

CROSSROADS BRAINTREE AND CHELMSFORD LTD

England & Wales · Charity number 1059393

Details

Other names	BRAINTREE AND DISTICT CROSSROADS CARE ATTENDANT SCHEME, CROSSROADS CARE BRAINTREE DISTRICT AND CHELMSFORD
Status	Registered
Legal form	Charitable company
Company number	03257547
Registered	1996-12-02
Register	View on the Charity Commission register

Contact

Address	Office 307 Lakes Innovation Centre Lakes Road Braintree Essex CM7 3AN
Phone	01376529985
Email	braintreexroads@btconnect.com
Website	www.crossroadsbraintreechelmsford.Co.uk

Activities

Objects: TO RELIEVE THE STRESSES EXPERIENCED BY CARERS AND BENEFICIARIES.

Activities: Our main activity is to provide short breaks to unpaid carers who care for adults and children with care needs as a result of disability, illness or age. In doing so we aim to relieve some of the stress felt by being a carer whilst helping them to maintain their own health and well-being. We are committed to providing practical support in the home in order to enable carers to have a break.

Classification

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

Geography

- **Area of benefit:** BRAINTREE DISTRICT AND CHELMSFORD
- Essex

Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£236,427	£250,634	-	-
2024-03-31	£242,648	£246,280	-	-
2023-03-31	£222,308	£212,914	-	-
2022-03-31	£183,667	£186,048	-	-
2021-03-31	£280,936	£179,238	-	-

Trustees

Name	Role	Appointed
Jennifer McFaull		2021-03-17
STEPHEN TATE		2011-07-01
Sharyn Griffiths		2025-03-13
Stephen Charles Griffiths		2025-11-05

CROSSROADS BRAINTREE AND CHELMSFORD LTD

England & Wales - Charity number 1059393

Accounts



CROSSROADS BRAINTREE & CHELMSFORD Limited

(A company limited by guarantee)

Report and Financial Statements for the year ended 31 March 2025

Company Registration Number: 3257547

Charity Registration Number: 1059393



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Crossroads Braintree and Chelmsford Limited

Legal and Administrative Information:

Charity Name Crossroads Braintree and Chelmsford Limited

Company Registration Number: 3257547

Charity Registration Number: 1059393

Registered Office/Business address: 8 Park Farm
Witham Road
Black Notley
Braintree
Essex
CM77 8LQ

Trustees:

Jennifer McFaull	Chair
Matthew Barker	(Resigned 13th March 2025)
Stephen Tate	Treasurer
Malcolm Richardson	Vice-Chair
Oluwafolakemi Biyi	(Resigned 23rd May 2024)
Andrea Bennett	(Resigned 4th June 2024)
Wendy Dove	
Irene Guppy	(Resigned 3rd June 2024)
Sharyn Griffiths	(Appointed 13 th March 2025)

Company Secretary: Stephen Tate

Finance and Business
Development Manager: Dannielle Perry

Independent Examiner: Carol Green FCCA (Peyton Tyler Mears)

Banker: Virgin Money



Report of the Trustees for the year ended 31 March 2025

The Management Committee presents its directors' report and financial statements for the year ended 31 March 2025

Aims and Objectives

Purposes and Aims

Our charity's purposes as set out in the objects contained in the company's memorandum of association are to relieve the stresses experienced by carers and beneficiaries. The aims of our charity are to provide a break for people who are caring for family members full-time to enable them to put themselves first for a short period. Our aims fully reflect the purposes that the charity was set up to further.

Ensuring our work delivers our aims

We review our aims, objectives and activities each year. This review looks at what we achieved and the outcomes of our work in the previous 12 months. The review looks at the success of each key activity and the benefits they have brought to those groups of people we are set up to help. The review also helps us ensure our aim, objectives and activities remained focused on our stated purposes. We have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing our aim and objectives and in planning our future activities. In particular, the trustees consider how planned activities will contribute to the aims and objectives they have set.

The focus of our work

Our principal objective is currently to continue developing the service and we are still trying to build the client numbers by advertising in local magazines and social media platforms. We are aiming to reach out to carers in the Braintree Chelmsford and Maldon areas, employing more staff when needed to accommodate this

How our activities deliver public benefit

Our main activities and who we try to help are described below. All our charitable activities focus on providing relief for carers and the cared for enabling them to continue living at home and reduce the need for public resources. and are undertaken to provide public benefit.

Who used and benefited from our services?

Our objects and funding limit the services we provide to those who are resident in the Braintree District and Chelmsford. The 2021 Census estimated number of unpaid carers across the UK at 5.7 million, whereas research by Carers UK in 2022, put this number at 10.6 million. Applying those numbers to the population of the Braintree District and Chelmsford, suggest that the number of unpaid carers in this area could be between 28,000 and 51,000. The census data indicated that 59% of unpaid carers are women. More women provide high intensity care at ages when they would expect to be in paid work, than men. People aged 46-65 were the largest age group to become unpaid carers. In 2024-25, 78 customers used the Charity's core sitting service and in March 2025, 51.5% of carers were female. 60.5% of carers were caring for a partner, 2.5% for children and 23% for a parent. 14% of clients live alone. The average age of those being cared for, excluding children was 80. The most significant change over the previous year was the increase in male clients from 39% to 41.5%. The Day Centre operated on two days per week with an average of 7 attendees per session on Wednesdays and 10.5 on Fridays. All relevant forms including risk assessments, accident forms and volunteer forms are maintained.

Other Achievements and Performance

Crossroads Braintree & Chelmsford remains focused on expanding its services, aiming to increase client numbers through local magazine advertisements and social media outreach. Growth in Braintree, Chelmsford, and Maldon will be supported by additional staff recruitment as needed.

To improve cost efficiency, the organisation has transitioned from face-to-face training to e-learning. Support workers can access training via office facilities or personal devices, with newly funded tablets further enhancing accessibility. Training modules include Safeguarding, Medication Practice, Equality, Diversity & Inclusion, and Oral Care. The Oliver McGowan Autism Training has also been introduced. Additional training requests have covered Parkinson's, Dementia, Diabetes, and Mental Health, with Personal Care now an annual requirement. Practical First Aid and Moving & Assisting training sessions were held in September 2024, and two staff members completed Oxygen Cylinder Safety Training to support an individual discharged from hospital.

New support workers enrol in the fully funded Virtual Dementia Tour when spaces become available..

Unannounced staff observations, introduced recently for performance management, continue to ensure high standards. These observations are welcomed by both staff and clients.



As part of the Community Tree Network, the organisation had an opportunity to record a promotional video explaining its services. The Care Co-ordinator participated in this project, and the professionally produced video has been integrated into social media platforms and the company website.

The Day Centre continues to operate on Wednesdays and Fridays, maintaining adequate attendance levels. Key documentation, including risk assessments, accident reports, and volunteer forms, is stored on *Charitylog* for streamlined record-keeping. A new Team Leader has been appointed following a resignation and has adapted well to the role, bringing fresh energy to the team.

The annual reviews of service charges took into account increases in the national minimum wage. While prices have been adjusted, Crossroads Braintree & Chelmsford remains significantly below sector norms in the region.

Client feedback remains overwhelmingly positive, as confirmed by questionnaire responses highlighting satisfaction with reliability, care, and respect from support workers. Staff appraisals, DBS checks, and Trustee background checks are all current.

The organisation continues to secure funding through trusts, foundations, and local councils, ensuring financial stability. Surplus funds are currently invested in a notice account with Cambridge & Counties or fixed-term deposits of one or two years with United Trust Bank, so taking advantage of beneficial interest rates, although rates have now started to reduce. An account with a competitive rate, from the Saffron BS, provide instant-access liquidity while maintaining financial prudence. Further details are included below under "investment Policy".

Staffing levels have remained appropriate to the demand for services, as at 31st March 2025, the staff comprised a Finance and Business Development Manager (Business Manager), Care Coordinator, Office Administrator, 15 Support Workers and a Day Centre Team Leader with a team of assistants.

Financial Review

Crossroads originally budgeted for a deficit of around £20,000 for the year and that looked likely for a large part of the year, a slight increase in customer numbers and a late grant award helped bring the final figure down below £15,000. However, that does not disguise another challenging year. The core service customer base has stabilised, albeit at a lower level, with new customers constantly needed to offset the loss of existing ones who have seen the loss of some or all of their funding from the County Council. This is likely to remain an ongoing problem until the funding of social care is addressed at a national level. Attendances at the Day Centre continued to

fluctuate over the year, ranging from the very disappointing to the extremely encouraging. A varied programme of activities was presented and the enthusiasm of new staff bodes well. The lower customer base overall, meant that expenditure on employees was again lower than budgeted. The difficulty in recruiting new staff meant more was spent on stationery and advertising with a number of new carers started during the year as Trustees continued to offer pay rates above the minimum wage with significant increases in April 2024. Fund raising becomes more difficult each year as everyone faces up to the cost-of-living crisis, but exploring all opportunities meant exceeding the fund-raising budget, which helped to minimise the deficit and meant that the financial reserves stood at just under £163,000 at 31st March with £90,000 of this in a designated fund. The remaining £70,000 is held in a general fund, of which all but £500 is unrestricted. The office lease is due for renewal in December 2025 and further increases in both pay and national insurance in April 2025 has meant increasing our charges more than Trustees would like to keep a budgeted deficit below £4,000 for 2025/26, but early indications are that this has not deterred Day Centre attendances so we will endeavour to reduce the deficit further.

Principal Funding Sources

The principal funding sources for the charity are our chargeable activities, the main one of which is our core sitting service paid either privately by our customers or via County Council. Day centre charges are fully paid by the customers and there is also a Non Residential contract with Essex County Council.

As noted above, fund raising remains critical to the charity and how successful we are can make the difference between surplus and deficit. This is mainly by way of awards from funding bodies or local companies and is supplemented by donations from companies or individuals. The final source of income is interest on our investments. Although small in comparison, careful management of the balances in accordance with our investment policy maximises the return while minimising the risk.

Investment Policy

Aside from retaining a prudent amount in the bank account to cover day to day cashflow, surplus funds are invested with registered financial institutions to produce the best financial return within an acceptable level of risk. The charity is risk averse and only invests in funds covered by the Financial Services Compensation Scheme (FSCS) and only up to the FSCS limit of £85,000 with any one institution. At the year end, the Charity held £150,000 across numerous accounts with four banks which included a mix of current account, instant access saver account, notice account and a number of one or two year fixed rate deposits. Interest rates on the savings accounts range from 2.75% to 5.24% and balances are monitored to ensure that they remain within the £85,000 FSCS protection limit. United Trust and C&C

consistently offered the highest rates for business/charity accounts. But a competitive online instant access account with Saffron BS has also enabled us to reduce the current account balance which earns no interest.

Reserves Policy

The Management Committee has examined the charity's requirements for reserves in light of the main risks to the organisation. It has established a policy whereby some of the unrestricted funds not committed or invested in tangible fixed assets held by the charity should be designated to cover at least 3 months of the annual expenditure plus any contractual commitment such as the remaining length of the office lease. Budgeted expenditure for 2025/26 is £260,000 and the designated fund at March 2025 remained at £90,000 leaving £70,000 in a general reserve all but £500 of which is totally uncommitted but able to cover a further 3 months of expenditure. The reserves are needed to meet the working capital requirements of the charity and the Management Committee are confident that at this level they would be able to continue the current activities of the charity in the event of a significant drop in funding.

Plans for Future Periods

The charity plans continuing the activities outlined above in the forthcoming years subject to satisfactory funding arrangements. It would still like to expand the number of hours provided by the core sitting service to at least the level operated before covid restrictions. It faces two difficulties in trying to achieve this. The first is attracting additional staff, without whom the service can't be provided. Despite substantial salary increases in each of the last four years, going beyond the minimum wage, recruitment remains a problem. New customers are also required, just to stand still, as a number are lost each year. Although some of this is natural due to the age and health of some of our customers, it has been exacerbated by the reduction in direct funding from Social Services, meaning that some customers who have previously benefitted from the sitting service have either withdrawn altogether or reduced their hours as they no longer consider it affordable. This is frustrating and the charity has made representations to the County Council that such funding cuts in the short term will lead to bigger financial pressures in the future.

Structure, Governance and Management

Governing Document

Crossroads Braintree & Chelmsford is a registered charity and a company limited by guarantee. It was established in 1978 under a Memorandum of Association which



established the objects and powers of the charitable company and is governed under its Articles of Association. It was incorporated on 1st October 1996 under the name Crossroads Care Braintree District & Chelmsford, with a revised Memorandum and Articles adopted by Trustees following an extension of the area of operation. The company changed to the current name in May 2017 following its disaffiliation from Carers Trust and further revisions to the Memorandum and Articles were agreed at the AGMs in 2017 and 2021.

Although the company operated independently, the merger between The Princess Royal Trust and Crossroads Care in 2012 formed the Carers Trust and Crossroads Care Braintree District & Chelmsford became network partners of the Carers Trust, to become the leading carers charity in the area. Its mission has been to supplement and complement statutory authorities and voluntary organisations with similar objectives of carer support. Following a detailed analysis of its own costs and in particular the value for money that membership of the Carers Trust provided, the trustees decided in April 2017 to terminate that membership as at 31 March 2017. Although this led to the removal of "Care" from the company name, its mission remains unchanged and care remains the main priority.

Recruitment and Appointment of Management Committee

The directors of the company are also charity trustees for the purposes of charity law and under the company's Articles are known as members of the Management Committee. Under the requirements of the Memorandum and Articles of Association the members of the Management Committee are appointed at the Annual General Meeting with the positions of Chair, Vice-chair, Treasurer and Company Secretary being elected from amongst them. All members of the Management Committee come from various professional backgrounds of relevance to the charity and give their time voluntarily receiving no benefits from the charity. Any expenses reclaimed from the charity are set out in note 14 to the accounts.

At the start of the year, the Management Committee consisted of 8 Trustees assisted by the Business Manager. One Trustee stood down in May 2024 and two who had been appointed in March, decided it was not the right role for them and resigned in June 2024. A new Trustee was appointed in March 2025, replacing a further Trustee who resigned that month leaving 5 Trustees at the year end. Trustee Meetings are held bi-monthly to receive reports from the Finance and Business Development Manager and the Care Coordinator. The Financial Report is delivered by the Treasurer for regular monitoring, with full explanatory notes on bank balances, assets and investments.

Trustees have a responsibility for familiarising themselves with the Policies and Procedures as reviewed regularly and updated by Bettal on an annual basis,

ensuring that managers customise documents, communicate amendments and organise training as appropriate. Due consideration is given to all aspects of Health & Safety, Commitment to Quality and Equal Opportunity, as well as recommendations for training and the risk assessment review at each meeting. In addition to monitoring the information received, trustees volunteer to support variously in the office, at area meetings and organised activities.

Trustee Induction and Training

Although the Articles of Association allow for up to 12 Trustees, the charity has more typically operated with between 4 and 8 in recent years. It is constantly looking to attract additional Trustees, advertising online and in local community magazines. Interested parties are invited to visit the Charity's office to meet the Chair and or other trustees as well as the Business Manager, to find out more about the charity, discuss what interests them and what they have to offer the charity. They will be invited to attend one or two Trustee meetings as an observer before existing Trustees vote on a motion to appoint them.

New Trustees receive an induction pack that includes:

- The obligations of Management Committee members.
- The main documents which set out the operational framework for the charity including the Memorandum and Articles.
- Resourcing and the current financial position as set out in the latest published accounts.
- Future plans and objectives.

A Question & Answer pack has also been prepared drawing information from the various Charity Commission publications signposted through the Commission's guide "the Essential Trustee" as a follow up to these sessions. This is distributed to all new trustees along with the Memorandum and Articles and the latest financial statements. Feedback from new trustees about their induction has been very positive.

External inspection

The latest CQC inspection in February 2018 rated us as good. There is now a greater emphasis upon the provider to make available evidence to CQC as part of the Direct Monitoring Approach (DMA) on compliance with the HSCA 2008.

Providers have to collect and evaluate evidence to prove compliance rather than relying upon CQC onsite inspections. This new approach to compliance monitoring places the burden of compliance upon providers for enhanced monitoring of their service prior to CQC onsite inspection.

We have filed our report each year and so far, no concerns have been expressed, therefore we haven't needed an inspection to date. The live reporting system proposed by the CQC will mean that Providers will have to provide real time data on the quality of the service they provide.

Crossroads Braintree and Chelmsford send an annual quality monitoring questionnaire to all its clients as well as having face to face reviews with each client on an individual basis. This is a great way of making sure we are still fulfilling our high standard of care and allows us to make changes if necessary.

Processes and Related Parties

The Management Committee of Trustees assisted by the Business Manager meet bi-monthly and are responsible for the strategic direction and policy of the charity. With the guidance and expertise of the Secretary/Treasurer, Trustees formally adopt the budget, monitor financial reports and approve the audited accounts before they are presented to the AGM. There are regular discussions between the Treasurer and the Business Manager, with the Chair available for urgent decisions.

The Business Manager is responsible for ensuring that the charity delivers the services specified and that key performance indicators are met. She has responsibility for the day to day operational management of the service, individual supervision of the staff team and also ensuring that the team continue to develop their skills and working practices in line with good practice. The Care Coordinator supervises the Care Support Workers and the Day Centre Manager is assisted by a team of staff and volunteers to run the Day Centre.

Staff meetings are held regularly and messaging systems are in place. Between them, the Care Coordinator and the Business Manager, coordinate the flow of information and promotional activity. Over the past year, our team has significantly expanded its community network through targeted outreach, collaborative events and strategic partnerships. These efforts have strengthened referral pathways, increased visibility across service providers and contributed noticeably to service uptake. By fostering relationships with local councils, voluntary sector organisations and health networks, we've positioned ourselves as a responsive, trusted presence within the community, driving both awareness and engagement.

The Business Manager has secured the necessary funding from a mix of formal grant applications and donations for general and specific uses.

Risk Management

The Management Committee has conducted a review of the major risks to which the charity is exposed. A risk register has been established and is updated at least annually. Where appropriate, systems or procedures have been established to mitigate the risks the charity faces. Internal control risks are minimised by the implementation of procedures for authorisation of all transactions and projects. Procedures are in place to ensure compliance with health and safety of staff, volunteers, clients and visitors to the centre. These procedures are periodically reviewed to ensure that they continue to meet the needs of the charity.

Responsibilities of the Management Committee

Company law requires the Management Committee to prepare financial statements for each financial year which give a true and fair view of the state of the affairs of the charitable company as at the balance sheet date and of its incoming resources and application of resources, including income and expenditure, for the financial year. In preparing those financial statements, the management committee should follow best practice and:

- select suitable accounting policies and then apply them consistently;
- make judgements and estimates that are reasonable and prudent; and
- prepare the financial statements on the going concern basis unless it is not appropriate to assume that the company will continue on that basis.

The Management Committee is responsible for maintaining 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 1985. The Management Committee is 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.

