

CROSSROADS CARING SCOTLAND

Annual Accounts

For the year ended 31 March 2024

(A Company limited by guarantee)
Company No. SC085401
Charity No. SC013081

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Board of Management and Senior Executive

Crossroads Caring Scotland is the registered name of the organisation.

Patron: The Countess of Elgin and Kincardine

Directors:

Mr R Burns (Resigned 13/12/23)	Shareen Gault (Appointed 31/10/24)
Mr G Leslie (Resigned 13/12/23)	Thomas Glen (Appointed 31/10/24)
Mr P O'Hagan (Resigned 31/10/24)	Tony McElroy (Appointed 31/10/24)
Mr R Thomson (Resigned 31/10/24)	Paul McMahon (Appointed 31/10/24)
Mrs C Shaw (Resigned 13/12/23)	Alan Meek (Appointed 31/10/24)
Mrs F Roe (Resigned 13/12/23)	Katie Morrison (Appointed 31/10/24)
Mr L Marsh (Resigned 13/12/23)	Beth Morrison (Appointed 31/10/24)
Mrs C Livingston (Resigned 31/10/24)	Eleanor Shaw (Appointed 31/10/24)
Mr A Gardner (Resigned 31/10/24)	Margaret Harkins (Appointed 31/10/24)

Alan McQueen (Appointed Company Secretary 31/10/24)
 Martin Booth (Appointed 31/10/24 Resigned 20/10/24)
 Mr R Murdoch (Resigned as Co-Chair 13/12/23 Resigned 31/10/24)
 Mrs P Joglekar (Appointed 13 Dec 2023 Resigned 31/10/24 reappointed 27/12/24)
 Mr J Keith (Appointed 13 Dec 2023 Resigned 31/10/24)
 Mrs V Pumford (Appointed Chair 13/12/23 Resigned 31/10/24)

Key Management Personnel

Chief Executive and Secretary:	Mrs M McCarthy (Resigned July 2024)
Strategic Adviser	Mr John Kirk (Appointed 28/4/24)
Head of Corporate Services	Ms J Smith (Appointed as Company Secretary 27/6/24 Resigned 31/10/24)
Head of Operations:	Mrs F Henderson
Head of HR:	Mrs A Frazer

Registered Office C/o Enable Scotland
 Unit 3, Melisa House, 3 Brand Place, Glasgow, G51 1DR

Bankers: Bank of Scotland
 Glasgow Central Branch, PO Box 1000, BX2 1LB

Auditor: BDO LLP
 Citypoint, 65 Haymarket Terrace
 Edinburgh EH12 5HD

Investment Advisers: Rathbones Investment Management
 10 George Street, Edinburgh, EH2 2PF

Crossroads Caring Scotland is a company limited by guarantee not having a share capital and is regulated by its memorandum and articles of association. The company registration number is SC085401. It is a recognised Scottish charity (SC013081).

Directors Report

Overview

The Directors have pleasure in submitting their report and audited financial statements for the year ended 31 March 2024. The financial statements comply with the 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) (Charities SORP (FRS102)), the Charities Accounts (Scotland) Regulations 2006 and the Companies Act 2006. Crossroads Caring Scotland is a national charity, which operates both as an umbrella body - supporting the development of locally governed schemes - and as a direct provider of local care services.

Following a detailed strategic review and undertaking significant due diligence, the Board of Directors are delighted to announce that Crossroads Caring Scotland became a subsidiary of Enable Scotland (Leading the Way) on 31 October 2024 and will continue under the banner of Crossroads until the spring/summer of 2025. The entity of Crossroads will thereafter cease, and the subsidiary will become fully integrated into Enable.

Status and Incorporation

Crossroads Caring Scotland is a charity registered in Scotland and a company limited by guarantee. Membership of the organisation is open to individuals who support the objects of the company - including carers and service users. The maximum liability of each member is limited to £1.

Crossroads Caring Scotland is governed by its Memorandum and Articles of Association which were reviewed and adopted at a board meeting held on 12 September 2024. They were subsequently approved by OSCR and lodged with Companies House on 23 September 2024. They were changed to reflect the following resolution:

That the number of members of the Company required for a general meeting to be quorate be reduced from 20 (Twenty) Members to 3 (Three) Full Members present in person however that if at any time the number of Full Members falls below the number fixed as the quorum, the quorum shall be deemed to be the number of Full Members then admitted as Members of the Company.

The main areas of business are:

- Respite/Short Breaks
- Care at Home
- Intermediate Care
- Wrap around services for Children and Young people

Directors - Recruitment, Appointment, and Induction

The Directors are elected by the membership at the company's Annual General Meeting. The Directors elect office bearers at the first meeting after the AGM. Newly elected directors receive induction training. They are encouraged to meet with the Chair, Chief Executive, and staff to familiarise themselves with the organisation and staff and to build a fuller understanding of their role. On-going training of Board directors is provided as required. All Directors are entitled to serve a maximum of six years but in exceptional circumstances the board may extend this period for a maximum of a further three years.

Directors Report Continued

Board of Directors

The current Directors are listed on page 3.

On joining Enable Scotland all board members resigned as of 31 October 2024 and have been replaced by board members of Enable.

There have been 8 Board meetings during 2023-2024 of which 4 have reviewed the organisations financial accounts.

Directors' Responsibilities

The Directors (who are also the Trustees for the purposes of charity law) are responsible for preparing the Directors' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Directors 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 these 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 judgments 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; and
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business. As stated in note 1(c) the directors do not consider the Charitable Company to be a going concern and have prepared the financial statements on a basis other than that of a going concern.

The Directors are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and 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 Directors are aware:

- There is no relevant audit information of which the charitable company's auditor is 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 auditor is aware of that information.

The Directors 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.

Organisational Structure and Decision Making

Crossroads Caring Scotland is governed by its Board of Directors. The Board is responsible for setting out the policies for governance of the charity. The Chief Executive Officer is responsible for ensuring implementation of these policies.

Directors Report continued

Responsibility for management matters is delegated to the Chief Executive with support from the Senior Management team and the Board of Directors, within a clearly understood framework of strategic control. The Board of Directors is involved in determining corporate strategy, including setting key strategic objectives and targets, and making major decisions involving use of financial and other resources.

The Board can delegate responsibility for specified matters to individual members or committees of the Board. There were 4 finance meetings held within the year.

Decisions taken by individual members or committees of the Board under delegated powers are recorded in written minutes available to the Board as a whole.

The Board of Directors delegates operational and staffing matters to the Chief Executive, who is accountable to the Board for the overall organisation, management, staffing and for all financial and other procedures.

Staff and Volunteers

Crossroads Caring Scotland is rooted in local communities and has a committed team of people contributing to the work of the charity. Everyone who works within the organisation is – whether on a paid or unpaid basis and including the volunteer members of the Board of Directors – expected to act according to the values and operating principles outlined in the charity’s strategic mission plan. Volunteers with exception of the Board are involved in ad-hoc fundraising and raising the public profile for local services. The work by volunteers is greatly appreciated however it does not have a major impact on how income is generated by the Charity.

Services

At the end of March 2024, Crossroads Caring Scotland services employed 154 (2023:231) staff based throughout Scotland. Each service structure is based on the need of the service but is led by a service management team with support workers delivering service.

