

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](mailto: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](mailto: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 black ink, appearing to read 'J P Colman', written in a cursive style.

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](http://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 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 £
<b>INCOME AND ENDOWMENTS FROM</b>					
Donations and legacies	3	9,255	-	9,255	10,101
<b>Charitable activities</b>					
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
<b>Total</b>		<u>2,210,641</u>	<u>108,306</u>	<u>2,318,947</u>	<u>2,642,139</u>
<b>EXPENDITURE ON</b>					
<b>Charitable activities</b>					
Carers support services	7	2,317,924	108,306	2,426,230	2,692,471
Day centre		7,370	-	7,370	8,116
<b>Total</b>		<u>2,325,294</u>	<u>108,306</u>	<u>2,433,600</u>	<u>2,700,587</u>
<b>NET INCOME/(EXPENDITURE)</b>		(114,653)	-	(114,653)	(58,448)
<b>RECONCILIATION OF FUNDS</b>					
<b>Total funds brought forward</b>		618,823	-	618,823	677,271
<b>TOTAL FUNDS CARRIED FORWARD</b>		<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 £
<b>FIXED ASSETS</b>					
Tangible assets	14	11,952	-	11,952	23,248
<b>CURRENT ASSETS</b>					
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
<b>CREDITORS</b>					
Amounts falling due within one year	16	(215,992)	-	(215,992)	(255,712)
		<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>NET CURRENT ASSETS</b>		<u>492,218</u>	<u>-</u>	<u>492,218</u>	<u>595,575</u>
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>		<u>504,170</u>	<u>-</u>	<u>504,170</u>	<u>618,823</u>
<b>NET ASSETS</b>		<u>504,170</u>	<u>-</u>	<u>504,170</u>	<u>618,823</u>
<b>FUNDS</b>	18				
Unrestricted funds				<u>504,170</u>	<u>618,823</u>
<b>TOTAL FUNDS</b>				<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.

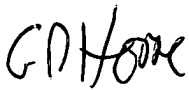
The notes form part of these financial statements

**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 over the printed name.

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 2022**

	Notes	31.3.22 £	31.3.21 £
<b>Cash flows from operating activities</b>			
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>
<b>Cash flows from investing activities</b>			
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>
<b>Change in cash and cash equivalents in the reporting period</b>		(115,082)	(71,354)
<b>Cash and cash equivalents at the beginning of the reporting period</b>		<u>685,829</u>	<u>757,183</u>
<b>Cash and cash equivalents at the end of the reporting period</b>		<u><u>570,747</u></u>	<u><u>685,829</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 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>
<b>Total</b>	<u><u>685,829</u></u>	<u><u>(115,082)</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 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

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**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.

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**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>

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**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	<u>48,450</u>	<u>48,450</u>
	<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>

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**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.

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**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	<u>4</u>	<u>4</u>
	<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 £
<b>INCOME AND ENDOWMENTS FROM</b>			
Donations and legacies	10,101	-	10,101
<b>Charitable activities</b>			
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>
<b>Total</b>	<u>2,538,475</u>	<u>103,664</u>	<u>2,642,139</u>
<b>EXPENDITURE ON</b>			
<b>Charitable activities</b>			
Carers support services	2,588,807	103,664	2,692,471
Day centre	<u>8,116</u>	<u>-</u>	<u>8,116</u>
<b>Total</b>	<u>2,596,923</u>	<u>103,664</u>	<u>2,700,587</u>
<b>NET INCOME/(EXPENDITURE)</b>	(58,448)	-	(58,448)

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**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 £
<b>RECONCILIATION OF FUNDS</b>			
Total funds brought forward	677,271	-	677,271
<b>TOTAL FUNDS CARRIED FORWARD</b>	<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 £
<b>COST</b>			
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>
<b>DEPRECIATION</b>			
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>
<b>NET BOOK VALUE</b>			
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>



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**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>

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**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 £
<b>Unrestricted funds</b>			
General fund	618,823	(114,653)	504,170
	<hr/>	<hr/>	<hr/>
<b>TOTAL FUNDS</b>	<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 £
<b>Unrestricted funds</b>			
General fund	2,210,641	(2,325,294)	(114,653)
<b>Restricted funds</b>			
Building Better Opportunities	59,856	(59,856)	-
Crossroads Breakaway	48,450	(48,450)	-
	<hr/>	<hr/>	<hr/>
	108,306	(108,306)	-
<b>TOTAL FUNDS</b>	<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 £
<b>Unrestricted funds</b>			
General fund	677,271	(58,448)	618,823
	<hr/>	<hr/>	<hr/>
<b>TOTAL FUNDS</b>	<u>677,271</u>	<u>(58,448)</u>	<u>618,823</u>

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**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 £
<b>Unrestricted funds</b>			
General fund	2,538,475	(2,596,923)	(58,448)
<b>Restricted funds</b>			
Building Better Opportunities	55,214	(55,214)	-
Crossroads Breakaway	48,450	(48,450)	-
	<u>103,664</u>	<u>(103,664)</u>	<u>-</u>
<b>TOTAL FUNDS</b>	<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 £
<b>Unrestricted funds</b>			
General fund	677,271	(173,101)	504,170
	<u>677,271</u>	<u>(173,101)</u>	<u>504,170</u>
<b>TOTAL FUNDS</b>	<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 £
<b>Unrestricted funds</b>			
General fund	4,749,116	(4,922,217)	(173,101)
<b>Restricted funds</b>			
Building Better Opportunities	115,070	(115,070)	-
Crossroads Breakaway	96,900	(96,900)	-
	<u>211,970</u>	<u>(211,970)</u>	<u>-</u>
<b>TOTAL FUNDS</b>	<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.

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**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).