Members of the Management Committee

Members of the Management Committee, who are directors for the purpose of company law and trustees for the purpose of charity law, who served during the year and up to the date of this report are set out on page 3. In accordance with company law, as the company's directors, we certify that:

- so far as we are aware, there is no relevant audit information of which the company's auditors are unaware; and
- as the directors of the company we have taken all the steps that we ought to have taken in order to make ourselves aware of any relevant audit information and to establish that the charity's auditors are aware of that information.

Auditors

Peyton Tyler Mears were re-appointed as the charitable company's Independent Examiners in 2021 for a period of 10 years, but subject to an annual review. The financial statements include their statement that they have come across no matters to which attention should be drawn to give a proper understanding of the accounts. The full financial statements are attached as an appendix to this report and a summary of the financial position is shown below. This report has been prepared in accordance with the Statement of Recommended Practice: Accounting and Reporting by Charities (issued in March 2005) and in accordance with the special provisions of Part VII of the Companies Act 1985 relating to small entities. Approved by the Management Committee on 22 January 2025 and signed on its behalf by:

Jenni McFaul (Chair)

Financial Summary 2024/25

	2024/25	2023/24
Incoming resources from generated funds		
Voluntary income	£ 2,272	£ 2,129
Income from charitable trading (<i>charges</i>)	£190,680	£206,720
Grants and Funding	£ 37,366	£ 28,519
Investment income	£ 6,109	£ 5,280
Total	£236,427	£242,648
Cost of Generating Funds:		
Staffing costs	£186,804	£190,014
Office costs	£ 28,836	£ 23,386
Other expenses	<u>£ 34,994</u>	<u>£ 32,880</u>
Total	£250,634	£246,280
Surplus/(Deficit) for the Year	(£14,207)	(£ 3,632)

None of the Trustees receive remuneration.

The Balance Sheet as at 31 March 2025 shows total funds of £162,855. These comprise:

	2024/25	2023/24
Bank balances	£ 12,812	£ 34,060
Short and medium term investments	£138,932	£137,268
Other net assets	<u>£ 11,111</u>	<u>£ 5,734</u>
	£ 162,855	£ 177,062

Reserves:

The trustees have agreed that a designated reserve be set aside as a contingency against redundancy, equivalent to three months operating expenditure plus the unexpired portion of the office lease. At 31 March 2025, the reserves were:

	2024/25	2023/24
Designated Reserve	£ 90,000	£ 90,000
Restricted Reserves	£ 500	£ -
Unrestricted Reserves	<u>£ 72,355</u>	<u>£ 87,062</u>
	£162,855	£177,062

COMPANY REGISTRATION NUMBER: 3257547
CHARITY REGISTRATION NUMBER: 1059393

Crossroads Braintree and Chelmsford Ltd
Company Limited by Guarantee
Financial Statements
For the Year Ended
31st March 2025

Crossroads Braintree and Chelmsford Ltd

Company Limited by Guarantee

Trustees' Annual Report (Incorporating the Director's Report)

Year Ended 31st March 2025

The trustees, who are also the directors for the purposes of company law, present their report and the unaudited financial statements of the charity for the year ended 31st March 2025.

Reference and Administrative Details

Registered charity name Crossroads Braintree and Chelmsford Ltd

Charity registration number 1059393

Company registration number 3257547

Principal office and registered office 8 Park Farm
Witham Road
Black Notley
Braintree
Essex
CM7 8LQ

The Trustees	Stephen Tate	
	Malcolm Richardson	
	Jennifer McFaull	Chair
	Oluwafolakemi Biyi	(Retired 23rd May 2024)
	Matthew Barker	(Retired 13th March 2025)
	Andrea Bennett	(Retired 4th June 2024)
	Wendy Dove	
	Irene Guppy	(Retired 3rd June 2024)
	Sharyn Griffiths	(Appointed 13th March 2025)

Company Secretary Stephen Tate

Independent Examiner Carol Green FCCA

Crossroads Braintree and Chelmsford Ltd

Company Limited by Guarantee

Trustees' Annual Report (Incorporating the Director's Report) *(continued)*

Year Ended 31st March 2025

Structure, Governance and Management

Legal Status

The Company is a registered charity and is limited by guarantee. A special resolution was passed on 28th April 2017 changing the name of the company from Crossroads Care Braintree District and Chelmsford to Crossroads Braintree and Chelmsford Ltd.

Organisation and Financial Controls

The Charity is administered and controlled by a board of Trustees, who are also the Directors of the company. The Directors also maintain strict financial controls in order to make the most efficient use of both the funding received and from charges received.

Investment Powers and Restrictions

The Directors have the power to make investments and have invested surplus funds in fixed term bonds of up to two years or on deposit at the bank.

Objectives and Activities

The Charity's objective is to relieve stress on the carers of sick relatives by offering respite services and intends to continue providing this service in the future.

Achievements and Performance

Our principal objective is currently to continue developing the service and we are still trying to build the client numbers by advertising in local magazines. We are aiming to reach out to carers in the Braintree and Chelmsford areas, employing more staff when needed to accommodate this.

Results

The results for the year, and the charity's financial position at the end of the year are shown in the attached financial statements.

Risk Management

The board of directors take account of risks that the Charity may be exposed to when making any major decisions.

Crossroads Braintree and Chelmsford Ltd

Company Limited by Guarantee

Trustees' Annual Report (Incorporating the Director's Report) (*continued*)

Year Ended 31st March 2025

Financial Review

Crossroads originally budgeted for a deficit of around £20,000 for the year and that looked likely for a large part of the year, a slight increase in customer numbers and a late grant award helped bring the final figure down below £15,000. However, that does not disguise another challenging year. The core service customer base has stabilised, albeit at a lower level, with new customers constantly needed to offset the loss of existing ones who have seen the loss of some or all of their funding from the County Council. This is likely to remain an ongoing problem until the funding of social care is addressed at a national level. Attendances at the Day Centre continued to fluctuate over the year, ranging from the very disappointing to the extremely encouraging. A varied programme of activities was presented and the enthusiasm of new staff bodes well. The lower customer base overall, meant that expenditure on employees was again lower than budgeted. The difficulty in recruiting new staff meant more was spent on stationery and advertising with a number of new carers started during the year as Trustees continued to offer pay rates above the minimum wage with significant increases in April 2024.

Fund raising becomes more difficult each year as everyone faces up to the cost of living crisis, but exploring all opportunities meant exceeding the fund raising budget, which helped to minimise the deficit and meant that the financial reserves stood at around £163,000 at 31st March with £90,000 of this in a designated reserve and the remaining £73,000 is held in a general fund of which all but £500 is unrestricted. The office lease is due for renewal in December 2025 and further increases in both pay and national insurance in April 2025 has meant increasing our charges more than Trustees would like to keep a budgeted deficit below £4,000 for 2025/26, but early indications are that this has not deterred Day Centre attendances so we will endeavour to reduce the deficit further.

Small Company Provisions

This report has been prepared in accordance with the provisions applicable to companies entitled to the small companies exemption.

The trustees' annual report was approved on and signed on behalf of the board of trustees by:

Crossroads Braintree and Chelmsford Ltd

Company Limited by Guarantee

Independent Examiner's Report to the Trustees of Crossroads Braintree and Chelmsford Ltd

Year Ended 31st March 2025

I report to the trustees on my examination of the financial statements of Crossroads Braintree and Chelmsford Ltd ('the charity') for the year ended 31st March 2025.

Responsibilities and Basis of Report

As the trustees of the company (and also its directors for the purposes of company law) you are responsible for the preparation of the financial statements in accordance with the requirements of the Companies Act 2006 ('the 2006 Act').

Having satisfied myself that the accounts of the company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of the charity's accounts as carried out under section 145 of the Charities Act 2011 ('the 2011 Act'). In carrying out my examination I have followed the Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act.

Independent Examiner's Statement

I have completed my examination. I confirm that no matters have come to my attention in connection with the examination giving me cause to believe:

1. accounting records were not kept in respect of the charity as required by section 386 of the 2006 Act; or
2. the financial statements do not accord with those records; or
3. the financial statements do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a 'true and fair' view which is not a matter considered as part of an independent examination; or
4. the financial statements have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

Crossroads Braintree and Chelmsford Ltd

Company Limited by Guarantee

Independent Examiner's Report to the Trustees of Crossroads Braintree and Chelmsford Ltd (*continued*)

Year Ended 31st March 2025

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.

Carol Green FCCA
Independent Examiner

Peyton Tyler Mears
Middleborough House
16 Middleborough
Colchester
CO1 1QT

Crossroads Braintree and Chelmsford Ltd

Company Limited by Guarantee

Statement of Financial Activities (including income and expenditure account)

Year Ended 31st March 2025

			2025		2024
	Note	Unrestricted funds £	Restricted funds £	Total funds £	Total funds £
Income and endowments					
Donations and legacies	5	24,692	14,946	39,638	30,648
Charitable activities	6	190,680	–	190,680	206,720
Investment income	7	6,109	–	6,109	5,280
Total income		<u>221,481</u>	<u>14,946</u>	<u>236,427</u>	<u>242,648</u>
Expenditure					
Expenditure on charitable activities	8,9	236,188	14,446	250,634	246,280
Total expenditure		<u>236,188</u>	<u>14,446</u>	<u>250,634</u>	<u>246,280</u>
Net expenditure and net movement in funds		<u>(14,707)</u>	<u>500</u>	<u>(14,207)</u>	<u>(3,632)</u>
Reconciliation of funds					
Total funds brought forward		177,062	–	177,062	180,694
Total funds carried forward		<u>162,355</u>	<u>500</u>	<u>162,855</u>	<u>177,062</u>

The statement of financial activities includes all gains and losses recognised in the year.
All income and expenditure derive from continuing activities.

The notes on pages 9 to 18 form part of these financial statements.

Crossroads Braintree and Chelmsford Ltd

Company Limited by Guarantee

Statement of Financial Position

31st March 2025

	Note	2025 £	2024 £
Fixed Assets			
Tangible fixed assets	15	709	1,454
Current Assets			
Debtors	16	18,108	19,428
Investments	17	138,932	137,268
Cash at bank and in hand		12,812	34,060
		<u>169,852</u>	<u>190,756</u>
Creditors: amounts falling due within one year	18	<u>7,706</u>	<u>15,148</u>
Net Current Assets		162,146	175,608
Total Assets Less Current Liabilities		162,855	177,062
Net Assets		162,855	177,062
Funds of the Charity			
Restricted funds		500	—
Unrestricted funds		<u>162,355</u>	<u>177,062</u>
Total charity funds	21	162,855	177,062

For the year ending 31st March 2025 the charity was entitled to exemption from audit under section 477 of the Companies Act 2006 relating to small companies.

Directors' responsibilities:

- The members have not required the company to obtain an audit of its financial statements for the year in question in accordance with section 476;
- The directors acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and the preparation of financial statements.

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

The statement of financial position
continues on the following page.

The notes on pages 9 to 18 form part of these financial statements.

Crossroads Braintree and Chelmsford Ltd

Company Limited by Guarantee

Statement of Financial Position (*continued*)

31st March 2025

These financial statements were approved by the board of trustees and authorised for issue on, and are signed on behalf of the board by:

J McFaul
Chair

The notes on pages 9 to 18 form part of these financial statements.

Crossroads Braintree and Chelmsford Ltd

Company Limited by Guarantee

Notes to the Financial Statements

Year Ended 31st March 2025

1. General Information

The charity is a public benefit entity and a private company limited by guarantee, registered in England and Wales and a registered charity in England and Wales. The address of the registered office is 8 Park Farm, Witham Road, Black Notley, Braintree, Essex, CM7 8LQ.

2. Statement of Compliance

These financial statements have been prepared in compliance with FRS 102, 'The Financial Reporting Standard applicable in the UK and the Republic of Ireland', the 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 (FRS 102)) and the Companies Act 2006.

3. Accounting Policies

Basis of Preparation

The financial statements have been prepared on the historical cost basis.

Going Concern

There are no material uncertainties about the charity's ability to continue.

Judgements and Key Sources of Estimation Uncertainty

The preparation of the financial statements requires management to make judgements, estimates and assumptions that affect the amounts reported. These estimates and judgements are continually reviewed and are based on experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

Fund Accounting

Unrestricted funds are available for use at the discretion of the trustees to further any of the charity's purposes.

Designated funds are unrestricted funds earmarked by the trustees for particular future project or commitment.

Restricted funds are subjected to restrictions on their expenditure declared by the donor or through the terms of an appeal, and fall into one of two sub-classes: restricted income funds or endowment funds.

Crossroads Braintree and Chelmsford Ltd

Company Limited by Guarantee

Notes to the Financial Statements (*continued*)

Year Ended 31st March 2025

3. Accounting Policies (*continued*)

Incoming Resources

All incoming resources are included in the statement of financial activities when entitlement has passed to the charity; it is probable that the economic benefits associated with the transaction will flow to the charity and the amount can be reliably measured. The following specific policies are applied to particular categories of income:

- income from donations or grants is recognised when there is evidence of entitlement to the gift, receipt is probable and its amount can be measured reliably.
- legacy income is recognised when receipt is probable and entitlement is established.
- income from donated goods is measured at the fair value of the goods unless this is impractical to measure reliably, in which case the value is derived from the cost to the donor or the estimated resale value. Donated facilities and services are recognised in the accounts when received if the value can be reliably measured. No amounts are included for the contribution of general volunteers.
- income from contracts for the supply of services is recognised with the delivery of the contracted service. This is classified as unrestricted funds unless there is a contractual requirement for it to be spent on a particular purpose and returned if unspent, in which case it may be regarded as restricted.

Resources Expended

Expenditure is recognised on an accruals basis as a liability is incurred. Expenditure includes any VAT which cannot be fully recovered, and is classified under headings of the statement of financial activities to which it relates:

- expenditure on raising funds includes the costs of all fundraising activities, events, non-charitable trading activities, and the sale of donated goods.
- expenditure on charitable activities includes all costs incurred by a charity in undertaking activities that further its charitable aims for the benefit of its beneficiaries, including those support costs and costs relating to the governance of the charity apportioned to charitable activities.
- other expenditure includes all expenditure that is neither related to raising funds for the charity nor part of its expenditure on charitable activities.

All costs are allocated to expenditure categories reflecting the use of the resource. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs are apportioned between the activities they contribute to on a reasonable, justifiable and consistent basis.

Crossroads Braintree and Chelmsford Ltd

Company Limited by Guarantee

Notes to the Financial Statements (*continued*)

Year Ended 31st March 2025

3. Accounting Policies (*continued*)

Tangible Assets

Tangible assets are initially recorded at cost, and subsequently stated at cost less any accumulated depreciation and impairment losses. Any tangible assets carried at revalued amounts are recorded at the fair value at the date of revaluation less any subsequent accumulated depreciation and subsequent accumulated impairment losses.

An increase in the carrying amount of an asset as a result of a revaluation, is recognised in other recognised gains and losses, unless it reverses a charge for impairment that has previously been recognised as expenditure within the statement of financial activities. A decrease in the carrying amount of an asset as a result of revaluation, is recognised in other recognised gains and losses, except to which it offsets any previous revaluation gain, in which case the loss is shown within other recognised gains and losses on the statement of financial activities.

Depreciation

Depreciation is calculated so as to write off the cost or valuation of an asset, less its residual value, over the useful economic life of that asset as follows:

Office equipment	- 10% straight line
Computers	- 20% straight line

Impairment of Fixed Assets

A review for indicators of impairment is carried out at each reporting date, with the recoverable amount being estimated where such indicators exist. Where the carrying value exceeds the recoverable amount, the asset is impaired accordingly. Prior impairments are also reviewed for possible reversal at each reporting date.

Financial Instruments

A financial asset or a financial liability is recognised only when the entity becomes a party to the contractual provisions of the instrument.

Basic financial instruments are initially recognised at the amount receivable or payable including any related transaction costs, unless the arrangement constitutes a financing transaction, where it is recognised at the present value of the future payments discounted at a market rate of interest for a similar debt instrument.

Crossroads Braintree and Chelmsford Ltd

Company Limited by Guarantee

Notes to the Financial Statements (*continued*)

Year Ended 31st March 2025

3. Accounting Policies (*continued*)

Defined Contribution Plans

Contributions to defined contribution plans are recognised as an expense in the period in which the related service is provided. Prepaid contributions are recognised as an asset to the extent that the prepayment will lead to a reduction in future payments or a cash refund.

When contributions are not expected to be settled wholly within 12 months of the end of the reporting date in which the employees render the related service, the liability is measured on a discounted present value basis. The unwinding of the discount is recognised as an expense in the period in which it arises.

4. Limited by Guarantee

The company is limited by guarantee.

5. Donations and Legacies

	Unrestricted Funds £	Restricted Funds £	Total Funds 2025 £
Donations			
Donations and fundraising	2,272	–	2,272
Grants			
Charitable grants received (see notes)	22,420	14,946	37,366
	<u>24,692</u>	<u>14,946</u>	<u>39,638</u>

	Unrestricted Funds £	Restricted Funds £	Total Funds 2024 £
Donations			
Donations and fundraising	2,129	–	2,129
Grants			
Charitable grants received (see notes)	15,920	12,599	28,519
	<u>18,049</u>	<u>12,599</u>	<u>30,648</u>

Crossroads Braintree and Chelmsford Ltd

Company Limited by Guarantee

Notes to the Financial Statements (*continued*)

Year Ended 31st March 2025

6. Charitable Activities

	Unrestricted Funds	Total Funds 2025	Unrestricted Funds	Total Funds 2024
	£	£	£	£
Charges	190,680	190,680	206,721	206,720

7. Investment Income

	Unrestricted Funds	Total Funds 2025	Unrestricted Funds	Total Funds 2024
	£	£	£	£
Bank interest receivable	6,109	6,109	5,280	5,280

8. Expenditure on Charitable Activities by Fund Type

	Unrestricted Funds	Restricted Funds	Total Funds 2025
	£	£	£
Care services	172,358	14,446	186,804
Support costs	63,830	—	63,830
	<u>236,188</u>	<u>14,446</u>	<u>250,634</u>

	Unrestricted Funds	Restricted Funds	Total Funds 2024
	£	£	£
Care services	173,916	16,099	190,014
Support costs	56,266	—	56,266
	<u>230,182</u>	<u>16,099</u>	<u>246,280</u>

9. Expenditure on Charitable Activities by Activity Type

	Activities undertaken directly	Support costs	Total funds 2025	Total fund 2024
	£	£	£	£
Care services	186,804	63,830	250,634	246,280

Crossroads Braintree and Chelmsford Ltd

Company Limited by Guarantee

Notes to the Financial Statements *(continued)*

Year Ended 31st March 2025

10. Analysis of Support Costs

	Care Services £	Total 2025 £	Total 2024 £
Premises	15,617	15,617	14,177
Communications and IT	1,469	1,469	1,248
General office	2,332	2,332	575
Day Centre	14,864	14,864	13,587
CQC regulation fee	673	673	673
Training	1,870	1,870	1,447
Stationery	3,544	3,544	1,899
Insurance	1,922	1,922	1,836
Sundry expenses	2,082	2,082	2,204
Accountancy and Examiner fees	1,657	1,657	1,865
Travel expenses	16,066	16,066	14,994
Affiliation fees & Subscriptions	989	989	1,014
Depreciation	745	745	747
	<u>63,830</u>	<u>63,830</u>	<u>56,266</u>

11. Net Expenditure

Net expenditure is stated after charging/(crediting):

	2025 £	2024 £
Depreciation of tangible fixed assets	<u>745</u>	<u>747</u>

12. Independent Examination Fees

	2025 £	2024 £
Fees payable to the independent examiner for:		
Independent examination of the financial statements	<u>888</u>	<u>888</u>

13. Staff Costs

The total staff costs and employee benefits for the reporting period are analysed as follows:

	2025 £	2024 £
Wages and salaries	184,574	187,932
Employer contributions to pension plans	2,230	2,082
	<u>186,804</u>	<u>190,014</u>

Crossroads Braintree and Chelmsford Ltd

Company Limited by Guarantee

Notes to the Financial Statements *(continued)*

Year Ended 31st March 2025

13. Staff Costs *(continued)*

The average head count of employees during the year was 19 (2024: 19).