National Office

At the end of March 2024, Crossroads Caring Scotland employed 12 (2023:15) members of staff who are located either in the Glasgow office or based in local services.

From 1 April 2023 to 31 March 2024 the structure of the team was:

Chief Executive, Head of Corporate Services, Head of Operations, 2 Area Managers, Head of HR, and 6 clerical staff.

Remuneration of Key Management Personnel

As part of Crossroads Caring Scotland’s commitment to ensure it attracts and retains high quality staff, there is a Remuneration Committee made up of four board members including the Chair. The Committee is responsible for defining Crossroads Caring Scotland’s salary scales and deciding on the salaries of the Chief Executive and his or her leadership team of Heads of Service, who are deemed to be key management personnel, along with all other roles within the organisation. The Committee oversees proper administration of Crossroads Caring Scotland’s salary scales and meet annually.

Remuneration is based on an annual appraisal which looks at performance, competencies, key objectives, and learning & personal development. The use of benchmarking and comparisons of similar organisation within the care sector are also used.

Directors Report continued

Connected Charities

Crossroads Caring Scotland has no formal links or associations with other charitable bodies but works in partnership with major community care charities in Scotland, including:

- Macmillan Cancer Relief
- Alzheimer’s Scotland
- Parkinson’s UK-Scotland
- Independent Living Fund-Scotland
- CCPS
- SCVO
- SCIF
- Carers Scotland
- Age Concern
- Disability Scotland
- Marie Curie
- Princess Royal Trust for Carers
- Shared Care Scotland
- Coalition of Carers in Scotland

Risk Management

Crossroads Caring Scotland like all businesses faces a wide variety of risks. The approach to risk management is to ensure that the awareness of risk is established within the organisation as a whole and that effective systems and controls are in place to mitigate and manage the risk.

The Directors have assessed the major risks to which the charity is exposed, in particular those related to the operations and finances. A Risk Register has been developed which identifies each risk, the effect, the likelihood of occurrence and the controls in place to mitigate the risk. Further to this the Board of Directors hold extra ordinary meetings and closed sessions where minutes are taken to discuss critical concerns or issues.

The Key Risks Identified:

Potential Risk	Mitigation/Control
Financial Risk	Robust financial controls and monitoring measures.
Operational Risk	A robust framework of policies and procedures that meet all legal and statutory requirements including SSSC and Care Inspectorate.
Data Protection	Robust policy and procedures are in place to guide and train staff.
Market Change	Changes in government policy and the need within communities has resulted in the organisation downsizing. Board meeting agenda continually reviewing market opportunity, policy change.
Workforce	A comprehensive recruitment and retention process for all grades of staff. A robust framework that invests in staff’s personal development opportunities, consistent performance, and the sense of being part of the ‘bigger picture’.

Directors Report continued

IT system failures	Continuous review of IT systems to ensure they are robust and fit for purpose.
Health & Safety Risks	The Board is aware of its responsibilities on all matters relating to health and safety. A robust framework of policies and procedures that meet all legal and statutory requirements are in place and are reviewed with the assistance of National Health & Safety Company. The pandemic has highlighted the importance of good policies, practices and procedures to ensure that our staff and service users are kept safe including adherence to all guidance and legal requirements set by Public Health Scotland and other regulatory bodies. The impact on services and National Office are contained in the Risk Register.

Our mission, Vision, and Ambitions

Mission

Crossroads Caring Scotland’s mission is to provide services within the community, which will improve the lives of vulnerable people of all ages, who are facing ill health, disability, or long term physical or mental health conditions or who are disadvantaged due to their caring role, allowing them to feel valued and live as independently as possible.

Activities

Crossroads Caring Scotland supports vulnerable individuals by:

- Providing reliable and responsive care and support in the home.
- Improving the quality of life for people who use our services.
- Helping vulnerable individuals to maintain and develop social networks and play an active part in community life.
- Providing respite for carers.

The communities we work in are at the heart of what we do, and we strongly believe that our activities contribute to achieving the overall objectives of the organisation. The activities support service users to live independently and develop and maintain meaningful community links, where they feel valued and can play an active part in community life.

Our vision

The vision of the organisation has not altered:

‘To be Scotland’s leading provider of personalised care. We exist for people, not profit, building trust and respect with the communities we serve.’

The main focus going forward continues to be:

1. **Consolidation** - of the current business in terms of services and customers
2. **Extension** – through planned growth where intelligence indicates opportunities exist to grow on our established relationships and/or capabilities.

Directors Report continued

3. **Expansion** – of services to current and new customers in areas where the business case stacks up.
4. **Evolution** – of the business to reflect our consolidation and growth and provide a platform for our longer-term ambitions.

This is a vision shared with Enable Scotland who Crossroads joined on 31 October 2024.

Key objectives of Crossroads Caring Scotland 2024-2025

Key Objective	How we plan to deliver this
Maintain Services	<ul style="list-style-type: none"> To deliver high quality services that are reliable and responsive. Build and maintain key partnerships to safeguard services. Encourage innovation that will enhance services.
Efficiency & Sustainability	<ul style="list-style-type: none"> Maintain and strengthen our financial position. Maintain and evaluate systems to ensure ‘Fit for Purpose’. To increase reserves to match current reserve policy.
People	<ul style="list-style-type: none"> We will build a diverse, skilled workforce that is responsive to needs. People feel valued and supported. Can influence the direction of the organisation and the service we deliver.

The Board recognises the importance of ensuring that performance is measured against a range of internal targets that meet the organisations Key Performance Objectives as detailed above. Progress on the key objectives for this year is reported to the Board at each meeting. These encompass all aspects of best practice, safeguarding, data protection, finance, HR, health & safety and learning development.

During 2023-2024 Crossroads Caring Scotland managed and supported local service delivery across four regions of Scotland which cover 13 local authority areas as detailed below.

Region/Area	Service	
Central	Forth Valley service Stirling (Exited service Jan 2024) West Stirling (Exited service Jan 2024) Clackmannanshire (Exited service Jan 2024) Falkirk	Lothians West Lothian (Exited service Dec 2023)
Highlands	Invernesshire Moray Nairn	Lochaber
North	Aberdeenshire East Banff & Buchan Kincardine & Deeside	Dundee Angus

Directors Report continued

West/West Rural	West Blantyre Glasgow (Exited service Dec 2023) East Dunbartonshire	West Rural Stewartry Mid & Upper Nithsdale
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Achievements and Performance

Our staff have worked diligently to stabilise the business, ensuring capacity for safe and sustainable services based on robust contingency planning. Retention of staff remains a significant challenge as the cost-of-living crisis continues to affect everyone. Additionally, the Scottish government's funding base rate remains low at just £12, which is not attracting new personnel to the sector. The HR and finance teams at CCS have made concerted efforts to support both our staff and the people we assist. These efforts include providing energy and money advice signposting, distributing hampers, and offering various other means of assistance to mitigate the impact.

“Our primary focus has been on stabilizing the business through rigorous cost-saving measures, stringent reviews, and restructuring of our current operational framework. Additionally, we have maintained ongoing dialogue with the Coalition of Care and Support Providers (CCPS) to ensure our concerns are heard by the Scottish Government, advocating for better funding for the sector.”

Joining Enable Scotland will provide the organisation with greater security for both service users and staff in the future.

