reynolds - Chair of Trustees

**Crossroads Care Gloucestershire Limited**

**Statement of cash flows**

**For the year ended 31 March 2023**

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

## Crossroads Care Gloucestershire Limited

### Notes to the financial statements

For the year ended 31 March 2023

---

#### 1. Accounting policies

##### a) Basis of preparation

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

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

##### b) Going concern basis of accounting

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

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

##### c) Income

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

Income from the government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

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

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

## Crossroads Care Gloucestershire Limited

### Notes to the financial statements

For the year ended 31 March 2023

---

#### 1. Accounting policies (continued)

##### d) Donated services and facilities

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

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

##### e) Interest receivable

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

##### f) Funds accounting

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

##### g) Expenditure and irrecoverable VAT

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

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

##### h) Allocation of support and governance costs

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

##### i) Termination payments

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

## Crossroads Care Gloucestershire Limited

### Notes to the financial statements

For the year ended 31 March 2023

---

#### 1. Accounting policies (continued)

##### j) Tangible fixed assets

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

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

##### k) Debtors

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

##### l) Cash at bank and in hand

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

##### m) Creditors

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

##### n) Financial instruments

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

##### o) Pension costs

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

##### p) Accounting estimates and key judgements

In the application of the charity's accounting policies, the trustees are required to make judgements, estimates and assumptions about the carrying values of assets and liabilities that are not readily apparent from other sources. The estimates and underlying assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods.

##### Depreciation

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

**Crossroads Care Gloucestershire Limited**

**Notes to the financial statements**

**For the year ended 31 March 2023**

**2. Prior period comparatives: statement of financial activities**

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

**3. Income from donations and legacies**

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

**Prior year comparative**

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

## Crossroads Care Gloucestershire Limited

### Notes to the financial statements

For the year ended 31 March 2023

#### 4. Income from charitable activities

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

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

#### 5. Government grants

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

# Crossroads Care Gloucestershire Limited

## Notes to the financial statements

For the year ended 31 March 2023

### 6. Total expenditure

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

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



**Crossroads Care Gloucestershire Limited**

**Notes to the financial statements**

**For the year ended 31 March 2023**

**6. Total expenditure (continued)**

**Prior period comparative**

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

## Crossroads Care Gloucestershire Limited

### Notes to the financial statements

#### For the year ended 31 March 2023

#### 7. Net movement in funds

This is stated after charging:

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

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

#### 8. Staff costs and numbers

Staff costs were as follows:

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

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

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

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

#### 9. Taxation

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

**Crossroads Care Gloucestershire Limited**

**Notes to the financial statements**

**For the year ended 31 March 2023**

**10. Tangible fixed assets**

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

**11. Debtors**

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

**12. Creditors: amounts due within 1 year**

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

# Crossroads Care Gloucestershire Limited

## Notes to the financial statements

For the year ended 31 March 2023

### 13. Creditors: amounts due after 1 year

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

### Analysis of debt maturity

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

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

### 14. Analysis of net assets between funds

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

### Prior period comparative

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

# Crossroads Care Gloucestershire Limited

## Notes to the financial statements

For the year ended 31 March 2023

### 15. Movements in funds

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

### Prior period comparative

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

## Crossroads Care Gloucestershire Limited

### Notes to the financial statements

For the year ended 31 March 2023

---

#### 15. Movements in funds (continued)

##### Purposes of restricted funds

Barclays	To support family carers and those they care for who live at home by giving carers a break from their caring role.
GCF Legacy Fund	To provide support for carers to prepare and plan for a time when their caring responsibilities end, and provide support to move on after their caring role ends.
GCC Infection Control	To support adult social care providers to reduce the rate of Covid-19 transmission and support wider workforce resilience.
CCG Workforce Retention	To support and boost adult social care workforce capacity pressures by enabling providers to make bonus payments to each eligible employee in recognition of their contribution during the period of the Covid-19 pandemic.
Nationwide	<p>Grants are decided by Nationwide's Community Boards, which are comprised of colleagues and members. All projects that were successful in being awarded a Community Grant met one of three social priorities:</p> <ul style="list-style-type: none"><li>• Helping people into a home;</li><li>• Preventing people from losing their home; or</li><li>• Helping people to thrive at home.</li></ul> <p>Our grant was used to support activities at our day clubs for older people and for us to purchase a OMI interactive table.</p>
Carers Trust	The purpose of the funding is to deliver a project which addresses the barriers, challenges and needs experienced by under-represented groups of unpaid carers in our area of Gloucestershire. The under-represented group of carers we chose to support with this funding was Working Carers.
Nationwide Day Clubs Fund	The funding will be used to support the initial costs of reopening the day clubs following Covid. At the start of opening a club the costs are higher as the numbers of people attending increases. The funding will be used to support staff, activities, venue and transportation costs.
Omicron Support Fund	In recognition of the increased pressure on existing funding sources caused by the Omicron variant the DoHSC awarded providers of social care with this grant to help towards many different costs but included maintaining staffing levels and workforce capacity and ensuring staff who were isolating receive their normal wages.
SJP IT Fund	Funding of £2,500 will be used to purchase tablets to improve digital inclusion for our clients and to support better care provision, freeing up more time to spend with people we support and reduce the need for paperwork.

## Crossroads Care Gloucestershire Limited

### Notes to the financial statements

#### For the year ended 31 March 2023

#### 15. Movements in funds (continued)

##### Purposes of restricted funds

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

##### Transfers

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

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

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

#### 17. Analysis of changes in net debt

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

#### 18. Operating lease commitments

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

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

**Crossroads Care Gloucestershire Limited**

**Notes to the financial statements**

**For the year ended 31 March 2023**

---

**19. Related party transactions**

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