No employee received employee benefits of more than £60,000 during the year (2024: Nil).

14. Trustee Remuneration and Expenses

No remuneration or other benefits from employment with the charity or a related entity were received by the trustees;

15. Tangible Fixed Assets

	Office equipment £	Computers £	Total £
Cost			
At 1 April 2024 and 31 March 2025	<u>3,954</u>	<u>3,832</u>	<u>7,786</u>
Depreciation			
At 1 April 2024	3,784	2,548	6,332
Charge for the year	<u>17</u>	<u>728</u>	<u>745</u>
At 31 March 2025	<u>3,801</u>	<u>3,276</u>	<u>7,077</u>
Carrying amount			
At 31 March 2025	<u>153</u>	<u>556</u>	<u>709</u>
At 31 March 2024	<u>170</u>	<u>1,284</u>	<u>1,454</u>

16. Debtors

	2025 £	2024 £
Trade debtors	16,675	18,181
Prepayments and accrued income	<u>1,433</u>	<u>1,247</u>
	<u>18,108</u>	<u>19,428</u>

17. Investments

	2025 £	2024 £
Investment in Bonds	<u>138,932</u>	<u>137,268</u>

The investment is in the form of deposits with United Trust, Cambs & Counties and Saffron Building Society.

Crossroads Braintree and Chelmsford Ltd

Company Limited by Guarantee

Notes to the Financial Statements (*continued*)

Year Ended 31st March 2025

18. Creditors: amounts falling due within one year

	2025	2024
	£	£
Accruals and deferred income	<u>7,706</u>	<u>15,148</u>

19. Pensions and Other Post Retirement Benefits

Defined contribution plans

The amount recognised in income or expenditure as an expense in relation to defined contribution plans was £2,230 (2024: £2,082).

20. Grants

Grants received:

	2025	2024
Albert Hunt	—	3,000
Barchester Health	1,000	—
Birkett Long	1,500	—
Braintree Lions	306	—
Braintree United	500	—
Chelmsford City Council	6,000	—
Churchill Foundation	2,000	—
Colchester Catalyst	2,700	800
Community Fund	2,000	4,920
EALC	—	500
ECC	—	4,500
ECF	5,040	5,000
Edward Gostling Foundation	—	5,000
Essex Care Associates	400	600
FSJ	1,500	—
Groundwork	—	250
Magic Little Grants	—	500
Provide Community	4,000	—
Stansted Airport	—	449
Tudwick Foundation	—	3,000
Walter Farthing (Trust) Ltd	5,000	—
Witham Rotary	500	—
	32,446	28,519

Crossroads Braintree and Chelmsford Ltd

Company Limited by Guarantee

Notes to the Financial Statements *(continued)*

Year Ended 31st March 2025

21. Analysis of Charitable Funds

Unrestricted funds

	At 1 April 2024	Income	Expenditure	At 31 March 25
	£	£	£	£
General funds	87,062	221,481	(236,188)	72,355
Designated Fund	90,000	—	—	90,000
	<u>177,062</u>	<u>221,481</u>	<u>(236,188)</u>	<u>162,355</u>

	At 1 April 2023	Income	Expenditure	At 31 March 24
	£	£	£	£
General funds	87,194	230,050	(230,182)	87,062
Designated Fund	90,000	—	—	90,000
	<u>177,194</u>	<u>230,050</u>	<u>(230,182)</u>	<u>177,062</u>

The designated fund was established as a contingency against the potential loss of future funding.

Crossroads Braintree and Chelmsford Ltd

Company Limited by Guarantee

Notes to the Financial Statements *(continued)*

Year Ended 31st March 2025

21. Analysis of Charitable Funds *(continued)*

Restricted funds

	At 1 April 2024 £	Income £	Expenditure £	At 31 Mar 25 £
ECF (Dulverton Trust Fund)	—	—	—	—
Colchester Catalyst	—	—	—	—
Essex Community Foundation	—	2,700	(2,200)	500
ECF	—	—	—	—
Various other	—	12,246	(12,246)	—
	<u>—</u>	<u>14,946</u>	<u>(14,446)</u>	<u>500</u>

	At 1 April 2023 £	Income £	Expenditure £	At 31 Mar 2024 £
ECF (Dulverton Trust Fund)	—	5,000	(5,000)	—
Colchester Catalyst	—	4,500	(4,500)	—
Essex Community Foundation	—	—	—	—
ECF	3,500	—	(3,500)	—
Various other	—	3,099	(3,099)	—
	<u>3,500</u>	<u>12,599</u>	<u>(16,099)</u>	<u>—</u>

22. Analysis of Net Assets Between Funds

	Unrestricted Funds £	Restricted Funds £	Total Funds 2025 £
Tangible fixed assets	709	—	709
Current assets	169,352	500	169,852
Creditors less than 1 year	(7,706)	—	(7,706)
Net assets	<u>162,355</u>	<u>500</u>	<u>162,855</u>

	Unrestricted Funds £	Restricted Funds £	Total Funds 2024 £
Tangible fixed assets	1,454	—	1,454
Current assets	190,756	—	190,756
Creditors less than 1 year	(15,148)	—	(15,148)
Net assets	<u>177,062</u>	<u>—</u>	<u>177,062</u>

CROSSROADS BRAINTREE AND CHELMSFORD LTD

England & Wales - Charity number 1059393

Accounts



CROSSROADS BRAINTREE & CHELMSFORD Limited

(A company limited by guarantee)

Report and Financial Statements for the year ended 31 March 2024

Company Registration Number: 3257547

Charity Registration Number: 1059393



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Crossroads Braintree and Chelmsford Limited

Legal and Administrative Information:

Charity Name	Crossroads Braintree and Chelmsford Limited
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Company Registration Number: 3257547

Charity Registration Number: 1059393

Registered Office/Business address: 8 Park Farm
Witham Road
Black Notley
Braintree
Essex
CM77 8LQ

Trustees:

Jennifer McFaull	Chair
Matthew Barker	Vice-Chair (Until 12 th July 2024)
Stephen Tate	Treasurer
Malcolm Richardson	Vice-Chair (From 12 th July 2024)
Daniel Miller	(Resigned 15th January 2024)
Oluwafolakemi Biyi	(Resigned 23rd May 2024)
Andrea Bennett	(Appointed 15th March 2024)
Wendy Dove	(Appointed 15th March 2024)
Irene Guppy	(Appointed 15th March 2024)

Company Secretary: Stephen Tate

Finance and Business
Development Manager: Dannielle Perry

Independent Examiner: Carol Green FCCA (Peyton Tyler Mears)

Banker: Virgin Money



Report of the Trustees for the year ended 31 March 2024

The Management Committee presents its directors' report and audited financial statements for the year ended 31 March 2024

Aims and Objectives

Purposes and Aims

Our charity's purposes as set out in the objects contained in the company's memorandum of association are to relieve the stresses experienced by carers and beneficiaries. The aims of our charity are to provide a break for people who are caring for family members full-time to enable them to put themselves first for a short period. Our aims fully reflect the purposes that the charity was set up to further.

Ensuring our work delivers our aims

We review our aims, objectives and activities each year. This review looks at what we achieved and the outcomes of our work in the previous 12 months. The review looks at the success of each key activity and the benefits they have brought to those groups of people we are set up to help. The review also helps us ensure our aim, objectives and activities remained focused on our stated purposes. We have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing our aim and objectives and in planning our future activities. In particular, the trustees consider how planned activities will contribute to the aims and objectives they have set.

The focus of our work

Our principal objective is currently to continue developing the service and we are still trying to build the client numbers by advertising in local magazines and social media platforms. We are aiming to reach out to carers in the Braintree Chelmsford and Maldon areas, employing more staff when needed to accommodate this

How our activities deliver public benefit

Our main activities and who we try to help are described below. All our charitable activities focus on providing relief for carers and the cared for enabling them to continue living at home and reduce the need for public resources. and are undertaken to provide public benefit.

Who used and benefited from our services?

Our objects and funding limit the services we provide to those resident in the Braintree District and Chelmsford. The 2021 Census estimated number of unpaid carers across the UK at 5.7 million, whereas research by Carers UK in 2022, put this number at 10.6 million. Applying those numbers to the population of the Braintree District and Chelmsford, suggest that the number of unpaid carers in this area could be between 28,000 and 51,000. The

census data indicated that 59% of unpaid carers are women. More women provide high intensity care at ages when they would expect to be in paid work, than men. People aged 46-65 were the largest age group to become unpaid carers. In 2023-24, 86 customers used the Charity's core sitting service and in March 2024, 61% of carers were female. 63% of carers were caring for a partner, 9% for children and 28% for a parent, sibling or adult child. The average age of those being cared for, excluding children was 79. The Day Centre operated on two days per week with an average of 9 attendees per session on Wednesdays and 11 on Fridays. All relevant forms including risk assessments, accident forms and volunteer forms are maintained.

Other Achievements and Performance

We have come away from face-to-face training and switched to e-learning instead. We use the training room upstairs where the computer is set up and if a support worker hasn't got access to a computer, laptop or smart phone, they can come into the office and use the facilities provided. We managed to secure some funding for several new tablets for training purposes, so most support workers can complete their training at home.

This has saved the organisation a lot of money as we save on the cost for the trainer, paying the staff a whole day's money and we don't lose out on cancelling the clients because the support workers can do the training when convenient. The training is about an hour at a time. We have covered Safeguarding, Medication Practice, Equality, Diversity and Inclusion and Oral Care, another mandatory training was introduced Oliver McGowan (Autism) Some support workers have requested individual training comprising of Parkinson's, Dementia, Diabetes and Mental Health. We have recently added Personal Care to the list for staff to complete annually. Practical training of Moving and Assisting (including hoist) was completed at a trainer's venue on 8th February 2024.

Staff observations (unannounced) which were introduced recently to keep up with performance management to maintain a high-quality standard, are continuing, these are welcomed by support staff and clients.

Unfortunately, the Children with Disabilities (CWD) service ended in September 2023 as ECC have changed the way they are supporting CWD. Clubs and groups will be offered instead.

We review our charges annually and because the national minimum wage had gone up again, we needed to recoup some of these costs by increasing the prices for the sitting service and the Day Centre. Despite this increase our charges are significantly below the sector norm in our area.

Questionnaires to clients were sent out to confirm whether: we are providing the support that is needed, they are happy with the level of support, they have any suggestions, our Support Workers are reliable, caring and respectful. We received most of the questionnaires back and all were positive with lovely comments. Staff appraisals are up-to-date and are being carried out regularly. DBS checks and renewals are all up-to-date and Trustees have been checked as well.



We have started our journey into digital working by using a cloud-based database that stores client care notes, records contacts against client records, and links to calendar-based action points. We can provide 'real time' information recording about the care and support people need and receive, it will help us be more aware when people's needs change, and respond to them more quickly. The information can be shared quickly, safely and accurately.

We have changed payroll providers because they are more efficient and provide electronic wage slips which supports our vision operating digitally. We have also changed the phone line so that it's digital.

We have been fairly successful in securing funding from numerous Trusts and Foundations, we have also had support from both Essex County and Braintree District Councils. Surplus funds are invested either in a notice account or fixed for one or two years, taking advantage of interest rates at their highest level for a decade. Further details are included below under "investment Policy".

Staffing levels have remained appropriate to the demand for services, as at 31st March 2024, the staff comprised a Finance and Business Development Manager (Business Manager), Care Coordinator, Office Administrator, 15 Support Workers and a Day Centre Team Leader with a team of assistants.

Financial Review

Although Crossroads originally budgeted for a small surplus of £1,150 for the year, another challenging year resulted in a deficit of around £3,600 at the year end. The core service customer base again reduced and was affected by the revised funding policy of the County Council which saw a number of customers lose some or all of their funding and resulted in many of them reducing the number of hours they could pay for. Although representations have been made to the County Council about the long term cost of this short term saving, this is expected to remain a challenge for the new year, all of which is frustrating as we know that the demand for our services is there. The Day Centre, however, recorded record attendance levels, although again, they continued to fluctuate over the year. The lower customer base overall, meant that expenditure on employees was again lower than budgeted. The difficulty in recruiting new staff remains, although Trustees continued to offer pay rates above the minimum wage. Fund raising is becoming more difficult as everyone faces up to the cost of living crisis, but another strong year of fund raising minimised the deficit and meant that the financial reserves stood at around £177,000 at 31st March with £90,000 of this in a designated reserve and the remaining £87,000 unrestricted.

Principal Funding Sources

The principal funding sources for the charity are our chargeable activities, the main one of which is our core sitting service paid either privately by our customers or via County Council. Day centre charges are fully paid by the customers and there is also a Non Residential contract with Essex County Council.

As noted above, fund raising remains critical to the charity and how successful we are can make the difference between surplus and deficit. This is mainly by way of awards from funding bodies or local companies and is supplemented by donations from companies or individuals. The final source of income is interest on our investments. Although small in comparison, careful management of the balances in accordance with our investment policy maximises the return while minimising the risk.

Investment Policy

Aside from retaining a prudent amount in the bank account to cover day to day cashflow, surplus funds are invested with registered financial institutions to produce the best financial return within an acceptable level of risk. The charity is risk averse and only invests in funds covered by the Financial Services Compensation Scheme (FSCS) and only up to the FSCS limit of £85,000 with any one institution. At the year end, the Charity held £170,000 across numerous accounts with four banks which included a mix of current account, instant access saver account, notice account and a number of one or two year fixed rate deposits, with interest rates on the savings accounts ranging from 3.3% to 5.2%. Due to interest received in January, the total with Cambridge & Counties (C&C) exceeded the £85,000 FSCS protection limit, so notice was given to reduce the 95 day account balance. United Trust and C&C consistently offered the highest rates for business/charity accounts. Although United Trust had a 40 day notice account at 3.75% we decided that an online instant access account with Saffron BS offering 3.3% better met our needs as the instant access would enable us to reduce the current account balance which earns no interest.

Reserves Policy

The Management Committee has examined the charity's requirements for reserves in light of the main risks to the organisation. It has established a policy whereby some of the unrestricted funds not committed or invested in tangible fixed assets held by the charity should be designated to cover at least 3 months of the annual expenditure plus any contractual commitment such as the remaining length of the office lease. Budgeted expenditure for 2024/25 is £250,000 and the designated fund at March 2024 stood at £90,000 leaving £87,000 of the reserves totally uncommitted but able to cover a further 3 months of expenditure. The reserves are needed to meet the working capital requirements of the charity and the Management Committee are confident that at this level they would be able to continue the current activities of the charity in the event of a significant drop in funding.

Plans for Future Periods

The charity plans continuing the activities outlined above in the forthcoming years subject to satisfactory funding arrangements. It would like to expand the number of hours provided by the core sitting service to at least the level operated before covid restrictions. It faces two difficulties in trying to achieve this. The first is attracting additional staff, without whom the service can't be provided. Despite substantial salary increases in each of the last three years, going beyond the minimum wage, recruitment remains a problem. New customers are



also required, just to stand still, as a number are lost each year. Although some of this is natural due to the age and health of some of our customers, it has been exacerbated by the reduction in direct funding from Social Services, meaning that some customers who have previously benefitted from the sitting service have either withdrawn altogether or reduced their hours as they no longer consider it affordable. This is frustrating and the charity has made representations to the County Council that such funding cuts in the short term will lead to bigger financial pressures in the future.

Structure, Governance and Management

Governing Document

Crossroads Braintree & Chelmsford is a registered charity and a company limited by guarantee. It was established in 1978 under a Memorandum of Association which established the objects and powers of the charitable company and is governed under its Articles of Association. It was incorporated on 1st October 1996 under the name Crossroads Care Braintree District & Chelmsford, with a revised Memorandum and Articles adopted by Trustees following an extension of the area of operation. The company changed to the current name in May 2017 following its disaffiliation from Carers Trust and further revisions to the Memorandum and Articles were agreed at the AGMs in 2017 and 2021.

Although the company operated independently, the merger between The Princess Royal Trust and Crossroads Care in 2012 formed the Carers Trust and Crossroads Care Braintree District & Chelmsford became network partners of the Carers Trust, to become the leading carers charity in the area. Its mission has been to supplement and complement statutory authorities and voluntary organisations with similar objectives of carer support. Following a detailed analysis of its own costs and in particular the value for money that membership of the Carers Trust provided, the trustees decided in April 2017 to terminate that membership as at 31 March 2017. Although this led to the removal of "Care" from the company name, its mission remains unchanged and care remains the main priority.

Recruitment and Appointment of Management Committee

The directors of the company are also charity trustees for the purposes of charity law and under the company's Articles are known as members of the Management Committee. Under the requirements of the Memorandum and Articles of Association the members of the Management Committee are appointed at the Annual General Meeting with the positions of Chair, Vice-chair, Treasurer and Company Secretary being elected from amongst them.. All members of the Management Committee come from various professional backgrounds of relevance to the charity and give their time voluntarily receiving no benefits from the charity. Any expenses reclaimed from the charity are set out in note 14 to the accounts.

At the start of the year, the Management Committee consisted of 6 Trustees assisted by the Business Manager. One Trustee stood down in January 2024 and another resigned in May 2024. Three new Trustees were appointed on 15th March 2024, although two of them decided it was the not right role for them and resigned in June 2024 leaving 5 Trustees. Trustee Meetings are held bi-monthly to receive reports from the Finance and Business

Development Manager and the Care Coordinator. The Financial Report is delivered by the Treasurer for regular monitoring, with full explanatory notes on bank balances, assets and investments.

Trustees have a responsibility for familiarising themselves with the Policies and Procedures as reviewed regularly and updated by Bettal on an annual basis, ensuring that managers customise documents, communicate amendments and organise training as appropriate. Due consideration is given to all aspects of Health & Safety, Commitment to Quality and Equal Opportunity, as well as recommendations for training and the risk assessment review at each meeting. In addition to monitoring the information received, trustees volunteer to support variously in the office, at area meetings and organised activities.

Trustee Induction and Training

Although the Articles of Association allow for up to 12 Trustees, the charity has more typically operated with between 4 and 8 in recent years. It is constantly looking to attract additional Trustees, advertising online and in local community magazines. Interested parties are invited to visit the Charity's office to meet the Chair and or other trustees as well as the Business Manager, to find out more about the charity, discuss what interests them and what they have to offer the charity. They will be invited to attend one or two Trustee meetings as an observer before existing Trustees vote on a motion to appoint them.