The 4 Steps to Fair Work

We’re asking the Scottish Government to take 4 Steps so that social care staff in Scotland can experience Fair Work. They are:

- **Deal with pay inequality:** As a first step, implement the promise of a minimum of £12 per hour for social care staff, starting from 1 April 2024. Review pay and uplift to £15 per hour to enable organisation to successfully attract and recruit to the sector.
- **Ensure equal pay for equal work:** Apply pay uplifts to staff in all services, not just those in registered adult social care.
- **Value all staff who play their part:** Deliver funding packages that value the crucial role of support staff and managers, alongside frontline workers.
- **Give us hope of equality:** Publish a timetable to deliver fully on Fair Work in Social Care by 2025.

In addition to these measures, CCS has hosted several MSPs (Members of the Scottish Parliament) to visit service users in the community. This allowed them to see firsthand the full range of responsibilities that our support workers undertake.

Directors Report continued

Initiatives with partners

Local Authorities

CCS has been working alongside some Local Authorities who are embracing the ‘Test of Change model’ which has allowed productive opportunities for collaboration and what can be done differently to make the care system work better.

VoiceAbility

CCS has continued to work with VoiceAbility to raise awareness amongst the people who use our services about the importance of Advocacy. This partnership working has included awareness training with all staff.

Community Models

CCS has continued to assist Community Models with the development of Your Care Shop that supports individuals to access care but also generic housing support, repairs, well-being, and dog walking etc through an App. A link to this can be found on our website.

Exit of Services

Following a review of the 2023-24 budgets and funding, it became evident that the services delivered in Clackmannan, Stirling, West Lothian, and Glasgow were not financially viable. The continued deficits in these areas were depleting the charity’s reserves. Additionally, recruitment issues and low hourly rates failing to match actual direct costs further compounded the problem. Significant efforts were made to support the transfer of services through either seeking out potential alternative providers and/or liaising with the local authorities to minimise disruption to our services users and staff. Unfortunately, it was not possible to transfer services in Glasgow and West Lothian to another provider and those care packages were handed back. As a result, six staff were made redundant.

Summary

Despite all the challenges, CCS has maintained both its market presence and its services to clients in the remaining local authority areas. CCS will continue to face operational realities in sustaining existing activities while also developing its vision for growth and development.

Directors Report continued

Recognising some of our Successes and Disappointments against our Key Objectives 2023-2024

Key Objective	Aim	Challenges /Performance	Moving forward
Maintain services			
	<p>Reliable, Responsive, and high-quality services.</p>	<p>Services CCS has sustained services albeit hours are 21% below budget set for 2023-2024. This has been against many challenges:</p> <ul style="list-style-type: none"> ➤ Financial challenges from low hourly rates being paid by local authorities. ➤ Recruitment and retention ➤ Restructuring to support better budgetary requirements. ➤ Persistent overheads in relation to organisational downsize. <p>However, down to the commitment of our front-line staff and all departments' CCS has continued to deliver services within the communities it serves.</p> <p>Skilled Workforce CCS continues to prioritize the development and wellbeing of our workforce. This has ensured that we continue to meet mandatory requirements.</p>	<p>As the organisation moves through the coming year the challenge will be to maintain services and look for opportunities for growth where possible. This will include working with partners in the statutory sector to develop and reshape models of care which will be vital for the future. However, the impact of the ongoing recruitment crisis across all sectors but particularly in social care will continue to impact on delivery.</p> <p>The Board of Directors recognise the ongoing challenges for the charity agreed to join as a subsidiary of Enable Scotland on 31 October 2024 to ensure services continued. Stringent cost savings for the organisation remains a focus.</p> <p>Therefore, a considered and realistic approach to forecasting future budgets will be adopted to ensure the continued financial and operational sustainability as we move into 2024-2025.</p>

Directors Report continued

			As the organisation moves through the ongoing challenges of recruitment and retention which has been exacerbated by the low social care staff hourly rate. Key for future development is to attract new staff and retain current staff during a recognised recruitment crisis in the social care sector.
Efficiency			
	'Fit for Purpose'	<p>CCS has during the year continued to ensure all levels of the workforce and services are 'fit for purpose'.</p> <p>Services have continued to be assessed to ensure long term viability which has included, where required, redesigning of some of our services to ensure sustainability.</p>	The organisation with support from Enable Scotland will continue to exercise a continuous review of its workforce to ensure its 'fit for purpose'.
	Finance – Maximise income and minimise expenditure to ensure the long-term future of the organisation	<p>CCS continued to ensure there were robust procedures in place to provide effective internal financial control. These include:</p> <ul style="list-style-type: none"> • Comprehensive budget reports which are approved by the Board on an annual basis. • Quarterly reviews by the Board of actual results compared with budgets, together with a forecast for the remainder of the year. • Reporting on significant variances from budgets and acting as agreed. 	<p>The organisation will continue to exercise a regular review of its model of services to ensure it meets the needs of the community it serves.</p> <p>Robust financial management across all services and national office.</p> <p>When budgeting there is no provision for legacies and donations as these are never guaranteed.</p>
	Energy Management	CCS is committed to addressing our impact, conserving resources, and improving the bottom line through efficient energy	During 2024/25 we will continue to monitor our significant energy uses of electricity, gas and transport. The main objective has not

Directors Report continued

		<p>management. To achieve these aims, we successfully completed the reaccreditation of ISO 50001 in June 2023. Comparing our energy consumption at March 2024 against March 2023 our transport consumption decreased by 11% due to a drop in hours and efficiencies in rota management. Gas and electricity also decreased by 11%. However, this was impacted by the exiting of the site in Alloa.</p>	<p>changed to reduce consumption by 2%. The next full audit is due to be completed by June 2026.</p>
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People			
	Equal Pay	<p>CCS continues to pay the Scottish Living Wage for all hours worked including training and pays the National Minimum Wage for travel time, all of this with a high mileage rate ensures that CCS is committed to being a ‘fair employer’.</p> <p>CCS will continue to review and ensure consistent terms and conditions across all its services.</p>	<p>The organisation continues to be committed to being a fair employer. We are doing everything within our capacity to support our staff and mitigate the impact of the current cost-of-living crisis. These measures include:</p> <p><i>Recognising long service</i> <i>Monthly prize hampers</i> <i>Care packages</i> <i>Hybrid working where possible.</i></p> <p>CCS has raised the inequality of fair pay for social care staff through:</p> <p><i>Continued MSP lobbying</i> <i>Working with CCPS 4 steps to Fair work</i></p>
	Workforce Development	<p>Training continues to be high on our agenda across all levels of staff. Regular learning and development help to ensure our support workers remain up-to-date with best practice to provide the best care and support to our service users. Training can either be face to face or using digital platforms.</p>	<p>Encouraging staff to engage with their own CPD which will allow the organisation to identify areas of training required. The organisation will continue to utilise training opportunities as they arise.</p>

Directors Report continued

Profile			
	Front line staff	CCS’s incredible workforce continues to enable people to achieve the best life possible. Their commitment and hard work are a testimony to the staff who work in Social Care.	To continue to raise the profile of the Social Care sector and its vital place in the delivery of care services in the community. Along with raising the financial imbalance of pay for staff who work in this sector in comparisons to public bodies doing the same/similar posts.
	Web page and social media	CCS continued to develop the staff web page and social media campaigns.	To continue to embrace all that social media can offer the organisation from engagement with our service users, staff, recruitment, and partners.