New Trustees receive an induction pack that includes:

- The obligations of Management Committee members.
- The main documents which set out the operational framework for the charity including the Memorandum and Articles.
- Resourcing and the current financial position as set out in the latest published accounts.
- Future plans and objectives.

A Question & Answer pack has also been prepared drawing information from the various Charity Commission publications signposted through the Commission's guide "the Essential Trustee" as a follow up to these sessions. This is distributed to all new trustees along with the Memorandum and Articles and the latest financial statements. Feedback from new trustees about their induction has been very positive.

External inspection

The latest CQC inspection in February 2018 rated us as good. There is now a greater emphasis upon the provider to make available evidence to CQC as part of the Direct Monitoring Approach (DMA) on compliance with the HSCA 2008.

Providers have to collect and evaluate evidence to prove compliance rather than relying upon CQC onsite inspections. This new approach to compliance monitoring places the burden of compliance upon providers for enhanced monitoring of their service prior to CQC onsite inspection.

We have filed our report each year and so far, no concerns have been expressed, therefore we haven't needed an inspection to date. The live reporting system proposed by the CQC will mean that Providers will have to provide real time data on the quality of the service they provide.

Crossroads Braintree and Chelmsford send an annual quality monitoring questionnaire to all its clients as well as having face to face reviews with each client on an individual basis. This is a great way of making sure we are still fulfilling our high standard of care and allows us to make changes if necessary.

Processes and Related Parties

The Management Committee of Trustees assisted by the Business Manager meet bi-monthly and are responsible for the strategic direction and policy of the charity. With the guidance and expertise of the Secretary/Treasurer, Trustees formally adopt the budget, monitor financial reports and approve the audited accounts before they are presented to the AGM. There are regular discussions between the Treasurer and the Business Manager, with the Chair available for urgent decisions.

The Business Manager is responsible for ensuring that the charity delivers the services specified and that key performance indicators are met. She has responsibility for the day to day operational management of the service, individual supervision of the staff team and also ensuring that the team continue to develop their skills and working practices in line with good practice. The Care Coordinator supervises the Care Support Workers and the Day Centre Manager is assisted by a team of staff and volunteers to run the Day Centre.

Staff meetings are held regularly and messaging systems are in place. Between them, the Care Coordinator and the Business Manager, coordinate the flow of information and promotional activity. We have participated in a few information days and networking events. We have maintained good partnerships with community 360, community agents, Alzheimer's and Parkinson's societies, working well with adult social care. The Business Manager has secured the necessary funding from a mix of formal grant applications and donations for general and specific uses.

Risk Management

The Management Committee has conducted a review of the major risks to which the charity is exposed. A risk register has been established and is updated at least annually. Where appropriate, systems or procedures have been established to mitigate the risks the charity faces. Internal control risks are minimised by the implementation of procedures for authorisation of all transactions and projects. Procedures are in place to ensure compliance with health and safety of staff, volunteers, clients and visitors to the centre. These procedures are periodically reviewed to ensure that they continue to meet the needs of the charity.

Responsibilities of the Management Committee

Company law requires the Management Committee to prepare financial statements for each financial year which give a true and fair view of the state of the affairs of the charitable company as at the balance sheet date and of its incoming resources and application of resources, including income and expenditure, for the financial year. In preparing those financial statements, the management committee should follow best practice and:

- select suitable accounting policies and then apply them consistently;
- make judgements and estimates that are reasonable and prudent; and
- prepare the financial statements on the going concern basis unless it is not appropriate to assume that the company will continue on that basis.

The Management Committee is responsible for maintaining 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 1985. The Management Committee is 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.

Members of the Management Committee

Members of the Management Committee, who are directors for the purpose of company law and trustees for the purpose of charity law, who served during the year and up to the date of this report are set out on page 3. In accordance with company law, as the company's directors, we certify that:

- so far as we are aware, there is no relevant audit information of which the company's auditors are unaware; and
- as the directors of the company we have taken all the steps that we ought to have taken in order to make ourselves aware of any relevant audit information and to establish that the charity's auditors are aware of that information.

Auditors

Peyton Tyler Mears were re-appointed as the charitable company's Independent Examiners in 2021 for a period of 10 years, but subject to an annual review. The financial statements include their statement that they have come across no matters to which attention should be drawn to give a proper understanding of the accounts. The full financial statements are attached as an appendix to this report and a summary of the financial position is shown below. This report has been prepared in accordance with the Statement of Recommended Practice: Accounting and Reporting by Charities (issued in March 2005) and in accordance with the special provisions of Part VII of the Companies Act 1985 relating to small entities. Approved by the Management Committee on 22 January 2025 and signed on its behalf by:

Jenni McFaul (Chair)

Financial Summary 2023/24

	2023/24	2022/23
Incoming resources from generated funds		
Voluntary income	£ 2,129	£ 1,566
Income from charitable trading (<i>charges</i>)	£206,720	£174,848
Grants and Funding	£ 28,519	£ 43,543
Investment income	£ 5,280	£ 2,350
Total	£242,648	£222,307
Cost of Generating Funds:		
Staffing costs	£190,014	£157,036
Office costs	£ 23,386	£ 24,519
Other expenses	<u>£ 32,880</u>	<u>£ 31,359</u>
Total	£246,280	£212,914
Surplus/(Deficit) for the Year	(£ 3,632)	£ 9,393

None of the Trustees receive remuneration.

The Balance Sheet as at 31 March 2024 shows total funds of £177,062. These comprise:

	2023/24	2022/23
Bank balances	£ 34,060	£ 42,906
Short and medium term investments	£137,268	£125,153
Other net assets	<u>£ 5,734</u>	<u>12,635</u>
	£ 177,062	£ 180,694

Reserves:

The trustees have agreed that a designated reserve be set aside as a contingency against redundancy, equivalent to three months operating expenditure plus the unexpired portion of the office lease. At 31 March 2024, the reserves were:

	2023/24	2022/23
Designated Reserve	£ 90,000	£ 90,000
Restricted Reserves	£ -	£ 3,500
Unrestricted Reserves	<u>£ 87,062</u>	<u>£ 87,194</u>
	£177,062	£180,694

COMPANY REGISTRATION NUMBER: 3257547
CHARITY REGISTRATION NUMBER: 1059393

Crossroads Braintree and Chelmsford Ltd
Company Limited by Guarantee
Financial Statements
For the Year Ended
31st March 2024

Crossroads Braintree and Chelmsford Ltd

Company Limited by Guarantee

Trustees' Annual Report (Incorporating the Director's Report)

Year Ended 31st March 2024

The trustees, who are also the directors for the purposes of company law, present their report and the unaudited financial statements of the charity for the year ended 31st March 2024.

Reference and Administrative Details

Registered charity name Crossroads Braintree and Chelmsford Ltd

Charity registration number 1059393

Company registration number 3257547

Principal office and registered office 8 Park Farm
Witham Road
Black Notley
Braintree
Essex
CM7 8LQ

The Trustees

Stephen Tate	
Malcolm Richardson	
Daniel Miller	(Retired 15th January 2024)
Jennifer McFaull Chair	
Oluwafolakemi Biyi	(Retired 23rd May 2024)
Matthew Barker	
	(Served from 15th March 2024 to 4th June 2024)
Andrea Bennett	(Appointed 15th March 2024)
Wendy Dove	(Served from 15th March 2024 to 3rd June 2024)
Irene Guppy	

Company Secretary Stephen Tate

Independent Examiner Carol Green FCCA

Crossroads Braintree and Chelmsford Ltd

Company Limited by Guarantee

Trustees' Annual Report (Incorporating the Director's Report) (*continued*)

Year Ended 31st March 2024

Structure, Governance and Management

Legal Status

The Company is a registered charity and is limited by guarantee. A special resolution was passed on 28th April 2017 changing the name of the company from Crossroads Care Braintree District and Chelmsford to Crossroads Braintree and Chelmsford Ltd.

Organisation and Financial Controls

The Charity is administered and controlled by a board of Trustees, who are also the Directors of the company. The Directors also maintain strict financial controls in order to make the most efficient use of both the funding received and from charges received.

Investment Powers and Restrictions

The Directors have the power to make investments and have invested surplus funds in fixed term bonds of up to two years or on deposit at the bank.

Objectives and Activities

The Charity's objective is to relieve stress on the carers of sick relatives by offering respite services and intends to continue providing this service in the future.

Achievements and Performance

Our principal objective is currently to continue developing the service and we are still trying to build the client numbers by advertising in local magazines. We are aiming to reach out to carers in the Braintree and Chelmsford areas, employing more staff when needed to accommodate this.

Results

The results for the year, and the charity's financial position at the end of the year are shown in the attached financial statements.

Risk Management

The board of directors take account of risks that the Charity may be exposed to when making any major decisions.

Crossroads Braintree and Chelmsford Ltd

Company Limited by Guarantee

Trustees' Annual Report (Incorporating the Director's Report) (*continued*)

Year Ended 31st March 2024

Financial Review

Although Crossroads originally budgeted for a small surplus of £1,150 for the year, another challenging year resulted in a deficit of around £3,600 at the year end. The core service customer base again reduced and was affected by the revised funding policy of the County Council which saw a number of customers lose some or all of their funding and resulted in many of them reducing the number of hours they could pay for. Although representations have been made to the County Council about the long term cost of this short term saving, this is expected to remain a challenge for the new year, all of which is frustrating as we know that the demand for our services is there. The Day Centre, however, recorded record attendance levels, although again, they continued to fluctuate over the year. The lower customer base overall, meant that expenditure on employees was again lower than budgeted. The difficulty in recruiting new staff remains, although Trustees continued to offer pay rates above the minimum wage. Fund raising is becoming more difficult as everyone faces up to the cost of living crisis, but another strong year of fund raising minimised the deficit and meant that the financial reserves stood at around £177,000 at 31st March with £90,000 of this in a designated reserve and the remaining £87,000 unrestricted.

Small Company Provisions

This report has been prepared in accordance with the provisions applicable to companies entitled to the small companies exemption.

The trustees' annual report was approved on 12th July 2024 and signed on behalf of the board of trustees by:

J McFaul
Chair

Crossroads Braintree and Chelmsford Ltd

Company Limited by Guarantee

Independent Examiner's Report to the Trustees of Crossroads Braintree and Chelmsford Ltd

Year Ended 31st March 2024

I report to the trustees on my examination of the financial statements of Crossroads Braintree and Chelmsford Ltd ('the charity') for the year ended 31st March 2024.

Responsibilities and Basis of Report

As the trustees of the company (and also its directors for the purposes of company law) you are responsible for the preparation of the financial statements in accordance with the requirements of the Companies Act 2006 ('the 2006 Act').

Having satisfied myself that the accounts of the company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of the charity's accounts as carried out under section 145 of the Charities Act 2011 ('the 2011 Act'). In carrying out my examination I have followed the Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act.

Independent Examiner's Statement

I have completed my examination. I confirm that no matters have come to my attention in connection with the examination giving me cause to believe:

1. accounting records were not kept in respect of the charity as required by section 386 of the 2006 Act; or
2. the financial statements do not accord with those records; or
3. the financial statements do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a 'true and fair' view which is not a matter considered as part of an independent examination; or
4. the financial statements have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

Crossroads Braintree and Chelmsford Ltd

Company Limited by Guarantee

Independent Examiner's Report to the Trustees of Crossroads Braintree and Chelmsford Ltd (*continued*)

Year Ended 31st March 2024

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.

Carol Green FCCA
Independent Examiner

Peyton Tyler Mears
Middleborough House
16 Middleborough
Colchester
CO1 1QT

Crossroads Braintree and Chelmsford Ltd

Company Limited by Guarantee

Statement of Financial Activities (including income and expenditure account)

Year Ended 31st March 2024

			2024		2023
	Note	Unrestricted funds £	Restricted funds £	Total funds £	Total funds £
Income and endowments					
Donations and legacies	5	18,049	12,599	30,648	45,109
Charitable activities	6	206,721	–	206,720	174,848
Investment income	7	5,280	–	5,280	2,350
Total income		<u>230,050</u>	<u>12,599</u>	<u>242,648</u>	<u>222,307</u>
Expenditure					
Expenditure on charitable activities	8,9	230,182	16,099	246,280	212,914
Total expenditure		<u>230,182</u>	<u>16,099</u>	<u>246,280</u>	<u>212,914</u>
Net (expenditure)/income and net movement in funds		<u>(132)</u>	<u>(3,500)</u>	<u>(3,632)</u>	<u>9,393</u>
Reconciliation of funds					
Total funds brought forward		177,194	3,500	180,694	171,301
Total funds carried forward		<u>177,062</u>	<u>–</u>	<u>177,062</u>	<u>180,694</u>

The statement of financial activities includes all gains and losses recognised in the year.
All income and expenditure derive from continuing activities.

The notes on pages 9 to 18 form part of these financial statements.

Crossroads Braintree and Chelmsford Ltd

Company Limited by Guarantee

Statement of Financial Position

31st March 2024

	Note	2024 £	2023 £
Fixed Assets			
Tangible fixed assets	15	1,454	2,201
Current Assets			
Debtors	16	19,428	17,841
Investments	17	137,268	125,153
Cash at bank and in hand		34,060	42,906
		<u>190,756</u>	<u>185,900</u>
Creditors: amounts falling due within one year	18	<u>15,148</u>	<u>7,407</u>
Net Current Assets		175,608	178,493
Total Assets Less Current Liabilities		177,062	180,694
Net Assets		<u>177,062</u>	<u>180,694</u>
Funds of the Charity			
Restricted funds		–	3,500
Unrestricted funds		177,062	177,194
Total charity funds	21	<u>177,062</u>	<u>180,694</u>

For the year ending 31st March 2024 the charity was entitled to exemption from audit under section 477 of the Companies Act 2006 relating to small companies.

Directors' responsibilities:

- The members have not required the company to obtain an audit of its financial statements for the year in question in accordance with section 476;
- The directors acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and the preparation of financial statements.

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

The statement of financial position
continues on the following page.

The notes on pages 9 to 18 form part of these financial statements.

Crossroads Braintree and Chelmsford Ltd

Company Limited by Guarantee

Statement of Financial Position (*continued*)

31st March 2024

These financial statements were approved by the board of trustees and authorised for issue on 12th July 2024, and are signed on behalf of the board by:

J McFaul
Chair

The notes on pages 9 to 18 form part of these financial statements.

Crossroads Braintree and Chelmsford Ltd

Company Limited by Guarantee

Notes to the Financial Statements

Year Ended 31st March 2024

1. General Information

The charity is a public benefit entity and a private company limited by guarantee, registered in England and Wales and a registered charity in England and Wales. The address of the registered office is 8 Park Farm, Witham Road, Black Notley, Braintree, Essex, CM7 8LQ.

2. Statement of Compliance

These financial statements have been prepared in compliance with FRS 102, 'The Financial Reporting Standard applicable in the UK and the Republic of Ireland', the 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 (FRS 102)) and the Companies Act 2006.

3. Accounting Policies

Basis of Preparation

The financial statements have been prepared on the historical cost basis.

Going Concern

There are no material uncertainties about the charity's ability to continue.

Judgements and Key Sources of Estimation Uncertainty

The preparation of the financial statements requires management to make judgements, estimates and assumptions that affect the amounts reported. These estimates and judgements are continually reviewed and are based on experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

Fund Accounting

Unrestricted funds are available for use at the discretion of the trustees to further any of the charity's purposes.

Designated funds are unrestricted funds earmarked by the trustees for particular future project or commitment.

Restricted funds are subjected to restrictions on their expenditure declared by the donor or through the terms of an appeal, and fall into one of two sub-classes: restricted income funds or endowment funds.

Crossroads Braintree and Chelmsford Ltd

Company Limited by Guarantee

Notes to the Financial Statements (*continued*)

Year Ended 31st March 2024

3. Accounting Policies (*continued*)

Incoming Resources

All incoming resources are included in the statement of financial activities when entitlement has passed to the charity; it is probable that the economic benefits associated with the transaction will flow to the charity and the amount can be reliably measured. The following specific policies are applied to particular categories of income:

- income from donations or grants is recognised when there is evidence of entitlement to the gift, receipt is probable and its amount can be measured reliably.
- legacy income is recognised when receipt is probable and entitlement is established.
- income from donated goods is measured at the fair value of the goods unless this is impractical to measure reliably, in which case the value is derived from the cost to the donor or the estimated resale value. Donated facilities and services are recognised in the accounts when received if the value can be reliably measured. No amounts are included for the contribution of general volunteers.
- income from contracts for the supply of services is recognised with the delivery of the contracted service. This is classified as unrestricted funds unless there is a contractual requirement for it to be spent on a particular purpose and returned if unspent, in which case it may be regarded as restricted.

Resources Expended

Expenditure is recognised on an accruals basis as a liability is incurred. Expenditure includes any VAT which cannot be fully recovered, and is classified under headings of the statement of financial activities to which it relates:

- expenditure on raising funds includes the costs of all fundraising activities, events, non-charitable trading activities, and the sale of donated goods.
- expenditure on charitable activities includes all costs incurred by a charity in undertaking activities that further its charitable aims for the benefit of its beneficiaries, including those support costs and costs relating to the governance of the charity apportioned to charitable activities.
- other expenditure includes all expenditure that is neither related to raising funds for the charity nor part of its expenditure on charitable activities.

All costs are allocated to expenditure categories reflecting the use of the resource. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs are apportioned between the activities they contribute to on a reasonable, justifiable and consistent basis.

Crossroads Braintree and Chelmsford Ltd

Company Limited by Guarantee

Notes to the Financial Statements (*continued*)

Year Ended 31st March 2024

3. Accounting Policies (*continued*)

Tangible Assets

Tangible assets are initially recorded at cost, and subsequently stated at cost less any accumulated depreciation and impairment losses. Any tangible assets carried at revalued amounts are recorded at the fair value at the date of revaluation less any subsequent accumulated depreciation and subsequent accumulated impairment losses.

An increase in the carrying amount of an asset as a result of a revaluation, is recognised in other recognised gains and losses, unless it reverses a charge for impairment that has previously been recognised as expenditure within the statement of financial activities. A decrease in the carrying amount of an asset as a result of revaluation, is recognised in other recognised gains and losses, except to which it offsets any previous revaluation gain, in which case the loss is shown within other recognised gains and losses on the statement of financial activities.

Depreciation

Depreciation is calculated so as to write off the cost or valuation of an asset, less its residual value, over the useful economic life of that asset as follows:

Office equipment	- 10% straight line
Computers	- 20% straight line

Impairment of Fixed Assets

A review for indicators of impairment is carried out at each reporting date, with the recoverable amount being estimated where such indicators exist. Where the carrying value exceeds the recoverable amount, the asset is impaired accordingly. Prior impairments are also reviewed for possible reversal at each reporting date.

Financial Instruments

A financial asset or a financial liability is recognised only when the entity becomes a party to the contractual provisions of the instrument.

Basic financial instruments are initially recognised at the amount receivable or payable including any related transaction costs, unless the arrangement constitutes a financing transaction, where it is recognised at the present value of the future payments discounted at a market rate of interest for a similar debt instrument.

Crossroads Braintree and Chelmsford Ltd

Company Limited by Guarantee

Notes to the Financial Statements (*continued*)

Year Ended 31st March 2024

3. Accounting Policies (*continued*)

Defined Contribution Plans

Contributions to defined contribution plans are recognised as an expense in the period in which the related service is provided. Prepaid contributions are recognised as an asset to the extent that the prepayment will lead to a reduction in future payments or a cash refund.

When contributions are not expected to be settled wholly within 12 months of the end of the reporting date in which the employees render the related service, the liability is measured on a discounted present value basis. The unwinding of the discount is recognised as an expense in the period in which it arises.

4. Limited by Guarantee

The company is limited by guarantee.

5. Donations and Legacies

	Unrestricted Funds £	Restricted Funds £	Total Funds 2024 £
Donations			
Donations and fundraising	2,129	–	2,129
Grants			
Charitable grants received (see notes)	15,920	12,599	28,519
	<u>18,049</u>	<u>12,599</u>	<u>30,648</u>

	Unrestricted Funds £	Restricted Funds £	Total Funds 2023 £
Donations			
Donations and fundraising	1,566	–	1,566
Grants			
Charitable grants received (see notes)	20,273	23,270	43,543
	<u>21,839</u>	<u>23,270</u>	<u>45,109</u>

Crossroads Braintree and Chelmsford Ltd

Company Limited by Guarantee

Notes to the Financial Statements (*continued*)

Year Ended 31st March 2024

6. Charitable Activities

	Unrestricted Funds £	Total Funds 2024 £	Unrestricted Funds £	Total Funds 2023 £
Charges	<u>206,721</u>	<u>206,720</u>	<u>174,848</u>	<u>174,848</u>

7. Investment Income

	Unrestricted Funds £	Total Funds 2024 £	Unrestricted Funds £	Total Funds 2023 £
Bank interest receivable	<u>5,280</u>	<u>5,280</u>	<u>2,350</u>	<u>2,350</u>

8. Expenditure on Charitable Activities by Fund Type

	Unrestricted Funds £	Restricted Funds £	Total Funds 2024 £
Care services	173,916	16,099	190,014
Support costs	56,266	–	56,266
	<u>230,182</u>	<u>16,099</u>	<u>246,280</u>

	Unrestricted Funds £	Restricted Funds £	Total Funds 2023 £
Care services	134,266	22,770	157,036
Support costs	55,878	–	55,878
	<u>190,144</u>	<u>22,770</u>	<u>212,914</u>

9. Expenditure on Charitable Activities by Activity Type

	Activities undertaken directly £	Support costs £	Total funds 2024 £	Total fund 2023 £
Care services	<u>190,014</u>	<u>56,266</u>	<u>246,280</u>	<u>212,914</u>

Crossroads Braintree and Chelmsford Ltd

Company Limited by Guarantee

Notes to the Financial Statements (*continued*)

Year Ended 31st March 2024

10. Analysis of Support Costs

	Care Services £	Total 2024 £	Total 2023 £
Premises	14,177	14,177	13,800
Communications and IT	1,248	1,248	1,533
General office	575	575	1,432
Day Centre	13,587	13,587	11,096
CQC regulation fee	673	673	565
Training	1,447	1,447	1,271
Stationery	1,899	1,899	3,140
Insurance	1,836	1,836	1,757
Sundry expenses	2,204	2,204	1,586
Accountancy and Examiner fees	1,865	1,865	1,946
Travel expenses	14,994	14,994	16,049
Affiliation fees & Subscriptions	1,014	1,014	954
Depreciation	747	747	749
	<u>56,266</u>	<u>56,266</u>	<u>55,878</u>

11. Net (Expenditure)/Income

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

	2024 £	2023 £
Depreciation of tangible fixed assets	<u>747</u>	<u>749</u>

12. Independent Examination Fees

	2024 £	2023 £
Fees payable to the independent examiner for:		
Independent examination of the financial statements	<u>888</u>	<u>840</u>

13. Staff Costs

The total staff costs and employee benefits for the reporting period are analysed as follows:

	2024 £	2023 £
Wages and salaries	187,932	178,459
Employer contributions to pension plans	2,082	1,347
	<u>190,014</u>	<u>179,806</u>

Crossroads Braintree and Chelmsford Ltd

Company Limited by Guarantee

Notes to the Financial Statements (*continued*)

Year Ended 31st March 2024

13. Staff Costs (*continued*)

The average head count of employees during the year was 19 (2023: 18).

No employee received employee benefits of more than £60,000 during the year (2023: Nil).

14. Trustee Remuneration and Expenses

No remuneration or other benefits from employment with the charity or a related entity were received by the trustees;

15. Tangible Fixed Assets

	Office equipment £	Computers £	Total £
Cost			
At 1 April 2023 and 31 March 2024	<u>3,954</u>	<u>3,832</u>	<u>7,786</u>
Depreciation			
At 1 April 2023	3,765	1,820	5,585
Charge for the year	19	728	747
At 31 March 2024	<u>3,784</u>	<u>2,548</u>	<u>6,332</u>
Carrying amount			
At 31 March 2024	<u>170</u>	<u>1,284</u>	<u>1,454</u>
At 31 March 2023	<u>189</u>	<u>2,012</u>	<u>2,201</u>

16. Debtors

	2024 £	2023 £
Trade debtors	18,181	17,143
Prepayments and accrued income	1,247	698
	<u>19,428</u>	<u>17,841</u>

17. Investments

	2024 £	2023 £
Investment in Bonds	<u>137,268</u>	<u>125,153</u>

The investment is in the form of deposits with United Trust, Cambs & Counties and Saffron Building Society.

Crossroads Braintree and Chelmsford Ltd

Company Limited by Guarantee

Notes to the Financial Statements (*continued*)

Year Ended 31st March 2024

18. Creditors: amounts falling due within one year

	2024	2023
	£	£
Accruals and deferred income	<u>15,148</u>	<u>7,407</u>

19. Pensions and Other Post Retirement Benefits

Defined contribution plans

The amount recognised in income or expenditure as an expense in relation to defined contribution plans was £2,082 (2023: £1,347).

20. Grants

Grants received:

	2024	2023
Albert Hunt	3,000	2,000
Charles S French	–	5,000
Colchester Catalyst	800	3,000
Community Fund	4,920	–
EALC	500	–
ECC	4,500	1,775
ECC - ASCDF	–	3,075
ECF	5,000	17,273
Edward Gostling Foundation	5,000	–
Essex Care Associates	600	–
FSI Trust	–	2,000
Groundwork	250	1,000
Hedley FDN	–	1,000
Home Instead	–	690
Magic Little Grants	500	–
McCarthy & Stone	–	750
Mr & Mrs Mount Trust	–	5,000
Stansted Airport	449	–
Tudwick Foundation	3,000	–
Walter Farthing (Trust) Ltd	–	980
	28519	43543

Crossroads Braintree and Chelmsford Ltd

Company Limited by Guarantee

Notes to the Financial Statements (*continued*)

Year Ended 31st March 2024

21. Analysis of Charitable Funds

Unrestricted funds

	At 1 April 2023 £	Income £	Expenditure £	Transfers £	At 31 March 2024 £
General funds	87,194	230,050	(230,182)	–	87,062
Designated Fund	90,000	–	–	–	90,000
	<u>177,194</u>	<u>230,050</u>	<u>(230,182)</u>	<u>–</u>	<u>177,062</u>

	At 1 April 2022 £	Income £	Expenditure £	Transfers £	At 31 March 2023 £
General funds	88,301	199,037	(190,144)	(10,000)	87,194
Designated Fund	80,000	–	–	10,000	90,000
	<u>168,301</u>	<u>199,037</u>	<u>(190,144)</u>	<u>–</u>	<u>177,194</u>

The designated fund was established as a contingency against the potential loss of future funding.

Crossroads Braintree and Chelmsford Ltd

Company Limited by Guarantee

Notes to the Financial Statements (*continued*)

Year Ended 31st March 2024

21. Analysis of Charitable Funds (*continued*)

Restricted funds

	At 1 April 2023 £	Income £	Expenditure £	Transfers £	At 31 March 2024 £
ECF (Dulverton Trust Fund)	–	5,000	(5,000)	–	–
ECC (Retention grant)	–	4,500	(4,500)	–	–
ECF	3,500	–	(3,500)	–	–
Various other	–	3,099	(3,099)	–	–
	<u>3,500</u>	<u>12,599</u>	<u>(16,099)</u>	<u>–</u>	<u>–</u>

	At 1 April 2022 £	Income £	Expenditure £	Transfers £	At 31 March 2023 £
ECF (Dulverton Trust Fund)	–	–	–	–	–
ECC (Retention grant)	–	–	–	–	–
ECF	3,000	11,000	(10,500)	–	3,500
Various other	–	12,270	(12,270)	–	–
	<u>3,000</u>	<u>23,270</u>	<u>(22,770)</u>	<u>–</u>	<u>3,500</u>

22. Analysis of Net Assets Between Funds

	Unrestricted Funds £	Restricted Funds £	Total Funds 2024 £
Tangible fixed assets	1,454	–	1,454
Current assets	190,756	–	190,756
Creditors less than 1 year	(15,148)	–	(15,148)
Net assets	<u>177,062</u>	<u>–</u>	<u>177,062</u>

	Unrestricted Funds £	Restricted Funds £	Total Funds 2023 £
Tangible fixed assets	2,201	–	2,201
Current assets	182,400	3,500	185,900
Creditors less than 1 year	(7,407)	–	(7,407)
Net assets	<u>177,194</u>	<u>3,500</u>	<u>180,694</u>

CROSSROADS BRAINTREE AND CHELMSFORD LTD

England & Wales - Charity number 1059393

Accounts

Annual Report for the year ending 31st March 2023

The Company Articles of Association

Crossroads Braintree & Chelmsford is a registered charity and a company limited by guarantee. It was established in 1978, incorporated on 1st October 1996 under the name Crossroads Care Braintree District & Chelmsford, with a revised Memorandum and Articles adopted by Trustees following an extension of the area of operation. The company changed to the current name in May 2017 following its disaffiliation from Carers Trust and further revisions to the Memorandum and Articles were agreed at the AGMs in 2017 and 2021.

Structure, Governance and Management

Although the company operated independently, the merger between The Princess Royal Trust and Crossroads Care in 2012 formed the Carers Trust and Crossroads Care Braintree District & Chelmsford became network partners of the Carers Trust, to become the leading carers charity in the area. Its mission has been to supplement and complement statutory authorities and voluntary organisations with similar objectives of carer support. Following a detailed analysis of its own costs and in particular the value for money that membership of the Carers Trust provided, the trustees decided in April 2017 to terminate that membership as at 31 March 2017. Although this led to the removal of "Care" from the company name, its mission remains unchanged and care remains the main priority.

At the start of the year, the Board of Management consisted of 7 Trustees elected at the AGM, 1 Manager and 1 Care Coordinator. One Trustee stood down in November 2022. Trustee Meetings are held bi-monthly to receive reports from the Finance and Business Development Manager and the Care Coordinator. The Financial Report is delivered by the Treasurer for regular monitoring, with full explanatory notes on bank balances, assets and investments. Trustees have a responsibility for familiarising themselves with the Policies and Procedures as reviewed regularly and updated by Bettal on an annual basis, ensuring that managers customise documents, communicate amendments and organise training as appropriate. Due consideration is given to all aspects of Health & Safety, Commitment to Quality and Equal Opportunity, as well as recommendations for training and the risk assessment review at each meeting. In addition to monitoring the information received, trustees volunteer to support variously in the office, at area meetings and organised activities.

The latest CQC inspection in February 2018 rated us as good. There is now a greater emphasis upon the provider to make available evidence to CQC as part of the Direct Monitoring Approach (DMA) on compliance with the HSCA 2008.

Providers have to collect and evaluate evidence to prove compliance rather than relying upon CQC onsite inspections. This new approach to compliance monitoring places the burden of compliance upon providers for enhanced monitoring of their service prior to CQC onsite inspection.

We have filed our report and so far, no concerns have been expressed, therefore we haven't needed an inspection to date. The live reporting system proposed by the CQC will mean that Providers will have to provide real time data on the quality of the service they provide.

Crossroads Braintree and Chelmsford send an annual quality monitoring questionnaire to all its clients as well as having face to face reviews with each client on an individual basis. This is a great way of making sure we are still fulfilling our high standard of care and allows us to make changes if necessary.

Processes, Activities, Related Parties

With the guidance and expertise of the Secretary/Treasurer, Trustees formally adopt the budget, monitor financial reports and approve the audited accounts before they are presented to the AGM. There are regular discussions between the Treasurer and the Finance and Business Development Manager, with the Chair available for urgent decisions.

Staff meetings are held regularly and messaging systems are in place. Between them, the Care Coordinator and the Finance and Business Development Manager, coordinate the flow of information and promotional activity. We have participated in a few information days and networking events. We have maintained good partnerships with community 360, community agents, Alzheimer's and Parkinson's societies, working well with adult social care. The Finance and Business Development Manager has secured the necessary funding from a mix of formal grant applications and donations for general and specific uses.

Achievements and Performance

Our principal objective is currently to continue developing the service and we are still trying to build the client numbers by advertising in local magazines. We are aiming to reach out to carers in the Braintree and Chelmsford areas, employing more staff when needed to accommodate this.

Thankfully updated information regarding Lateral Flow Test changed and anyone working in adult social care can receive FREE LFT. We ordered and received 392 tests. Staff are continuing to test on a weekly basis to protect our service users.

We have come away from face-to-face training and switched to e-learning instead. We use the training room upstairs where the computer is set up and if a support worker hasn't got access to a computer, laptop or smart phone, they can come into the office and use the facilities provided. We managed to secure some funding for several new tablets for training purposes, so most support workers can complete their training at home.

This will save the organisation a lot of money as we save on the cost for the trainer, paying the staff a whole day's money and we don't lose out on cancelling the clients because the support workers can do the training when convenient. The training is about an hour at a time. We have covered Safeguarding, Medication Practice, Equality, Diversity and Inclusion and Oral Care. Some support workers have requested individual training comprising of Parkinson's, Dementia, Autism, Diabetes and Mental Health.

Staff observations (unannounced) which were introduced recently to keep up with performance management to maintain a high-quality standard, are continuing, these are welcomed by support staff and clients.

In June 2022 the Day Centre opened up on Wednesdays so we now operate two days per week. The day centre has grown from strength to strength and is currently operating at full capacity for both days. The relevant forms including risk assessments, accident forms and volunteer forms are all present.

Unfortunately, the Children with Disabilities (CWD) service will end in September 2023 as ECC have changed the way they are supporting CWD. Clubs and groups will be offered instead but we will continue with service provision until this end date.

We review our charges annually and because the national minimum wage had gone up, we needed to recoup some of these costs by increasing the prices for the sitting service and the Day Centre. Despite this increase our charges are significantly below the sector norm in our area.

Questionnaires to clients were sent out to confirm whether: we are providing the support that is needed, they are happy with the level of support, they have any suggestions, our Support Workers are reliable, caring and respectful. We received most of the questionnaires back and all were positive with lovely comments. Staff appraisals are up-to-date and are being carried out regularly. DBS checks and renewals are all up-to-date and Trustees have been checked as well.

We have started our journey into digital working by using a cloud-based database that stores client case notes, records contacts against client records, and links to calendar-based action points. We can provide 'real time' information recording about the care and support people need and receive, it will help us be more aware when people's needs change, and respond to them more quickly. The information can be shared quickly, safely and accurately.

We have been fairly successful in securing funding from numerous Trusts and Foundations, we have also had support from both Essex County and Braintree District Councils. Surplus funds are invested either in a notice account or fixed for one or two years, taking advantage of interest rates at their highest level for a decade. In March Trustees decided to change our bankers from Barclays to Virgin Money and an account which they think will better suit our needs.

Staffing levels have remained appropriate to the demand for services, as at 31st March 2023, the staff comprised a Finance and Business Development Manager, Care Coordinator, Office Administrator, 15 Support Workers and a Day Centre Team Leader with a team of assistants.

The full financial statements are adopted at the AGM in July each year. A summary of the results for 2022/23 is detailed below:

	2022/23	2021/22
Incoming resources from generated funds		
Voluntary income	£ 1,566	917
Income from charitable trading (<i>charges</i>)	£174,849	117,158
Grants and Funding	£ 43,543	£ 64,592
Investment income	£ 2,350	£ 1,000
Total	£222,308	£183,667
Cost of Generating Funds:		
Staffing costs	£157,036	£137,620
Office costs	£ 24,519	£ 26,298
Other expenses	<u>£ 31,359</u>	<u>£ 22,130</u>
Total	£212,914	£186,048
Surplus/(Deficit) for the Year	£ 9,394	£ (2,381)

None of the Trustees receive remuneration.

The Balance Sheet as at 31 March 2023 shows total funds of £180,609. These comprise:

	2022/23	2021/22
Bank balances	£ 42,906	£ 59,621
Short and medium term investments	£125,153	£ 102,720
Other net assets	<u>£ 12,635</u>	<u>£ 8,959</u>
	£ 180,694	£ 171,300

Reserves:

The trustees have agreed that a designated reserve be set aside as a contingency against redundancy, equivalent to three months operating expenditure plus the unexpired portion of the office lease. At 31 March 2023, the reserves were:

	2022/23	2021/22
Designated Reserve	£ 90,000	£ 80,000
Restricted Reserves	£ 3,500	£ 3,000
Unrestricted Reserves	<u>£ 87,194</u>	<u>£ 88,300</u>
	£180,694	£171,300

COMPANY REGISTRATION NUMBER: 3257547
CHARITY REGISTRATION NUMBER: 1059393

Crossroads Braintree and Chelmsford Ltd
Company Limited by Guarantee
Financial Statements
For the Year Ended
31st March 2023

Crossroads Braintree and Chelmsford Ltd

Company Limited by Guarantee

Trustees' Annual Report (Incorporating the Director's Report)

Year Ended 31st March 2023

The trustees, who are also the directors for the purposes of company law, present their report and the unaudited financial statements of the charity for the year ended 31st March 2023.

Reference and Administrative Details

Registered charity name Crossroads Braintree and Chelmsford Ltd

Charity registration number 1059393

Company registration number 3257547

Principal office and registered office 8 Park Farm
Witham Road
Black Notley
Braintree
Essex
CM7 8LQ

The Trustees Stephen Tate
Malcolm Richardson
Stephen Medhurst (Retired 11th November 2022)
Daniel Miller
Jennifer McFaull Chair
Oluwafolakemi Biyi
Matthew Barker

Company Secretary Stephen Tate

Independent Examiner Carol Green FCCA

Crossroads Braintree and Chelmsford Ltd

Company Limited by Guarantee

Trustees' Annual Report (Incorporating the Director's Report) (*continued*)

Year Ended 31st March 2023

Structure, Governance and Management

Legal Status

The Company is a registered charity and is limited by guarantee. A special resolution was passed on 28th April 2017 changing the name of the company from Crossroads Care Braintree District and Chelmsford to Crossroads Braintree and Chelmsford Ltd.