Future Plans

Crossroads has joined one of the largest charities in the UK, Enable Scotland. This marks an exciting new chapter, as Enable is an inspiring organisation with a heritage like Crossroads, having served the care industry for over 70 years.

The structure for joining is that the Enable will be admitted as a member of Crossroads Caring Scotland and will appoint a new board and each of the existing members and Directors of Crossroads will resign, with the effect that Crossroads will become a subsidiary company of Enable Scotland (Leading the Way).

The transition means all our staff and clients as of 31 October 2024 joined the Enable family. This alliance promises improved terms and conditions for our staff, as well as enhanced service offerings for our clients. Enable's robust infrastructure will provide the stability and bright future that our staff and clients deserve.

We are excited about the opportunities this presents and confident that it positions us well to continue serving with excellence.

Our key objectives for 2024-25 remain as:

Key Objectives 2024-2025
Stabilise and Secure Current Services
Maximising opportunities and diversification
Efficiency
People

Directors Report continued

Public Profile
Maintain Legacies

Environmental, Social, Governance (ESG)

As a registered charity operating in the Social Care sector, the importance of ESG has been growing. As an organisation we are already actively engaged in all three measurements and therefore CCS is well placed to adopt the principles of ESG.

CCS recognises as a national organisation it needs to take responsibility for the environment and the communities, we work in.

Environment

The environment and sustainability play a significant part in our core business with ISO 50001 in Energy Management being achieved in 2020 and reaccredited in 2023.

Social

The social impact is at the heart of all CCS work, and we aim to deliver the maximum impact within the communities and people we serve.

Governance

CCS works in a highly regulated sector and is governed by several external regulatory bodies, ensuring effective governance across all parts of the organisation.

Strategic Report

Financial Review

The combined income for the national office and care delivery for 2023-24 stands at £3,933,162 which represents a decrease of 20% on the previous year (2023: £4,934,344). Expenditure over the year decreased by 17% to £4,196,053 (2023: £5,055,957) leaving an operational deficit of £262,891 (2023: deficit £121,613).

Impact points:

- Recruitment and retention of support staff continues to be a critical issue in all services. The number of hours delivered over the year reduced by 21% from previous year. This was partly due to cancellations but more significantly the decrease in the workforce of 33%. This has impacted on the availability of income to meet direct costs. Income lost due to decrease in hours was £0.96m (2022/23: £0.86m).
- The ongoing low hourly rates paid by local authorities continues to impact on the organisations reserves therefore deficits have become an annual position. This along with the reduction in hours due to workforce capacity means that the Board are and will need to continue to review all services delivered under financial sustainability and risk to the organisations ‘going concern’ and where these risks have been identified action is taken to ensure the viability of CCS moving forward.
- During the year we received notifications of legacies and confirmed donations amounting to £1,000 which was significantly reduced on the amount received in 2022/23 of £12,000. We continue to be grateful to all our generous supporters.

There was movement in respect of the charity’s investments during the year. Overall, in 2023/24 our portfolio returned a net gain (realised and unrealised) of £24,403 (2022/23: loss £49,725).

Directors Report continued

The UK stock market saw gains in 2023-24 due to several factors: stable interest rates, earnings growth and dividend yields. These factors combined to create a more favourable environment for the UK stock market, leading to gains during this period.

The portfolio excluding cash held ended the year with a value of £464,859 (2023: £435,731). Crossroad's Board monitor the performance of the investment portfolio with an emphasis on the longer-term growth of income and capital by adopting a risk level 4 or upper end of medium risk approach with just under 70% of the portfolio held in equities to achieve this. After the various movements in funds have been considered the balance sheet shows total Charity net assets of £1,049,081 (2023: £1,287,570).

We are grateful to the following bodies for their continued financial support: WA Cargill Charitable Trust, JTH Charitable Trust, Stichting Teunteje Anna (TA Trust), The J & JR Wilson Trust, Hugh & Mary Miller Trust, John Gordon Fund, Thistledown Trust, St Katherine Trust, T & T Wilson Trust, Dawson Trust and IBB Trust. Thanks are due to all who have supported us during the year. The Board hopes that they will continue to support us in our efforts to expand and sustain the provision of Care for Carers.

Going Concern

The charity operated normally throughout the financial year, however in line with the long-term strategic aims, an agreement was signed post year end, which saw Crossroads Caring Scotland become a subsidiary of Enable Scotland on 31st October 2024. The plan going forward is for the activities of Crossroads Caring Scotland to be hived up into Enable Scotland, upon receiving approval from the Care Inspectorate, which is expected in April 2025.

The directors expect that Crossroads Caring Scotland will cease trading, and cease to exist, within 12 months of the date of signing these financial statements. Therefore, the directors do not consider the charity to be a going concern, and these financial statements have been prepared on a basis other than that of a going concern. No adjustments have been required as a result of ceasing to apply the going concern basis.

Reserves Policy

On 31 March 2024, reserves excluding restricted funds were £1,037,195 (2023: £1,263,568). Our reserves are being maintained at a level at which we can operate and meet our obligations. We have carried out and will continue to review our budgets against performance throughout the year, taking into consideration the impact of increasing inflation, the cost-of-living crisis and retention and recruitment of staff. The current level of reserves ensures there are sufficient funds available to meet staff notice periods for office-based staff and other obligations if all services had to close. Taking this into consideration the Trustees aim is to have reserves of 3 months of planned yearly expenditure which equates to approximately £885,000. Based on current reserves there is sufficient funds held to meet this aim. (2023: approximately £1,358,000).

The Trustee Board has split reserves into three areas.

- Unrestricted – General £336,196 (2023: £469,560). These funds are held for National Office use in furtherance of the charity's objectives.
- Unrestricted – Services £700,999 (2023: £794,007). These funds are held to provide direct provision of care, under contract with local authorities - spot purchase arrangements, grants, and localised fundraising.
- Restricted £11,886 (2023: £24,002). These funds are restricted for use in the provision of care related services and training.

Directors Report continued

Donations and grants that have been received for specific purposes are carried as restricted funds. All restricted funds are operated in line with the requirements of SORP.

Investment Policy

As required in its Memorandum of Association, the charitable company has the power to invest the monies of the company in 1) trustee investments authorised by UK law; and 2) subject to the provisos mentioned in (a) securities of governments and local authorities (b) fixed interest stock or shares of companies (c) ordinary stock or shares of companies (d) fixed interest or fully paid stock or shares of investments, financial or unit quoted on a recognised stock exchange and (e) property unit trusts.

Rathbones continue to manage the charitable company's investment portfolio. The Board meet with Rathbones on an annual basis to discuss the investments. Rathbones base the management of the portfolio on long term considerations and will direct the investment policy towards achieving capital growth with income being of secondary importance. The Board is therefore satisfied that this policy objective has been achieved. Over the year, the gain on the charitable company's investments was £24,402 (2023: loss of £49,725)/

Fixed Assets

Movements in fixed assets are shown in notes 10, 11 and 12 to the financial statements.


Employees**Disabled Employees**

The charitable company considers applications for employment from disabled persons where the requirements of the job can be adequately fulfilled by a disabled person. Where existing employees become disabled, it is the charitable company's policy wherever practicable to provide continuing employment under normal terms and conditions and to provide training and career development and promotion to disabled employees wherever appropriate.