Organisation and Financial Controls

The Charity is administered and controlled by a board of Trustees, who are also the Directors of the company. The Directors also maintain strict financial controls in order to make the most efficient use of both the funding received and from charges received.

Investment Powers and Restrictions

The Directors have the power to make investments and have invested surplus funds in fixed term bonds of up to two years or on deposit at the bank.

Objectives and Activities

The Charity's objective is to relieve stress on the carers of sick relatives by offering respite services and intends to continue providing this service in the future.

Achievements and Performance

Our principal objective is currently to continue developing the service and we are still trying to build the client numbers by advertising in local magazines. We are aiming to reach out to carers in the Braintree and Chelmsford areas, employing more staff when needed to accommodate this.

Results

The results for the year, and the charity's financial position at the end of the year are shown in the attached financial statements.

Risk Management

The board of directors take account of risks that the Charity may be exposed to when making any major decisions.

Crossroads Braintree and Chelmsford Ltd

Company Limited by Guarantee

Trustees' Annual Report (Incorporating the Director's Report) (*continued*)

Year Ended 31st March 2023

Financial Review

Although Crossroads originally budgeted for a deficit of £11,150 for the year, this consistently reduced over the second half of the year and resulted in a surplus of over £9,000 by the year end. The core service customer base did not reach the levels expected, but by the year end was showing signs of improvement, which bodes well for next year. The Day Centre continued to go from strength to strength and opened for a second session on Wednesdays in June. After a slow start, the number of attendees was approaching that of Fridays by the year end. Expenditure on employees was lower than budgeted due to the lower customer base and the difficulty in recruiting new staff, which Trustees have tried to address with a more attractive reward package. Despite the lower growth overall. Another strong year of fund raising, meant that the year ended with a small surplus and the financial reserves stood at over £180,500 at 31st March with £90,000 of this in a designated reserve, £3,500 in a restricted reserve, and the remaining £87,000 unrestricted.

Small Company Provisions

This report has been prepared in accordance with the provisions applicable to companies entitled to the small companies exemption.

The trustees' annual report was approved on and signed on behalf of the board of trustees by:

J McFaul
Chair

Crossroads Braintree and Chelmsford Ltd

Company Limited by Guarantee

Independent Examiner's Report to the Trustees of Crossroads Braintree and Chelmsford Ltd

Year Ended 31st March 2023

I report to the trustees on my examination of the financial statements of Crossroads Braintree and Chelmsford Ltd ('the charity') for the year ended 31st March 2023.

Responsibilities and Basis of Report

As the trustees of the company (and also its directors for the purposes of company law) you are responsible for the preparation of the financial statements in accordance with the requirements of the Companies Act 2006 ('the 2006 Act').

Having satisfied myself that the accounts of the company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of the charity's accounts as carried out under section 145 of the Charities Act 2011 ('the 2011 Act'). In carrying out my examination I have followed the Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act.

Independent Examiner's Statement

I have completed my examination. I confirm that no matters have come to my attention in connection with the examination giving me cause to believe:

1. accounting records were not kept in respect of the charity as required by section 386 of the 2006 Act; or
2. the financial statements do not accord with those records; or
3. the financial statements do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a 'true and fair' view which is not a matter considered as part of an independent examination; or
4. the financial statements have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

Crossroads Braintree and Chelmsford Ltd

Company Limited by Guarantee

Independent Examiner's Report to the Trustees of Crossroads Braintree and Chelmsford Ltd (*continued*)

Year Ended 31st March 2023

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.

Carol Green FCCA
Independent Examiner

Peyton Tyler Mears
Middleborough House
16 Middleborough
Colchester
CO1 1QT

Crossroads Braintree and Chelmsford Ltd

Company Limited by Guarantee

Statement of Financial Activities (including income and expenditure account)

Year Ended 31st March 2023

			2023		2022
	Note	Unrestricted funds £	Restricted funds £	Total funds £	Total funds £
Income and endowments					
Donations and legacies	5	21,839	23,270	45,109	65,509
Charitable activities	6	174,849	—	174,849	117,158
Investment income	7	2,350	—	2,350	1,000
Total income		<u>199,038</u>	<u>23,270</u>	<u>222,308</u>	<u>183,667</u>
Expenditure					
Expenditure on charitable activities	8,9	<u>190,144</u>	<u>22,770</u>	<u>212,914</u>	<u>186,048</u>
Total expenditure		<u>190,144</u>	<u>22,770</u>	<u>212,914</u>	<u>186,048</u>
Net income/(expenditure) and net movement in funds		<u>8,894</u>	<u>500</u>	<u>9,394</u>	<u>(2,381)</u>
Reconciliation of funds					
Total funds brought forward		<u>168,300</u>	<u>3,000</u>	<u>171,300</u>	<u>173,681</u>
Total funds carried forward		<u>177,194</u>	<u>3,500</u>	<u>180,694</u>	<u>171,300</u>

The statement of financial activities includes all gains and losses recognised in the year.
All income and expenditure derive from continuing activities.

The notes on pages 9 to 20 form part of these financial statements.

Crossroads Braintree and Chelmsford Ltd

Company Limited by Guarantee

Statement of Financial Position

31st March 2023

	Note	2023 £	2022 £
Fixed Assets			
Tangible fixed assets	15	2,201	2,950
Current Assets			
Debtors	16	17,841	12,817
Investments	17	125,153	102,720
Cash at bank and in hand		42,906	59,621
		<u>185,900</u>	<u>175,158</u>
Creditors: amounts falling due within one year	18	<u>7,407</u>	<u>6,808</u>
Net Current Assets		178,493	168,350
Total Assets Less Current Liabilities		180,694	171,300
Net Assets		180,694	171,300
Funds of the Charity			
Restricted funds		3,500	3,000
Unrestricted funds		177,194	168,300
Total charity funds	22	180,694	171,300

For the year ending 31st March 2023 the charity was entitled to exemption from audit under section 477 of the Companies Act 2006 relating to small companies.

Directors' responsibilities:

- The members have not required the company to obtain an audit of its financial statements for the year in question in accordance with section 476;
- The directors acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and the preparation of financial statements.

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

The statement of financial position
continues on the following page.

The notes on pages 9 to 20 form part of these financial statements.

Crossroads Braintree and Chelmsford Ltd

Company Limited by Guarantee

Statement of Financial Position (*continued*)

31st March 2023

These financial statements were approved by the board of trustees and authorised for issue on, and are signed on behalf of the board by:

J McFaul
Chair

The notes on pages 9 to 20 form part of these financial statements.

Crossroads Braintree and Chelmsford Ltd

Company Limited by Guarantee

Notes to the Financial Statements

Year Ended 31st March 2023

1. General Information

The charity is a public benefit entity and a private company limited by guarantee, registered in England and Wales and a registered charity in England and Wales. The address of the registered office is 8 Park Farm, Witham Road, Black Notley, Braintree, Essex, CM7 8LQ.

2. Statement of Compliance

These financial statements have been prepared in compliance with FRS 102, 'The Financial Reporting Standard applicable in the UK and the Republic of Ireland', the 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 (FRS 102)) and the Companies Act 2006.

3. Accounting Policies

Basis of Preparation

The financial statements have been prepared on the historical cost basis.

Going Concern

There are no material uncertainties about the charity's ability to continue.

Judgements and Key Sources of Estimation Uncertainty

The preparation of the financial statements requires management to make judgements, estimates and assumptions that affect the amounts reported. These estimates and judgements are continually reviewed and are based on experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

Fund Accounting

Unrestricted funds are available for use at the discretion of the trustees to further any of the charity's purposes.

Designated funds are unrestricted funds earmarked by the trustees for particular future project or commitment.

Restricted funds are subjected to restrictions on their expenditure declared by the donor or through the terms of an appeal, and fall into one of two sub-classes: restricted income funds or endowment funds.

Crossroads Braintree and Chelmsford Ltd

Company Limited by Guarantee

Notes to the Financial Statements (*continued*)

Year Ended 31st March 2023

3. Accounting Policies (*continued*)

Incoming Resources

All incoming resources are included in the statement of financial activities when entitlement has passed to the charity; it is probable that the economic benefits associated with the transaction will flow to the charity and the amount can be reliably measured. The following specific policies are applied to particular categories of income:

- income from donations or grants is recognised when there is evidence of entitlement to the gift, receipt is probable and its amount can be measured reliably.
- legacy income is recognised when receipt is probable and entitlement is established.
- income from donated goods is measured at the fair value of the goods unless this is impractical to measure reliably, in which case the value is derived from the cost to the donor or the estimated resale value. Donated facilities and services are recognised in the accounts when received if the value can be reliably measured. No amounts are included for the contribution of general volunteers.
- income from contracts for the supply of services is recognised with the delivery of the contracted service. This is classified as unrestricted funds unless there is a contractual requirement for it to be spent on a particular purpose and returned if unspent, in which case it may be regarded as restricted.

Resources Expended

Expenditure is recognised on an accruals basis as a liability is incurred. Expenditure includes any VAT which cannot be fully recovered, and is classified under headings of the statement of financial activities to which it relates:

- expenditure on raising funds includes the costs of all fundraising activities, events, non-charitable trading activities, and the sale of donated goods.
- expenditure on charitable activities includes all costs incurred by a charity in undertaking activities that further its charitable aims for the benefit of its beneficiaries, including those support costs and costs relating to the governance of the charity apportioned to charitable activities.
- other expenditure includes all expenditure that is neither related to raising funds for the charity nor part of its expenditure on charitable activities.

All costs are allocated to expenditure categories reflecting the use of the resource. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs are apportioned between the activities they contribute to on a reasonable, justifiable and consistent basis.

Crossroads Braintree and Chelmsford Ltd

Company Limited by Guarantee

Notes to the Financial Statements (*continued*)

Year Ended 31st March 2023

3. Accounting Policies (*continued*)

Tangible Assets

Tangible assets are initially recorded at cost, and subsequently stated at cost less any accumulated depreciation and impairment losses. Any tangible assets carried at revalued amounts are recorded at the fair value at the date of revaluation less any subsequent accumulated depreciation and subsequent accumulated impairment losses.

An increase in the carrying amount of an asset as a result of a revaluation, is recognised in other recognised gains and losses, unless it reverses a charge for impairment that has previously been recognised as expenditure within the statement of financial activities. A decrease in the carrying amount of an asset as a result of revaluation, is recognised in other recognised gains and losses, except to which it offsets any previous revaluation gain, in which case the loss is shown within other recognised gains and losses on the statement of financial activities.

Depreciation

Depreciation is calculated so as to write off the cost or valuation of an asset, less its residual value, over the useful economic life of that asset as follows:

Office equipment	- 10% straight line
Computers	- 20% straight line

Impairment of Fixed Assets

A review for indicators of impairment is carried out at each reporting date, with the recoverable amount being estimated where such indicators exist. Where the carrying value exceeds the recoverable amount, the asset is impaired accordingly. Prior impairments are also reviewed for possible reversal at each reporting date.

Government Grants

Government grants are recognised at the fair value of the asset received or receivable. Grants are not recognised until there is reasonable assurance that the charity will comply with the conditions attaching to them and the grants will be received.

Where the grant does not impose specified future performance-related conditions on the recipient, it is recognised in income when the grant proceeds are received or receivable. Where the grant does impose specified future performance-related conditions on the recipient, it is recognised in income only when the performance-related conditions have been met. Where grants received are prior to satisfying the revenue recognition criteria, they are recognised as a liability.

Crossroads Braintree and Chelmsford Ltd

Company Limited by Guarantee

Notes to the Financial Statements (*continued*)

Year Ended 31st March 2023

3. Accounting Policies (*continued*)

Financial Instruments

A financial asset or a financial liability is recognised only when the entity becomes a party to the contractual provisions of the instrument.

Basic financial instruments are initially recognised at the amount receivable or payable including any related transaction costs, unless the arrangement constitutes a financing transaction, where it is recognised at the present value of the future payments discounted at a market rate of interest for a similar debt instrument.

Defined Contribution Plans

Contributions to defined contribution plans are recognised as an expense in the period in which the related service is provided. Prepaid contributions are recognised as an asset to the extent that the prepayment will lead to a reduction in future payments or a cash refund.

When contributions are not expected to be settled wholly within 12 months of the end of the reporting date in which the employees render the related service, the liability is measured on a discounted present value basis. The unwinding of the discount is recognised as an expense in the period in which it arises.

4. Limited by Guarantee

The company is limited by guarantee.

5. Donations and Legacies

	Unrestricted Funds £	Restricted Funds £	Total Funds 2023 £
Donations			
Donations and fundraising	1,566	—	1,566
Grants			
Charitable grants received (see notes)	20,273	23,270	43,543
Government grant income	—	—	—
	<u>21,839</u>	<u>23,270</u>	<u>45,109</u>
	Unrestricted Funds £	Restricted Funds £	Total Funds 2022 £
Donations			
Donations and fundraising	917	—	917

Crossroads Braintree and Chelmsford Ltd

Company Limited by Guarantee

Notes to the Financial Statements (*continued*)

Year Ended 31st March 2023

5. Donations and Legacies (*continued*)

	Unrestricted Funds £	Restricted Funds £	Total Funds 2022 £
Grants			
Charitable grants received (see notes)	18,740	33,458	52,198
Government grant income	12,394	—	12,394
	<u>32,051</u>	<u>33,458</u>	<u>65,509</u>

6. Charitable Activities

	Unrestricted Funds £	Total Funds 2023 £	Unrestricted Funds £	Total Funds 2022 £
Charges	<u>174,849</u>	<u>174,849</u>	<u>117,158</u>	<u>117,158</u>

7. Investment Income

	Unrestricted Funds £	Total Funds 2023 £	Unrestricted Funds £	Total Funds 2022 £
Bank interest receivable	<u>2,350</u>	<u>2,350</u>	<u>1,000</u>	<u>1,000</u>

8. Expenditure on Charitable Activities by Fund Type

	Unrestricted Funds £	Restricted Funds £	Total Funds 2023 £
Care services	134,266	22,770	157,036
Support costs	55,878	—	55,878
	<u>190,144</u>	<u>22,770</u>	<u>212,914</u>

	Unrestricted Funds £	Restricted Funds £	Total Funds 2022 £
Care services	74,562	63,058	137,620
Support costs	48,428	—	48,428
	<u>122,990</u>	<u>63,058</u>	<u>186,048</u>

Crossroads Braintree and Chelmsford Ltd

Company Limited by Guarantee

Notes to the Financial Statements (*continued*)

Year Ended 31st March 2023

9. Expenditure on Charitable Activities by Activity Type

	Activities undertaken directly £	Support costs £	Total funds 2023 £	Total fund 2022 £
Care services	157,036	55,878	212,914	185,208
Governance costs	—	—	—	840
	<u>157,036</u>	<u>55,878</u>	<u>212,914</u>	<u>186,048</u>

10. Analysis of Support Costs

	Care Services £	Total 2023 £	Total 2022 £
Premises	13,800	13,800	13,680
Communications and IT	1,533	1,533	1,390
General office	1,432	1,432	—
Day Centre	11,096	11,096	5,231
CQC regulation fee	565	565	348
Training	1,271	1,271	1,568
Stationery	3,140	3,140	5,916
Insurance	1,757	1,757	1,752
Sundry expenses	1,586	1,586	1,992
Accountancy and Examiner fees	1,946	1,946	1,841
Travel expenses	16,049	16,049	12,922
Affiliation fees & Subscriptions	954	954	1,036
Depreciation	749	749	752
	<u>55,878</u>	<u>55,878</u>	<u>48,428</u>

11. Net Income/(Expenditure)

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

	2023 £	2022 £
Depreciation of tangible fixed assets	<u>749</u>	<u>752</u>

12. Independent Examination Fees

	2023 £	2022 £
Fees payable to the independent examiner for:		
Independent examination of the financial statements	<u>840</u>	<u>840</u>

Crossroads Braintree and Chelmsford Ltd

Company Limited by Guarantee

Notes to the Financial Statements (*continued*)

Year Ended 31st March 2023

13. Staff Costs

The average head count of employees during the year was 18 (2022: 16). The average number of full-time equivalent employees during the year is analysed as follows:

	2023 No.	2022 No.
Administrative staff	3	3
Care Support staff	15	13
	<u>18</u>	<u>16</u>

No employee received employee benefits of more than £60,000 during the year (2022: Nil).

14. Trustee Remuneration and Expenses

No remuneration or other benefits from employment with the charity or a related entity were received by the trustees;

15. Tangible Fixed Assets

	Office equipment £	Computers £	Total £
Cost			
At 1 Apr 2022 and 31 Mar 2023	<u>3,954</u>	<u>3,832</u>	<u>7,786</u>
Depreciation			
At 1 Apr 2022	3,744	1,092	4,836
Charge for the year	21	728	749
At 31 Mar 2023	<u>3,765</u>	<u>1,820</u>	<u>5,585</u>
Carrying amount			
At 31 Mar 2023	<u>189</u>	<u>2,012</u>	<u>2,201</u>
At 31 Mar 2022	<u>210</u>	<u>2,740</u>	<u>2,950</u>

16. Debtors

	2023 £	2022 £
Trade debtors	17,143	12,781
Prepayments and accrued income	698	36
	<u>17,841</u>	<u>12,817</u>

Crossroads Braintree and Chelmsford Ltd

Company Limited by Guarantee

Notes to the Financial Statements (*continued*)

Year Ended 31st March 2023

17. Investments

	2023	2022
	£	£
Investment in Bonds	<u>125,153</u>	<u>102,720</u>

The investment is in the form of deposits with United Trust and Cambs & Counties.

18. Creditors: amounts falling due within one year

	2023	2022
	£	£
Accruals and deferred income	<u>7,407</u>	<u>6,808</u>

19. Pensions and Other Post Retirement Benefits

Defined contribution plans

The amount recognised in income or expenditure as an expense in relation to defined contribution plans was £1,347 (2022: £1,020).

Crossroads Braintree and Chelmsford Ltd

Company Limited by Guarantee

Notes to the Financial Statements (*continued*)

Year Ended 31st March 2023

20. Grants

	<u>2023</u>	<u>2022</u>
Albert Hunt	2,000	-
Alpkit Foundation	-	200
Braintree DC - Adaptation	-	2,500
Charles S French	5,000	-
Colchester Catalyst	3,000	-
Community 360	-	2,000
Community Fund	-	5,040
ECC	1,775	17,544
ECC - ASCDF	3,075	-
ECC - Infection control	-	2,034
ECC Workforce	-	1,080
ECF	17,273	8,665
FSI		
Trust	2,000	3,000
Groundwork UK	1,000	1,000
Hedley FDN	1,000	-
Home Instead	690	-
Lions Club	-	500
McCarthy & Stone	750	-
Mr & Mrs Mount Trust	5,000	-
Smith & Mount	-	5,000
Walter Farthing (Trust) Ltd	980	3,500
Other	-	135
	43,543	52,198

21. Government Grants

The amounts recognised in the financial statements for government grants are as follows:

	2023	2022
	£	£
Recognised in income from donations and legacies:		
Government grants income	—	12,394

Crossroads Braintree and Chelmsford Ltd

Company Limited by Guarantee

Notes to the Financial Statements *(continued)*

Year Ended 31st March 2023

22. Analysis of Charitable Funds

Unrestricted funds

	At 1 Apr 2022	Income	Expenditure	Transfers	At 31 Mar 23
	£	£	£	£	£
General funds	88,300	199,038	(190,144)	(10,000)	87,194
Designated Fund	80,000	—	—	10,000	90,000
	<u>168,300</u>	<u>199,038</u>	<u>(190,144)</u>	<u>—</u>	<u>177,194</u>

	At 1 Apr 2021	Income	Expenditure	Transfers	At 31 Mar 2022
	£	£	£	£	£
General funds	61,081	150,209	(122,990)	—	88,300
Designated Fund	80,000	—	—	—	80,000
	<u>141,081</u>	<u>150,209</u>	<u>(122,990)</u>	<u>—</u>	<u>168,300</u>

The designated fund was established as a contingency against the potential loss of future funding.

Crossroads Braintree and Chelmsford Ltd

Company Limited by Guarantee

Notes to the Financial Statements *(continued)*

Year Ended 31st March 2023

22. Analysis of Charitable Funds *(continued)*

Restricted funds

	At 1 Apr 2022	Income	Expenditure	Transfers	At 31 Mar 23
	£	£	£	£	£
Colchester Catalyst	—	—	—	—	—
Essex Community Foundation	—	—	—	—	—
Tudwick Foundation	—	—	—	—	—
Eastlight	—	—	—	—	—
ECC Infection Control	—	—	—	—	—
ECC - Workforce Capacity Fund	—	—	—	—	—
ECF	3,000	11,000	(10,500)	—	3,500
Various other	—	12,270	(12,270)	—	—
	<u>3,000</u>	<u>23,270</u>	<u>(22,770)</u>	<u>—</u>	<u>3,500</u>

	At 1 Apr 2021	Income	Expenditure	Transfers	At 31 Mar 2022
	£	£	£	£	£
Colchester Catalyst	2,000	—	(2,000)	—	—
Essex Community Foundation	10,000	—	(10,000)	—	—
Tudwick Foundation	3,000	—	(3,000)	—	—
Eastlight	6,000	—	(6,000)	—	—
ECC Infection Control	10,600	—	(10,600)	—	—
ECC - Workforce Capacity Fund	1,000	—	(1,000)	—	—
ECF	—	6,000	(3,000)	—	3,000
Various other	—	27,458	(27,458)	—	—
	<u>32,600</u>	<u>33,458</u>	<u>(63,058)</u>	<u>—</u>	<u>3,000</u>

Crossroads Braintree and Chelmsford Ltd

Company Limited by Guarantee

Notes to the Financial Statements (*continued*)

Year Ended 31st March 2023

23. Analysis of Net Assets Between Funds

	Unrestricted Funds £	Restricted Funds £	Total Funds 2023 £
Tangible fixed assets	2,201	–	2,201
Current assets	182,400	3,500	185,900
Creditors less than 1 year	(7,407)	–	(7,407)
Net assets	<u>177,194</u>	<u>3,500</u>	<u>180,694</u>

	Unrestricted Funds £	Restricted Funds £	Total Funds 2022 £
Tangible fixed assets	2,950	–	2,950
Current assets	172,158	3,000	175,158
Creditors less than 1 year	(6,808)	–	(6,808)
Net assets	<u>168,300</u>	<u>3,000</u>	<u>171,300</u>

COMPANY REGISTRATION NUMBER: 3257547
CHARITY REGISTRATION NUMBER: 1059393

Crossroads Braintree and Chelmsford Ltd
Company Limited by Guarantee
Financial Statements
For the Year Ended
31st March 2023

Crossroads Braintree and Chelmsford Ltd

Company Limited by Guarantee

Trustees' Annual Report (Incorporating the Director's Report)

Year Ended 31st March 2023

The trustees, who are also the directors for the purposes of company law, present their report and the unaudited financial statements of the charity for the year ended 31st March 2023.

Reference and Administrative Details

Registered charity name Crossroads Braintree and Chelmsford Ltd

Charity registration number 1059393

Company registration number 3257547

Principal office and registered office 8 Park Farm
Witham Road
Black Notley
Braintree
Essex
CM7 8LQ

The Trustees Stephen Tate
Malcolm Richardson
Stephen Medhurst (Retired 11th November 2022)
Daniel Miller
Jennifer McFaull Chair
Oluwafolakemi Biyi
Matthew Barker

Company Secretary Stephen Tate

Independent Examiner Carol Green FCCA

Crossroads Braintree and Chelmsford Ltd

Company Limited by Guarantee

Trustees' Annual Report (Incorporating the Director's Report) (*continued*)

Year Ended 31st March 2023

Structure, Governance and Management

Legal Status

The Company is a registered charity and is limited by guarantee. A special resolution was passed on 28th April 2017 changing the name of the company from Crossroads Care Braintree District and Chelmsford to Crossroads Braintree and Chelmsford Ltd.

Organisation and Financial Controls

The Charity is administered and controlled by a board of Trustees, who are also the Directors of the company. The Directors also maintain strict financial controls in order to make the most efficient use of both the funding received and from charges received.

Investment Powers and Restrictions

The Directors have the power to make investments and have invested surplus funds in fixed term bonds of up to two years or on deposit at the bank.

Objectives and Activities

The Charity's objective is to relieve stress on the carers of sick relatives by offering respite services and intends to continue providing this service in the future.

Achievements and Performance

Our principal objective is currently to continue developing the service and we are still trying to build the client numbers by advertising in local magazines. We are aiming to reach out to carers in the Braintree and Chelmsford areas, employing more staff when needed to accommodate this.

Results

The results for the year, and the charity's financial position at the end of the year are shown in the attached financial statements.

Risk Management

The board of directors take account of risks that the Charity may be exposed to when making any major decisions.

Crossroads Braintree and Chelmsford Ltd

Company Limited by Guarantee

Trustees' Annual Report (Incorporating the Director's Report) (*continued*)

Year Ended 31st March 2023

Financial Review

Although Crossroads originally budgeted for a deficit of £11,150 for the year, this consistently reduced over the second half of the year and resulted in a surplus of over £9,000 by the year end. The core service customer base did not reach the levels expected, but by the year end was showing signs of improvement, which bodes well for next year. The Day Centre continued to go from strength to strength and opened for a second session on Wednesdays in June. After a slow start, the number of attendees was approaching that of Fridays by the year end. Expenditure on employees was lower than budgeted due to the lower customer base and the difficulty in recruiting new staff, which Trustees have tried to address with a more attractive reward package. Despite the lower growth overall. Another strong year of fund raising, meant that the year ended with a small surplus and the financial reserves stood at over £180,500 at 31st March with £90,000 of this in a designated reserve, £3,500 in a restricted reserve, and the remaining £87,000 unrestricted.

Small Company Provisions

This report has been prepared in accordance with the provisions applicable to companies entitled to the small companies exemption.

The trustees' annual report was approved on and signed on behalf of the board of trustees by:

J McFaul
Chair

Crossroads Braintree and Chelmsford Ltd

Company Limited by Guarantee

Independent Examiner's Report to the Trustees of Crossroads Braintree and Chelmsford Ltd

Year Ended 31st March 2023

I report to the trustees on my examination of the financial statements of Crossroads Braintree and Chelmsford Ltd ('the charity') for the year ended 31st March 2023.

Responsibilities and Basis of Report

As the trustees of the company (and also its directors for the purposes of company law) you are responsible for the preparation of the financial statements in accordance with the requirements of the Companies Act 2006 ('the 2006 Act').

Having satisfied myself that the accounts of the company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of the charity's accounts as carried out under section 145 of the Charities Act 2011 ('the 2011 Act'). In carrying out my examination I have followed the Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act.

Independent Examiner's Statement

I have completed my examination. I confirm that no matters have come to my attention in connection with the examination giving me cause to believe:

1. accounting records were not kept in respect of the charity as required by section 386 of the 2006 Act; or
2. the financial statements do not accord with those records; or
3. the financial statements do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a 'true and fair' view which is not a matter considered as part of an independent examination; or
4. the financial statements have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

Crossroads Braintree and Chelmsford Ltd

Company Limited by Guarantee

Independent Examiner's Report to the Trustees of Crossroads Braintree and Chelmsford Ltd (*continued*)

Year Ended 31st March 2023

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.

Carol Green FCCA
Independent Examiner

Peyton Tyler Mears
Middleborough House
16 Middleborough
Colchester
CO1 1QT

Crossroads Braintree and Chelmsford Ltd

Company Limited by Guarantee

Statement of Financial Activities (including income and expenditure account)

Year Ended 31st March 2023

			2023		2022
	Note	Unrestricted funds £	Restricted funds £	Total funds £	Total funds £
Income and endowments					
Donations and legacies	5	21,839	23,270	45,109	65,509
Charitable activities	6	174,849	—	174,849	117,158
Investment income	7	2,350	—	2,350	1,000
Total income		<u>199,038</u>	<u>23,270</u>	<u>222,308</u>	<u>183,667</u>
Expenditure					
Expenditure on charitable activities	8,9	<u>190,144</u>	<u>22,770</u>	<u>212,914</u>	<u>186,048</u>
Total expenditure		<u>190,144</u>	<u>22,770</u>	<u>212,914</u>	<u>186,048</u>
Net income/(expenditure) and net movement in funds		<u>8,894</u>	<u>500</u>	<u>9,394</u>	<u>(2,381)</u>
Reconciliation of funds					
Total funds brought forward		<u>168,300</u>	<u>3,000</u>	<u>171,300</u>	<u>173,681</u>
Total funds carried forward		<u>177,194</u>	<u>3,500</u>	<u>180,694</u>	<u>171,300</u>

The statement of financial activities includes all gains and losses recognised in the year.
All income and expenditure derive from continuing activities.

The notes on pages 9 to 20 form part of these financial statements.

Crossroads Braintree and Chelmsford Ltd

Company Limited by Guarantee

Statement of Financial Position

31st March 2023

	Note	2023 £	2022 £
Fixed Assets			
Tangible fixed assets	15	2,201	2,950
Current Assets			
Debtors	16	17,841	12,817
Investments	17	125,153	102,720
Cash at bank and in hand		42,906	59,621
		<u>185,900</u>	<u>175,158</u>
Creditors: amounts falling due within one year	18	<u>7,407</u>	<u>6,808</u>
Net Current Assets		178,493	168,350
Total Assets Less Current Liabilities		180,694	171,300
Net Assets		<u>180,694</u>	<u>171,300</u>
Funds of the Charity			
Restricted funds		3,500	3,000
Unrestricted funds		177,194	168,300
Total charity funds	22	<u>180,694</u>	<u>171,300</u>

For the year ending 31st March 2023 the charity was entitled to exemption from audit under section 477 of the Companies Act 2006 relating to small companies.

Directors' responsibilities:

- The members have not required the company to obtain an audit of its financial statements for the year in question in accordance with section 476;
- The directors acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and the preparation of financial statements.

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

The statement of financial position
continues on the following page.

The notes on pages 9 to 20 form part of these financial statements.

Crossroads Braintree and Chelmsford Ltd

Company Limited by Guarantee

Statement of Financial Position (*continued*)

31st March 2023

These financial statements were approved by the board of trustees and authorised for issue on, and are signed on behalf of the board by:

J McFaul
Chair

The notes on pages 9 to 20 form part of these financial statements.

Crossroads Braintree and Chelmsford Ltd

Company Limited by Guarantee

Notes to the Financial Statements

Year Ended 31st March 2023

1. General Information

The charity is a public benefit entity and a private company limited by guarantee, registered in England and Wales and a registered charity in England and Wales. The address of the registered office is 8 Park Farm, Witham Road, Black Notley, Braintree, Essex, CM7 8LQ.

2. Statement of Compliance

These financial statements have been prepared in compliance with FRS 102, 'The Financial Reporting Standard applicable in the UK and the Republic of Ireland', the 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 (FRS 102)) and the Companies Act 2006.

3. Accounting Policies

Basis of Preparation

The financial statements have been prepared on the historical cost basis.

Going Concern

There are no material uncertainties about the charity's ability to continue.

Judgements and Key Sources of Estimation Uncertainty

The preparation of the financial statements requires management to make judgements, estimates and assumptions that affect the amounts reported. These estimates and judgements are continually reviewed and are based on experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

Fund Accounting

Unrestricted funds are available for use at the discretion of the trustees to further any of the charity's purposes.

Designated funds are unrestricted funds earmarked by the trustees for particular future project or commitment.

Restricted funds are subjected to restrictions on their expenditure declared by the donor or through the terms of an appeal, and fall into one of two sub-classes: restricted income funds or endowment funds.

Crossroads Braintree and Chelmsford Ltd

Company Limited by Guarantee

Notes to the Financial Statements (*continued*)

Year Ended 31st March 2023

3. Accounting Policies (*continued*)

Incoming Resources

All incoming resources are included in the statement of financial activities when entitlement has passed to the charity; it is probable that the economic benefits associated with the transaction will flow to the charity and the amount can be reliably measured. The following specific policies are applied to particular categories of income:

- income from donations or grants is recognised when there is evidence of entitlement to the gift, receipt is probable and its amount can be measured reliably.
- legacy income is recognised when receipt is probable and entitlement is established.
- income from donated goods is measured at the fair value of the goods unless this is impractical to measure reliably, in which case the value is derived from the cost to the donor or the estimated resale value. Donated facilities and services are recognised in the accounts when received if the value can be reliably measured. No amounts are included for the contribution of general volunteers.
- income from contracts for the supply of services is recognised with the delivery of the contracted service. This is classified as unrestricted funds unless there is a contractual requirement for it to be spent on a particular purpose and returned if unspent, in which case it may be regarded as restricted.

Resources Expended

Expenditure is recognised on an accruals basis as a liability is incurred. Expenditure includes any VAT which cannot be fully recovered, and is classified under headings of the statement of financial activities to which it relates:

- expenditure on raising funds includes the costs of all fundraising activities, events, non-charitable trading activities, and the sale of donated goods.
- expenditure on charitable activities includes all costs incurred by a charity in undertaking activities that further its charitable aims for the benefit of its beneficiaries, including those support costs and costs relating to the governance of the charity apportioned to charitable activities.
- other expenditure includes all expenditure that is neither related to raising funds for the charity nor part of its expenditure on charitable activities.

All costs are allocated to expenditure categories reflecting the use of the resource. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs are apportioned between the activities they contribute to on a reasonable, justifiable and consistent basis.

Crossroads Braintree and Chelmsford Ltd

Company Limited by Guarantee

Notes to the Financial Statements (*continued*)

Year Ended 31st March 2023

3. Accounting Policies (*continued*)

Tangible Assets

Tangible assets are initially recorded at cost, and subsequently stated at cost less any accumulated depreciation and impairment losses. Any tangible assets carried at revalued amounts are recorded at the fair value at the date of revaluation less any subsequent accumulated depreciation and subsequent accumulated impairment losses.

An increase in the carrying amount of an asset as a result of a revaluation, is recognised in other recognised gains and losses, unless it reverses a charge for impairment that has previously been recognised as expenditure within the statement of financial activities. A decrease in the carrying amount of an asset as a result of revaluation, is recognised in other recognised gains and losses, except to which it offsets any previous revaluation gain, in which case the loss is shown within other recognised gains and losses on the statement of financial activities.

Depreciation

Depreciation is calculated so as to write off the cost or valuation of an asset, less its residual value, over the useful economic life of that asset as follows:

Office equipment	- 10% straight line
Computers	- 20% straight line

Impairment of Fixed Assets

A review for indicators of impairment is carried out at each reporting date, with the recoverable amount being estimated where such indicators exist. Where the carrying value exceeds the recoverable amount, the asset is impaired accordingly. Prior impairments are also reviewed for possible reversal at each reporting date.

Government Grants

Government grants are recognised at the fair value of the asset received or receivable. Grants are not recognised until there is reasonable assurance that the charity will comply with the conditions attaching to them and the grants will be received.

Where the grant does not impose specified future performance-related conditions on the recipient, it is recognised in income when the grant proceeds are received or receivable. Where the grant does impose specified future performance-related conditions on the recipient, it is recognised in income only when the performance-related conditions have been met. Where grants received are prior to satisfying the revenue recognition criteria, they are recognised as a liability.

Crossroads Braintree and Chelmsford Ltd

Company Limited by Guarantee

Notes to the Financial Statements (*continued*)

Year Ended 31st March 2023

3. Accounting Policies (*continued*)

Financial Instruments

A financial asset or a financial liability is recognised only when the entity becomes a party to the contractual provisions of the instrument.

Basic financial instruments are initially recognised at the amount receivable or payable including any related transaction costs, unless the arrangement constitutes a financing transaction, where it is recognised at the present value of the future payments discounted at a market rate of interest for a similar debt instrument.

Defined Contribution Plans

Contributions to defined contribution plans are recognised as an expense in the period in which the related service is provided. Prepaid contributions are recognised as an asset to the extent that the prepayment will lead to a reduction in future payments or a cash refund.

When contributions are not expected to be settled wholly within 12 months of the end of the reporting date in which the employees render the related service, the liability is measured on a discounted present value basis. The unwinding of the discount is recognised as an expense in the period in which it arises.

4. Limited by Guarantee

The company is limited by guarantee.