Employee Involvement

During the year, the policy of providing employees with information about the charitable company has been continued through internal media methods in which employees have also been encouraged to present their suggestions and views on the charitable company's performance. Regular meetings are held between local management and employees to allow a free flow of information and ideas.

On Behalf of the Board

DocuSigned by:

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Alan Meek
Chairperson

Date: 26 March 2025

Auditor: BDO LLP has indicated its willingness to continue in office.

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS AND DIRECTORS OF CROSSROADS CARING SCOTLAND

Opinion on the financial statements

In our opinion, the financial statements:

- give a true and fair view of the state of the Charitable Company's affairs as at 31 March 2024 and of its incoming resources and application of resources 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, the Charities and Trustee Investment (Scotland) Act 2005 and regulation 8 of the Charities Accounts (Scotland) Regulations 2006, as amended.

We have audited the financial statements of Crossroads Caring Scotland for the year ended 31 March 2024 which comprise the statement of financial activities, the balance sheet, the cash flow statement 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, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice) as well as the Statement of Recommended Practice (SORP).

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 believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Independence

We remain independent of the Charitable Company in accordance with the ethical requirements 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.

Emphasis of matter – financial statements prepared on a basis other than going concern

We draw attention to Note 1 to the financial statements which explains that an agreement was signed post year end, which saw the Charitable Company become a subsidiary of Enable Scotland on 31 October 2024. The directors expect the activities of the Charitable Company to be hived up into Enable Scotland, and that the Charitable Company will cease trading.

Accordingly, the financial statements have been prepared on a basis other than that of going concern as described in Note 1. Our opinion is not modified in respect of this matter.

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

Other information

The Directors are responsible for the other information. The other information comprises the information included in the Annual Accounts, 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. 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

Independent Auditors Report continued

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.

Other Companies Act 2006 reporting

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

- the information given in the Directors' Report, which includes the Directors' Report, and the Strategic report prepared for the purposes of Company Law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Strategic report and the Directors' Report, which are included in the Directors' Report, have been prepared in accordance with applicable legal requirements.

In the light of the knowledge and understanding of the Charitable Company and its environment obtained in the course of the audit, we have not identified material misstatement in the Strategic report or the Directors' report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 and the Charities Accounts (Scotland) Regulations 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; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of Directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the Directors were not entitled to prepare the financial statements in accordance with the small companies' regime and take advantage of the small companies' exemptions in preparing the directors' report.

Responsibilities of Directors

As explained more fully in the Directors' responsibilities statement, the directors 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 directors 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 directors 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 Directors either intend to liquidate the Charitable Company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditor under section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and under the Companies Act 2006 and report in accordance with the Acts 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 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

Independent Auditors Report continued

reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Extent to which the audit was capable of detecting irregularities, including fraud

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

Non-compliance with laws and regulations

Based on:

- Our understanding of the Charitable Company and the sector in which it operates;
- Discussion with management and those charged with governance; and
- Obtaining and understanding of the Charitable Company's policies and procedures regarding compliance with laws and regulations.

we considered the significant laws and regulations to be the applicable accounting framework, UK tax legislation, Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005, and the Statement of Recommended Practice (SORP) applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and the Republic of Ireland (FRS 102).

The Charitable Company is also subject to laws and regulations where the consequence of non-compliance could have a material effect on the amount or disclosures in the financial statements, for example through the imposition of fines or litigations. We identified such laws and regulations to be the Care Inspectorate legislation, Health and Safety, and Data Protection including GDPR.

Our procedures in respect of the above included:

- Review of minutes of meeting of those charged with governance for any instances of non-compliance with laws and regulations;
- Review of correspondence with regulatory for any instances of non-compliance with laws and regulations;
- Review of financial statement disclosures and agreeing to supporting documentation;
- Review of confirmations received from the entity's solicitor; and
- Review of legal expenditure accounts to understand the nature of expenditure incurred.

Fraud

We assessed the susceptibility of the financial statements to material misstatement, including fraud. Our risk assessment procedures included:

- Enquiry with management and those charged with regarding any known or suspected instances of fraud;
- Obtaining an understanding of the Charitable Company's policies and procedures relating to:
 - Detecting and responding to the risks of fraud; and
 - Internal controls established to mitigate risks related to fraud.
- Review of minutes of meeting of those charged with governance for any known or suspected instances of fraud;
- Discussion amongst the engagement team as to how and where fraud might occur in the financial statements; and

Independent Auditors Report continued

- Performing analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud.

Based on our risk assessment, we considered the areas most susceptible to fraud to be management override of controls and the cut off of revenue recognition for care services.

Our procedures in respect of the above included:

- Testing a sample of journal entries throughout the year, which met a defined risk criteria, by agreeing to supporting documentation and evaluating the business rationale in relation to any significant, unusual transactions and transactions entered into outside the normal course of business; and
- Cut off testing to check that income is recorded in the correct period.

We also communicated relevant identified laws and regulations and potential fraud risks to all engagement team members and remained alert to any indications of fraud or non-compliance with laws and regulations throughout the audit.

Our audit procedures were designed to respond to risks of material misstatement in the financial statements, recognising that the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery, misrepresentations or through collusion. There are inherent limitations in the audit procedures performed and the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely we are to become aware of it.

A further description of our responsibilities for the audit of the financial statements is located at the Financial Reporting Council's ("FRC's") website at: <https://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 Charitable Company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006, and to the Charitable Company's Directors, as a body, in accordance with the Charities and Trustee Investment (Scotland) Act 2005. Our audit work has been undertaken so that we might state to the Charitable Company's members and Directors 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 Charitable Company, the Charitable Company's members as a body and the Charitable Company's Directors as a body, for our audit work, for this report, or for the opinions we have formed.

BDO LLP, statutory auditor
Edinburgh
26 March 2025

BDO LLP is a limited liability partnership registered in England and Wales (with registered number OC305127)

CROSSROADS CARING SCOTLAND**STATEMENT OF FINANCIAL ACTIVITIES FOR THE YEAR ENDED 31 MARCH 2024****Incorporating an Income and Expenditure Account**

	Notes	2024			2023		
		Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
		Funds	Funds	Funds	Funds	Funds	Funds
		£	£	£	£	£	£
Income and endowments from							
<i>Donations and legacies</i>	2	36,422	-	36,422	65,018	-	65,018
<i>Charitable activities</i>	4						
Provision of care related services		3,859,517	-	3,859,517	4,818,942	11,886	4,830,828
Training and staff support		-	-	-	-	20,000	20,000
<i>Other trading activities</i>							
Fundraising		1,022	-	1,022	1,331	-	1,331
Rental Income		-	-	-	-	-	-
<i>Investment income</i>	3	23,468	-	23,468	17,167	-	17,167
<i>Other</i>		12,733	-	12,733	-	-	-
Total		3,933,162	-	3,933,162	4,902,458	31,886	4,934,344
Expenditure on:							
<i>Raising funds</i>							
Costs of generating voluntary income	8	24,544	-	24,544	41,089	-	41,089
Investment Management costs		3,437	-	3,437	3,510	-	3,510
<i>Charitable activities</i>							
Provision of care related services	5	3,983,951	1,366	3,985,317	4,757,476	-	4,757,476
Development	5	110,821	-	110,821	113,546	-	113,546
Training and staff support	5	14,687	10,750	25,437	47,869	39,178	87,047
Policy	5	46,497	-	46,497	53,289	-	53,289
Total		4,183,937	12,116	4,196,053	5,016,779	39,178	5,055,957
Investments							
Realised loss on disposals		(1,075)	-	(1,075)	(2,265)	-	(2,265)
Unrealised Gain / (Loss)		25,477	-	25,477	(47,461)	-	(47,461)
		24,402	-	24,402	(49,725)	-	(49,725)
Net (expenditure)		(226,373)	(12,116)	(238,489)	(164,046)	(7,292)	(171,338)
Net movement in funds		(226,373)	(12,116)	(238,489)	(164,046)	(7,292)	(171,338)
Total funds brought forward		1,263,568	24,002	1,287,570	1,427,614	31,294	1,458,908
Total funds carried forward		1,037,195	11,886	1,049,081	1,263,568	24,002	1,287,570

All activities derive from continuing operations. There are no recognised gains or losses for the current and preceding year other than noted above.

The notes on pages 26 to 35 form part of these accounts.

CROSSROADS CARING SCOTLAND
BALANCE SHEET
AS AT 31 MARCH 2024

Companies House No: SC 085401

	Notes	2024		2023	
		£	£	£	£
Fixed Assets					
Property	10		100,100		127,000
Tangible fixed assets	11		-		-
Investments	12		476,020		455,508
			<u>576,120</u>		<u>582,508</u>
Current assets					
Cash at Bank		719,840		841,828	
Sundry debtors and prepayments	13	306,010		568,446	
		<u>1,025,850</u>		<u>1,410,274</u>	
Creditors: amount falling due within one year					
Accruals and deferred income		382,828		471,142	
Other taxes and social security costs		34,466		49,426	
Holiday pay accrual		9,595		16,644	
		<u>426,889</u>		<u>537,212</u>	
Net current assets			<u>598,961</u>		<u>873,062</u>
Provision for liabilities and charges	20		126,000		168,000
Net assets			<u><u>1,049,081</u></u>		<u><u>1,287,570</u></u>
Funds:					
Unrestricted - general	14		336,196		469,561
Unrestricted - services	14		700,999		794,007
Restricted	15		11,886		24,002
			<u>1,049,081</u>		<u>1,287,570</u>

The accounts on pages 23 to 33 were approved and authorised for issue on 26 March 2025 and signed on behalf of the Board by:

DocuSigned by:
Alan Meek
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Director

Mr A Meek

Signed by:
Alan McElroy
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Director

Mr A McElroy

The notes on pages 26 to 35 form part of these accounts.

CROSSROADS CARING SCOTLAND
STATEMENT OF CASHFLOWS
FOR THE YEAR ENDED 31 MARCH 2024

	<u>2024</u>	<u>2023</u>
	£	£
Cashflows from Operating Activities		
Net (expenditure) for the reporting period	(238,489)	(171,338)
Adjustments for:		
Depreciation	3,300	3,300
(Gains) / Losses on investments	(24,402)	49,725
Impairment of property	23,600	-
Dividends, interests and rents from investments	(23,468)	(17,167)
Increase in debtors	262,436	117,295
(Decrease)/increase in creditors and provisions	(152,323)	(421,975)
Net Cash Used in Operating Activities	<u>(149,346)</u>	<u>(440,160)</u>
Cashflows from Investing Activities		
Dividends, interest and rent from investments	23,468	17,167
Purchase of investments	(49,020)	(45,716)
Proceeds from sale of investments	44,294	49,616
Net Cash Provided by Investing Activities	<u>18,742</u>	<u>21,067</u>
Change in Cash and Cash Equivalents	(130,604)	(419,093)
Cash and Cash Equivalents at the beginning of the period	<u>861,605</u>	<u>1,280,698</u>
Cash and Cash Equivalents at the end of the period	<u>731,001</u>	<u>861,605</u>
Analysis of Cash and Cash Equivalents		
Cash in Hand and Cash Investments	<u>731,001</u>	<u>861,605</u>
Total Cash and Cash Equivalents	<u><u>731,001</u></u>	<u><u>861,605</u></u>

Difference in total cash and cash equivalents from the cash balance in the Balance Sheet is the cash held in investments.

Notes to the Accounts For the Year Ended 31 March 2024

1. Accounting Policies

The principal accounting policies, which have been applied consistently, except where noted, are set out below:

(a) General Information

The Charity is a charitable company limited by guarantee and has no share capital. The address of the Charity's registered office and principal place of business was changed in July 2024 to Unit 3, Melisa House, Festival Court, 3 Brand Place, Glasgow G51 1DR previously at 24 George Square, Glasgow, G2 1EG. The Charity's principal activities and nature of the Charity's operations are detailed in the Objectives and Activities section of the Directors Report on pages 8, 9 and 10.

(b) Basis of Accounting

The financial statements are prepared in accordance with applicable accounting standards, 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) (amended 1 January 2019) - (Charities SORP (FRS 102), the Charities Accounts (Scotland) Regulations 2006 (as amended) and the Companies Act 2006.

The charity 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(s). The financial statements are prepared in Sterling (£).

(c) Going Concern

The organisation has net assets of over £1.05m, which includes cash of £0.7m, debtors of £0.3m and investments of £0.4m. The organisation ended the year with a net expenditure of £0.238m. The charity operated normally throughout the financial year, however in line with the long-term strategic aims, an agreement was signed post year end, which saw Crossroads Caring Scotland become a subsidiary of Enable Scotland on 31st October 2024. The plan going forward is for the activities of Crossroads Caring Scotland to be hived up into Enable Scotland, upon receiving approval from the Care Inspectorate, which is expected in April 2025.

The directors expect that Crossroads Caring Scotland will cease trading, and cease to exist, within 12 months of the date of signing these financial statements. Therefore, the directors do not consider the charity to be a going concern, and these financial statements have been prepared on a basis other than that of a going concern. No adjustments have been required as a result of ceasing to apply the going concern basis.

(d) Tangible Fixed Assets

Fixed assets purchased, at an individual cost exceeding £1,000, are shown at cost, and depreciated by annual instalments over their estimated useful lives, at the rates of 25% per annum for office furniture and equipment and 2% for properties.

(e) Investments

Investments are stated at fair value as noted in Note 12. Dividends and interest together with the related tax credits receivable are treated as income on an accrued basis.

(f) Operating Leases

The annual rentals are recognised in the Statement of Financial Activities as incurred over the lease term.

Notes to the accounts continued*(g) Income*

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

Grants

Grants are received by the charity towards the running of the company. All grants are recognised in the Statement of Financial Activities when any conditions for receipt are met.

If any grant has been provided for a stated purpose, it is shown as a restricted fund. Any unused grants not able to be used for the purpose determined by the funder are returned in accordance with the funder agreement.

Deferred Income

Donations and grants received in advance of the period in which the funder requires the expenditure to be applied are reflected in deferred income. Where income is received in advance of entitlement, it is deferred and included within other creditors.

Donations and Legacies

Donations are recognised when receivable.

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 charity 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.

Consultancy and Support Fees

Consultancy and support income is recognised on an accrued basis.

Investment Income

Investment income is accounted for on an accrual's basis.

(h) Expenditure

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to the expenditure.

All expenditure is accounted for on an accruals basis and has been classified under the charitable expenditure activity headings with reference to activities performed in the year.

Raising Funds

Expenditure on raising funds includes all expenditure incurred to raise funds for the charity's charitable purposes. These include salaries and directly attributable overheads in relation to fundraising.

Charitable Activities

Charitable expenditure comprises those costs incurred by the charity in the delivery of its activities and services for its beneficiaries. Governance costs are those incurred in connection with the administration of the charity and constitutional and statutory compliance.

Staff costs are all emoluments incurred. Other direct costs are non-staff costs incurred by each principal activity.

Notes to the accounts continued*Support Costs*

Support costs are those functions that assist the work of the charity and are included charitable activities. These represent direct finance, human resources, IT and property service costs incurred by the organisation in carrying out its activities. Allocations of support costs are based on the appropriate combination of staff time, department headcount or wage cost, direct expenditure, or activity levels.

(i) Reserves

Unrestricted funds are expendable at the discretion of the Board of Directors in furtherance of the charity's objectives. Unrestricted funds represent funds raised or grants awarded for no specified project, where the expenditure has not yet occurred. The expenditure will arise in subsequent financial periods. Transfers to and from unrestricted funds are subject to the approval of the Board of Directors.

The general service funds for the provision of Care Related Services represent Funds held for the direct provision of care, under contract with local authorities - spot purchase arrangements, grants and localised fundraising.

Restricted funds are awarded for specified projects which will be declared by the donor when awarded. Income may be awarded in one year for expenditure in that or a subsequent year. Transfers from restricted funds are only possible at the request of the original donor with the approval of the Board of Directors.

(j) Pensions

The company operates a defined contribution scheme for some of its permanent employees. The scheme's funds are administered by Trustees and are independent of the company's finances. The company also contributes to the Personal Pensions of staff both contractual and to meet auto enrolment requirements. The company's contributions to the scheme and to the Personal Pensions are charged in the Statement of Financial Activities as they accrue.

(k) Taxation

The company, by virtue of its recognition by OSCR as a charity, is not assessable to Corporation tax on its charitable activities.

(l) Holiday pay

In applying FRS 102, the accounting policies require the recognition of a liability for unpaid holiday pay. A liability is recognised to the extent of any unused holiday pay entitlement which has accrued at the balance sheet date and carried forward to future periods. This is measured at the undiscounted salary cost of the future holiday entitlement so accrued at the balance sheet date.

(m) Judgements in applying accounting policies and key sources of estimation uncertainty

In preparing the financial statements, management is required to make estimates and assumptions which affect reported income, expenses, assets, and liabilities. Use of available information and application of judgement are inherent in the formation of the estimates, together with past experience and expectations of future events that are believed to be reasonable under the circumstances. Actual results in the future could differ from such estimates.

Provision for liabilities and charges

A dilapidations provision is included in respect of the Charities current rental leases. The provision is reviewed on an annual basis by the Trustees and is included in note 20. Provisions

Notes to the accounts continued

are made where an event has taken place that gives the charity a legal or constructive obligation that probably requires settlement by a transfer of economic benefit, and a reliable estimate can be made of the amount of the obligation.

Provisions are charged as an expense to the Statement of Financial Activities in the year that the charity becomes aware of the obligation and are measured at the best estimate at the Statement of Financial Position date of the expenditure required to settle the obligation, taking into account relevant risks and uncertainties.

When payments are eventually made, they are charged to the provision carried in the Statement of Financial Position.

(o) Financial Instruments

The Charity has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102, in full, to all of its financial instruments.

Financial assets and financial liabilities are recognised when the Charity becomes a party to the contractual provisions of the instrument and are offset only when the Charity currently has a legally enforceable right to set off the recognised amounts and intends either to settle on a net basis, or to realise the asset and settle the liability simultaneously.

Financial Assets

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 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.

Financial Liabilities

Trade and other creditors payable within one year that do not constitute a financing transaction are initially measured at the transaction price and subsequently measured at amortised cost, being the transaction price less any amounts settled.

Where the arrangement with a trade or other creditor constitutes a financing transaction, the creditor is initially and subsequently measured at the present value of future payments discounted at a market rate of interest for a similar instrument.

Notes to the accounts continued

2) Donations and Legacies	2024 £	2023 £
General public and corporate bodies	35,422	52,889
Legacies	1,000	12,129
	36,422	65,018

All donations and legacies received are unrestricted.

3) Investment income	2024 £	2023 £
Income from investments	15,459	15,297
Interest on deposits	8,009	1,870
	23,468	17,167

4) Charitable Activities Income					2024 £	2023 £
	Provision of care related services	Development	Training	Recruitment	Total	Total
Public and Private funding	3,859,517	-	-	-	3,859,517	4,821,793
Staff wellbeing support	-	-	-	-	-	20,000
Other	-	-	-	-	-	9,035
	3,859,517	-	-	-	3,859,517	4,850,828
2023 Totals	4,830,828	-	20,000	-	4,850,828	

No funds were received from Inspiring Scotland to support staff wellbeing (2023: £20,000).

Notes to the accounts continued

5) Total Expenditure

									2024	2023
	Administration		Travel &		Training	Service	Fund-		£	£
	Salaries	& Premises	Conferences	Governance	Costs	Costs	Raising	Advertising		
Charitable Activities										
Prov. of care related services	3,270,440	328,307	191,952	65,020	22,730	106,868	-	-	3,985,317	4,757,476
Development	90,259	18,672	1,162	728	-	-	-	-	110,821	113,546
Training and staff support	18,042	6,476	-	-	919	-	-	-	25,437	87,047
Policy	32,643	9,204	-	4,650	-	-	-	-	46,497	53,289
Costs of raising funds	12,887	1,231	-	-	-	-	3,437	10,426	27,981	44,599
	3,424,271	363,890	193,114	70,398	23,649	106,868	3,437	10,426	4,196,053	5,055,957
2023 Totals	4,126,194	376,308	292,523	93,532	65,093	72,067	5,930	24,310		5,055,957
Notes	6	7								

6) Employees and Key Management Personnel

	2024	2023
	£	£
Remuneration:		
Salary costs	3,143,975	3,789,453
Social Security Costs	208,510	253,751
Pension costs	71,785	82,990
Total costs	<u>3,424,270</u>	<u>4,126,194</u>

	No	No
National Office:		
Number of staff employed as part of the Senior Management Team	4	4
Number of staff employed in a strategic role	2	2
Number of staff employed in an administration capacity	6	9
Area Services:		
Number of staff employed as part of local service management team	14	22
Number of support workers	140	209
	<u>166</u>	<u>246</u>

The Key Management Personnel of the Charity comprise the Directors and the Senior Management Team. Total employee benefits for the key management personnel were £250,374 in 2024 (2023:£267,713).

	2024	2023
Number of staff earning between £60k and £70k inc Employer NI Costs	1	1
Number of staff earning between £70k and £80k inc Employer NI Costs	0	0
Number of staff earning between £80k and £90k inc Employer NI Costs	0	1
Number of staff earning between £90k and £100k inc Employer NI Costs	1	0

Trustees' remuneration (including pension contributions) amounted to £Nil (2023: £Nil).

Travelling expenses incurred by 8 directors, (2023: 10) and reimbursed by the company amounted to £488 (2023:£762).

During the year seven employees made redundant costings £43,597 (2023:£2,944).

7) Administration and Premises Costs

	2024	2023
	£	£
Telephone	43,643	39,837
Rent, rates and services	113,833	115,122
Repairs and maintenance	(23,278)	20,272
Postage, stationery and equipment	17,081	21,672
Heat and light	35,112	23,448
Insurance	48,793	44,130
Sundries	8,676	13,987
Depreciation	26,900	3,300
Information technology	93,130	94,540
	<u>363,890</u>	<u>376,308</u>

Notes to the accounts continued

8) Costs of Voluntary Income	2024	2023
	£	£
Salaries & staff training	12,887	12,831
Other general costs	31,748	31,748
Events & publicity	20	20
	<u>44,655</u>	<u>44,599</u>

9) **Training Costs**

During the year the organisation incurred training costs amounting to £23,649 (2023: £65,093).
In 2024, the total expenditure allocated to restricted was £10,750 (2023: £39,178).

10) Property	£
<i>Cost</i>	
Balance at 1 April 2023	165,000
Balance at 31 March 2024	<u>165,000</u>
<i>Depreciation</i>	
Balance at 1 April 2023	38,000
Charge for year	3,300
Impairment	23,600
Balance at 31 March 2024	<u>64,900</u>
Net book value at 31 March 2024	<u>100,100</u>
Net book value at 31 March 2023	<u>127,000</u>

The organisation owns property at 42-46 Barclays Street, Stonehaven which is used by the Aberdeenshire service. The property was professionally valued on 18 August 2010 at £130,000 and revalued on 10 January 2025 by independent valuer, Graham & Sibbald UK LLP. They have valued the property on the basis of Market Value and have adopted the Market Approach to valuation and have utilised the Comparative Method of valuation having regard to comparable evidence of similar properties in Aberdeenshire. This has resulted in an impairment charge on fixed assets of £24k which has been recognised in the year to 31 March 2024. The organisation also owns property at Townhead, Sanquhar. The property was valued at £35,000 on 11 May 2017 by Shepherd Chartered Surveyors.

11) **Tangible Fixed Assets**

<i>Office furniture and equipment</i>	£
<i>Cost</i>	
Balance at 1 April 2023	87,382
Balance at 31 March 2024	<u>87,382</u>
<i>Depreciation</i>	
Balance at 1 April 2023	87,382
Balance at 31 March 2024	<u>87,382</u>
Net book value at 31 March 2024	<u>-</u>
Net book value at 31 March 2023	<u>-</u>

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12) **Investments**

	At 31 March 2024	At 31 March 2023
	£	£
Investments:		
Fair value at 1 April	435,731	489,357
Purchases/transfers during year	49,020	45,716
Sales/cash reallocations during year	(44,294)	(49,616)
Unrealised gain	25,477	(47,461)
Realised gain/(loss) on disposals	(1,075)	(2,265)
Market value at 31 March	<u>464,859</u>	<u>435,731</u>
Investments held in cash	<u>11,161</u>	<u>19,777</u>
	<u>476,020</u>	<u>455,508</u>
Book costs of investments	<u>378,625</u>	<u>413,231</u>

The investments held are listed.

13) **Debtors**

	2024	2023
	£	£
Sundry debtors	3,774	-
Prepayments	17,198	17,198
Managed Services	<u>285,038</u>	<u>551,247</u>
	<u>306,010</u>	<u>568,445</u>

14) **Unrestricted Funds**

	General Fund - Services Fund	General Fund	2024 Total Funds	2023 Total Funds
	£	£	£	£
Income	<u>3,895,127</u>	<u>38,035</u>	<u>3,933,162</u>	<u>4,902,458</u>
Expenditure	<u>3,988,135</u>	<u>195,802</u>	<u>4,183,937</u>	<u>5,016,779</u>
Net expenditure	(93,008)	(157,767)	(250,775)	(114,321)
Gain/(loss) on investments	-	25,477	25,477	(47,461)
Realised loss on investments	-	(1,075)	(1,075)	(2,265)
Net movements in funds	<u>(93,008)</u>	<u>(133,364)</u>	<u>(226,373)</u>	<u>(164,047)</u>
Balances brought forward	<u>794,007</u>	<u>469,560</u>	<u>1,263,567</u>	<u>1,427,614</u>
Balances carried forward	<u>700,999</u>	<u>336,196</u>	<u>1,037,195</u>	<u>1,263,567</u>

Notes to the accounts continued

15) Restricted Funds

	Balance	Movement in Funds:			Balance		
		31 March	Income	Expenditure		Transfers/ Gains	31 March
		2023					2024
	£	£	£	£	£		
Grant-Care	13,252	-	(1,366)	-	11,886		
Grant - Recruitment/Wellbeing	10,750	-	(10,750)	-	-		
VSDF Grant	-	-	-	-	-		
	24,002	-	(12,116)	-	11,886		
Grant-Care	2023 Totals	1,366	11,886	-	13,252		
Grant - Recruitment/Wellbeing	2023 Totals	750	20,000	(10,000)	10,750		
VSDF Grant	2023 Totals	29,178	-	(29,178)	-		

The grant - care represents monies received by Awards for All and the ThistleDown Trust to start a specialist dementia social group for people living in the Dumfries and Galloway Area.

16) Analysis of Net Assets between funds

	Unrestricted	Restricted	Total
	Funds	Funds	Funds
	£	£	£
2024			
Tangible fixed assets	100,100	-	100,100
Investments	476,020	-	476,020
Net current assets	587,075	11,886	598,961
	1,163,196	11,886	1,175,082
2023			
Tangible fixed assets	127,000	-	127,000
Investments	455,508	-	455,508
Net current assets	849,059	24,002	873,061
	1,431,567	24,002	1,455,569

17) Auditors Remuneration

	2024	2023
	£	£
For services as auditors	18,000	15,000

18) Financial Commitments

The charity's total future minimum payments due over the lease term under non-cancellable operating leases at 31 March are as set out below:

	Land & Buildings	Other	Land & Buildings	Other
	2024		2023	
Within 1 year	41,089	891	92,358	3,998
Within 2 to 5 years	50,632	102	58,023	1,609
Over 5 years	7,500	-	15,000	-
	99,221	993	165,381	5,607

Total payments made towards lease commitments in the year were £85,374 (2023:£90,125) for land and buildings and £2,070 (2023:£3,184) for other.

19) Related Party Transactions and Trustees' Remuneration

The directors all give freely their time and expertise without any form of remuneration or other benefit in cash or in kind.
(2023: £Nil).

20) Provisions	2024	2023
Provision for dilapidations	<u>168,000</u>	<u>168,000</u>
Balance brought forward	168,000	168,000
Updated provision	(42,000)	4,500
	126,000	172,500
Released in the year	-	(4,500)
Balance carried forward	<u><u>126,000</u></u>	<u><u>168,000</u></u>

The provision is for obligations relating to the leased offices which arise due to clauses held within the leases.

21) Subsequent events

Crossroads has joined one of the largest charities in the UK, Enable Scotland. This marks an exciting new chapter, as Enable is an inspiring organisation with a heritage like Crossroads, having served the care industry for over 70 years.

The transition means all our staff and clients as of 31 October 2024 joined the Enable family. This alliance promises improved terms and conditions for our staff, as well as enhanced service offerings for our clients. Enable's robust infrastructure will provide the stability and bright future that our staff and clients deserve.