5. Donations and Legacies

	Unrestricted Funds £	Restricted Funds £	Total Funds 2023 £
Donations			
Donations and fundraising	1,566	—	1,566
Grants			
Charitable grants received (see notes)	20,273	23,270	43,543
Government grant income	—	—	—
	<u>21,839</u>	<u>23,270</u>	<u>45,109</u>
	Unrestricted Funds £	Restricted Funds £	Total Funds 2022 £
Donations			
Donations and fundraising	917	—	917

Crossroads Braintree and Chelmsford Ltd

Company Limited by Guarantee

Notes to the Financial Statements (*continued*)

Year Ended 31st March 2023

5. Donations and Legacies (*continued*)

	Unrestricted Funds £	Restricted Funds £	Total Funds 2022 £
Grants			
Charitable grants received (see notes)	18,740	33,458	52,198
Government grant income	12,394	—	12,394
	<u>32,051</u>	<u>33,458</u>	<u>65,509</u>

6. Charitable Activities

	Unrestricted Funds £	Total Funds 2023 £	Unrestricted Funds £	Total Funds 2022 £
Charges	<u>174,849</u>	<u>174,849</u>	<u>117,158</u>	<u>117,158</u>

7. Investment Income

	Unrestricted Funds £	Total Funds 2023 £	Unrestricted Funds £	Total Funds 2022 £
Bank interest receivable	<u>2,350</u>	<u>2,350</u>	<u>1,000</u>	<u>1,000</u>

8. Expenditure on Charitable Activities by Fund Type

	Unrestricted Funds £	Restricted Funds £	Total Funds 2023 £
Care services	134,266	22,770	157,036
Support costs	55,878	—	55,878
	<u>190,144</u>	<u>22,770</u>	<u>212,914</u>

	Unrestricted Funds £	Restricted Funds £	Total Funds 2022 £
Care services	74,562	63,058	137,620
Support costs	48,428	—	48,428
	<u>122,990</u>	<u>63,058</u>	<u>186,048</u>

Crossroads Braintree and Chelmsford Ltd

Company Limited by Guarantee

Notes to the Financial Statements (*continued*)

Year Ended 31st March 2023

9. Expenditure on Charitable Activities by Activity Type

	Activities undertaken directly £	Support costs £	Total funds 2023 £	Total fund 2022 £
Care services	157,036	55,878	212,914	185,208
Governance costs	—	—	—	840
	<u>157,036</u>	<u>55,878</u>	<u>212,914</u>	<u>186,048</u>

10. Analysis of Support Costs

	Care Services £	Total 2023 £	Total 2022 £
Premises	13,800	13,800	13,680
Communications and IT	1,533	1,533	1,390
General office	1,432	1,432	—
Day Centre	11,096	11,096	5,231
CQC regulation fee	565	565	348
Training	1,271	1,271	1,568
Stationery	3,140	3,140	5,916
Insurance	1,757	1,757	1,752
Sundry expenses	1,586	1,586	1,992
Accountancy and Examiner fees	1,946	1,946	1,841
Travel expenses	16,049	16,049	12,922
Affiliation fees & Subscriptions	954	954	1,036
Depreciation	749	749	752
	<u>55,878</u>	<u>55,878</u>	<u>48,428</u>

11. Net Income/(Expenditure)

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

	2023 £	2022 £
Depreciation of tangible fixed assets	<u>749</u>	<u>752</u>

12. Independent Examination Fees

	2023 £	2022 £
Fees payable to the independent examiner for:		
Independent examination of the financial statements	<u>840</u>	<u>840</u>

Crossroads Braintree and Chelmsford Ltd

Company Limited by Guarantee

Notes to the Financial Statements (*continued*)

Year Ended 31st March 2023

13. Staff Costs

The average head count of employees during the year was 18 (2022: 16). The average number of full-time equivalent employees during the year is analysed as follows:

	2023 No.	2022 No.
Administrative staff	3	3
Care Support staff	15	13
	<u>18</u>	<u>16</u>

No employee received employee benefits of more than £60,000 during the year (2022: Nil).

14. Trustee Remuneration and Expenses

No remuneration or other benefits from employment with the charity or a related entity were received by the trustees;

15. Tangible Fixed Assets

	Office equipment £	Computers £	Total £
Cost			
At 1 Apr 2022 and 31 Mar 2023	<u>3,954</u>	<u>3,832</u>	<u>7,786</u>
Depreciation			
At 1 Apr 2022	3,744	1,092	4,836
Charge for the year	21	728	749
At 31 Mar 2023	<u>3,765</u>	<u>1,820</u>	<u>5,585</u>
Carrying amount			
At 31 Mar 2023	<u>189</u>	<u>2,012</u>	<u>2,201</u>
At 31 Mar 2022	<u>210</u>	<u>2,740</u>	<u>2,950</u>

16. Debtors

	2023 £	2022 £
Trade debtors	17,143	12,781
Prepayments and accrued income	698	36
	<u>17,841</u>	<u>12,817</u>

Crossroads Braintree and Chelmsford Ltd

Company Limited by Guarantee

Notes to the Financial Statements (*continued*)

Year Ended 31st March 2023

17. Investments

	2023	2022
	£	£
Investment in Bonds	<u>125,153</u>	<u>102,720</u>

The investment is in the form of deposits with United Trust and Cambs & Counties.

18. Creditors: amounts falling due within one year

	2023	2022
	£	£
Accruals and deferred income	<u>7,407</u>	<u>6,808</u>

19. Pensions and Other Post Retirement Benefits

Defined contribution plans

The amount recognised in income or expenditure as an expense in relation to defined contribution plans was £1,347 (2022: £1,020).

Crossroads Braintree and Chelmsford Ltd

Company Limited by Guarantee

Notes to the Financial Statements (*continued*)

Year Ended 31st March 2023

20. Grants

	<u>2023</u>	<u>2022</u>
Albert Hunt	2,000	-
Alpkit Foundation	-	200
Braintree DC - Adaptation	-	2,500
Charles S French	5,000	-
Colchester Catalyst	3,000	-
Community 360	-	2,000
Community Fund	-	5,040
ECC	1,775	17,544
ECC - ASCDF	3,075	-
ECC - Infection control	-	2,034
ECC Workforce	-	1,080
ECF	17,273	8,665
FSI		
Trust	2,000	3,000
Groundwork UK	1,000	1,000
Hedley FDN	1,000	-
Home Instead	690	-
Lions Club	-	500
McCarthy & Stone	750	-
Mr & Mrs Mount Trust	5,000	-
Smith & Mount	-	5,000
Walter Farthing (Trust) Ltd	980	3,500
Other	-	135
	43,543	52,198

21. Government Grants

The amounts recognised in the financial statements for government grants are as follows:

	2023	2022
	£	£
Recognised in income from donations and legacies:		
Government grants income	—	12,394

Crossroads Braintree and Chelmsford Ltd

Company Limited by Guarantee

Notes to the Financial Statements (*continued*)

Year Ended 31st March 2023

22. Analysis of Charitable Funds

Unrestricted funds

	At 1 Apr 2022	Income	Expenditure	Transfers	At 31 Mar 23
	£	£	£	£	£
General funds	88,300	199,038	(190,144)	(10,000)	87,194
Designated Fund	80,000	—	—	10,000	90,000
	<u>168,300</u>	<u>199,038</u>	<u>(190,144)</u>	<u>—</u>	<u>177,194</u>

	At 1 Apr 2021	Income	Expenditure	Transfers	At 31 Mar 2022
	£	£	£	£	£
General funds	61,081	150,209	(122,990)	—	88,300
Designated Fund	80,000	—	—	—	80,000
	<u>141,081</u>	<u>150,209</u>	<u>(122,990)</u>	<u>—</u>	<u>168,300</u>

The designated fund was established as a contingency against the potential loss of future funding.

Crossroads Braintree and Chelmsford Ltd

Company Limited by Guarantee

Notes to the Financial Statements (*continued*)

Year Ended 31st March 2023

22. Analysis of Charitable Funds (*continued*)

Restricted funds

	At 1 Apr 2022	Income	Expenditure	Transfers	At 31 Mar 23
	£	£	£	£	£
Colchester Catalyst	—	—	—	—	—
Essex Community Foundation	—	—	—	—	—
Tudwick Foundation	—	—	—	—	—
Eastlight	—	—	—	—	—
ECC Infection Control	—	—	—	—	—
ECC - Workforce Capacity Fund	—	—	—	—	—
ECF	3,000	11,000	(10,500)	—	3,500
Various other	—	12,270	(12,270)	—	—
	<u>3,000</u>	<u>23,270</u>	<u>(22,770)</u>	<u>—</u>	<u>3,500</u>

	At 1 Apr 2021	Income	Expenditure	Transfers	At 31 Mar 2022
	£	£	£	£	£
Colchester Catalyst	2,000	—	(2,000)	—	—
Essex Community Foundation	10,000	—	(10,000)	—	—
Tudwick Foundation	3,000	—	(3,000)	—	—
Eastlight	6,000	—	(6,000)	—	—
ECC Infection Control	10,600	—	(10,600)	—	—
ECC - Workforce Capacity Fund	1,000	—	(1,000)	—	—
ECF	—	6,000	(3,000)	—	3,000
Various other	—	27,458	(27,458)	—	—
	<u>32,600</u>	<u>33,458</u>	<u>(63,058)</u>	<u>—</u>	<u>3,000</u>

Crossroads Braintree and Chelmsford Ltd

Company Limited by Guarantee

Notes to the Financial Statements (*continued*)

Year Ended 31st March 2023

23. Analysis of Net Assets Between Funds

	Unrestricted Funds £	Restricted Funds £	Total Funds 2023 £
Tangible fixed assets	2,201	–	2,201
Current assets	182,400	3,500	185,900
Creditors less than 1 year	(7,407)	–	(7,407)
Net assets	<u>177,194</u>	<u>3,500</u>	<u>180,694</u>

	Unrestricted Funds £	Restricted Funds £	Total Funds 2022 £
Tangible fixed assets	2,950	–	2,950
Current assets	172,158	3,000	175,158
Creditors less than 1 year	(6,808)	–	(6,808)
Net assets	<u>168,300</u>	<u>3,000</u>	<u>171,300</u>

CROSSROADS BRAINTREE AND CHELMSFORD LTD

England & Wales - Charity number 1059393

Accounts

Annual Report for the year ending 31st March 2022

The Company Articles of Association

Crossroads Braintree & Chelmsford is a registered charity and a company limited by guarantee. It was established in 1978, incorporated on 1st October 1996 under the name Crossroads Care Braintree District & Chelmsford, with a revised Memorandum and Articles adopted by Trustees following an extension of the area of operation. The company changed to the current name in May 2017 following its disaffiliation from Carers Trust and further revisions to the Memorandum and Articles were agreed at the AGMs in 2017 and 2021.

Structure, Governance and Management

Although the company operated independently, the merger between The Princess Royal Trust and Crossroads Care in 2012 formed the Carers Trust and Crossroads Care Braintree District & Chelmsford became network partners of the Carers Trust, to become the leading carers charity in the area. Its mission has been to supplement and complement statutory authorities and voluntary organisations with similar objectives of carer support. Following a detailed analysis of its own costs and in particular the value for money that membership of the Carers Trust provided, the trustees decided in April 2017 to terminate that membership as at 31 March 2017. Although this led to the removal of "Care" from the company name, its mission remains unchanged and care remains the main priority.

At the start of the year, the Board of Management consisted of 7 Trustees elected at the AGM and 2 Managers. There were no changes in Trustees during the year. Trustee Meetings are held bi-monthly to receive reports from the Finance and Business Development Manager and the Care Manager. The Financial Report is delivered by the Treasurer for regular monitoring, with full explanatory notes on bank balances, assets and investments. Trustees have a responsibility for familiarising themselves with the Policies and Procedures as reviewed regularly and updated by Bettal on an annual basis, ensuring that managers customise documents, communicate amendments and organise training as appropriate. Due consideration is given to all aspects of Health & Safety, Commitment to Quality and Equal Opportunity, as well as recommendations for training and the risk assessment review at each meeting. In addition to monitoring the information received, trustees volunteer to support variously in the office, at area meetings and organised activities.

The latest CQC inspection in February 2018 rated us as good. There is now a greater emphasis upon the provider to make available evidence to CQC as part of the Direct Monitoring Approach (DMA) on compliance with the HSCA 2008.

Providers have to collect and evaluate evidence to prove compliance rather than relying upon CQC onsite inspections. This new approach to compliance monitoring places the burden of compliance upon providers for enhanced monitoring of their service prior to CQC onsite inspection.

We have filed our report and so far, no concerns have been expressed, therefore we haven't needed an inspection so far. The live reporting system proposed by the CQC will mean that Providers will have to provide real time data on the quality of the service they provide.

Crossroads Braintree and Chelmsford send an annual quality monitoring questionnaire to all its clients as well as having face to face reviews with each client on an individual basis, this is a great way of making sure we are still fulfilling our high standard of care and allows us to make changes if necessary.

Processes, Activities, Related Parties

With the guidance and expertise of the Secretary/Treasurer, Trustees formally adopt the budget, monitor financial reports and approve the audited accounts before they are presented to the AGM. There are regular discussions between the Treasurer and the Finance and Business Development Manager, with the Chair available for urgent decisions.

Staff meetings are held regularly and messaging systems are in place. Between them, the Care Coordinator and the Finance and Business Development Manager, coordinate the flow of information and promotional activity. Unfortunately, because of COVID-19, information days, networking and giving talks to local groups and clubs have been limited. We have managed to attend a few talks with groups and networking events. Where there have been opportunities to join zoom or team meetings to network, we have been participating.

The Care Coordinator has completed the level 2 NVQ social care course, while the Finance and Business Development Manager has almost completed the Level 5 Diploma in Leadership and Management for Adult Care. Mandatory training has continued which can now be held face to face. Prior to this it was held via Zoom or Teams because of COVID-19. We use the upstairs room that we were going to sublet, but decided as it was being used, it was too useful to lose. Other training which has been requested by staff has been completed. The Food Hygiene Course has been completed by the two volunteers at the Day Centre, and a questionnaire was completed for Braintree District Council. They said if anything was of concern, they would come out and do an inspection, however we haven't had one.

Achievements and Performance

Our previous Care Manager retired in September and we appointed a Care Coordinator to replace and continue that role, apart from being the Registered Manager. The Finance and Business Development Manager is now the Registered Manager. Our principal objective is currently to continue developing the service and we are still trying to build the client numbers by advertising in local magazines. We are aiming to reach out to carers in the Braintree and Chelmsford areas, employing more staff when needed to accommodate this. We are in the process of opening up another day at our Day Centre because the Friday is full and we have had to establish a waiting list. We review our charges annually and because the national minimum wage had gone up, needed to recoup some of these costs by increasing the prices for the sitting service and the Day Centre.

Even though it's not a condition of employment all of our staff have been double vaccinated (COVID-19) and most have had their booster. All staff are still testing weekly with the lateral flow test kits and appropriate action is implemented if a positive result has been produced.

We have been successful in obtaining a grant to develop a new website which we have instructed a local company to build for us, which will be more user friendly and easier to reach and should result in new referrals.

We have been on a big recruitment campaign this year, as we keep finding ourselves receiving referrals, without having the staff capacity to fulfil the service delivery. Across the care industry, everyone has been having the same problems and although we have been

successful, we still need more staff,. We were also successful in obtaining two new volunteers for the Day Centre, attending a volunteer fayre to connect to potential volunteers, advertising our opportunity at the Day Centre for the extra day.

Questionnaires to clients were sent out to confirm whether: we are providing the support that is needed, they are happy with the level of support, they have any suggestions, our Support Workers are reliable, caring and respectful. We received most of the questionnaires back and all were positive with lovely comments. Staff appraisals are up-to-date and are being carried out regularly. We have started doing staff observations (unannounced) which aids us with maintaining a high standard of care. DBS checks and renewals are all up-to-date and Trustees have been checked as well.

We have been fairly successful in securing funding from numerous Trusts and Foundations, we have also had support from both Essex County and Braintree District Councils.

Staffing levels have remained appropriate to the demand for services, as at 31st March 2022, the staff comprised a Finance and Business Development Manager, Care Coordinator, Office Administrator, 13 Support Workers and a Day Centre Team Leader with a team of assistants.

The full financial statements are adopted at the AGM in July each year. A summary of the results for 2021/22 is detailed below:

	2021/22	2020/21
Incoming resources from generated funds		
Voluntary income	£ 917	351
Income from charitable trading (<i>charges</i>)	£117,148	£ 54,673
Grants and Funding	£ 64,592	£222,797
Investment income	£ 1,000	£ 665
Other Income	<u>£ -</u>	<u>£ 2,450</u>
Total	£183,657	£280,936
Cost of Generating Funds:		
Staffing costs	£137,620	£131,398
Office costs	£ 26,298	£ 24,125
Other expenses	<u>£ 22,130</u>	<u>£ 23,715</u>
Total	£186,048	£179,238
Surplus/(Deficit) for the Year	£ (2,391)	£ 101,698

None of the Trustees receive remuneration.

The Balance Sheet as at 31 March 2022 shows total funds of £. These comprise:

	2021/22	2020/21
Bank balances	£ 59,621	£ 80,448
Short and medium term investments	£102,720	£ 102,608
Other net assets	<u>£ 8,949</u>	<u>(9,375)</u>
	£ 171,290	£ 173,681

Reserves:

The trustees have agreed that a designated reserve be set aside as a contingency against redundancy, equivalent to three months operating expenditure plus the unexpired portion of the office lease. At 31 March 2022, the reserves were:

	2021/22	2020/21
Designated Reserve	£ 80,000	£ 80,000
Restricted Reserves	£ 3,000	£ 32,600
Unrestricted Reserves	<u>£ 88,290</u>	<u>£ 61,081</u>
	£171,290	£173,681

COMPANY REGISTRATION NUMBER: 3257547
CHARITY REGISTRATION NUMBER: 1059393

Crossroads Braintree and Chelmsford Ltd
Company Limited by Guarantee
Financial Statements
For the Year Ended
31st March 2022

Crossroads Braintree and Chelmsford Ltd

Company Limited by Guarantee

Trustees' Annual Report (Incorporating the Director's Report)

Year Ended 31st March 2022

The trustees, who are also the directors for the purposes of company law, present their report and the unaudited financial statements of the charity for the year ended 31st March 2022.

Reference and Administrative Details

Registered charity name	Crossroads Braintree and Chelmsford Ltd
Charity registration number	1059393
Company registration number	3257547
Principal office and registered office	8 Park Farm Witham Road Black Notley Braintree Essex CM7 8LQ
The Trustees	Stephen Tate Malcolm Richardson Stephen Medhurst Daniel Miller Jennifer McFaull Oluwafolakemi Biyi Matthew Barker
Company Secretary	Mr. S. Tate
Independent Examiner	Carol Green FCCA

Crossroads Braintree and Chelmsford Ltd

Company Limited by Guarantee

Trustees' Annual Report (Incorporating the Director's Report) *(continued)*

Year Ended 31st March 2022

Structure, Governance and Management

Legal Status

The Company is a registered charity and is limited by guarantee. A special resolution was passed on 28th April 2017 changing the name of the company from Crossroads Care Braintree District and Chelmsford to Crossroads Braintree and Chelmsford Ltd.

Organisation and Financial Controls

The Charity is administered and controlled by a board of Trustees, who are also the Directors of the company. The Directors also maintain strict financial controls in order to make the most efficient use of both the funding received and from charges received.

Investment Powers and Restrictions

The Directors have the power to make investments and have invested surplus funds in fixed term bonds of up to eighteen months or on deposit at the bank.

Objectives and Activities

The Charity's objective is to relieve stress on the carers of sick relatives by offering respite services and intends to continue providing this service in the future.

Achievements and Performance

Our principal objective is currently to continue developing the service and we are still trying to build the client numbers by advertising in local magazines. We are aiming to reach out to carers in the Braintree and Chelmsford areas, employing more staff when needed to accommodate this.

Results

The results for the year, and the charity's financial position at the end of the year are shown in the attached financial statements.

Risk Management

The board of directors take account of risks that the Charity may be exposed to when making any major decisions.

Crossroads Braintree and Chelmsford Ltd

Company Limited by Guarantee

Trustees' Annual Report (Incorporating the Director's Report) *(continued)*

Year Ended 31st March 2022

Financial Review

Crossroads originally budgeted for a small deficit of £8,910 in 2021-22 and managed to outperform this by almost £6,000. The business did not grow as fast as had been assumed and there was a shortfall in income from chargeable activities which was offset by savings in employees and further fund-raising. The office team was strengthened during the year with a renewed focus on developing the business. The success of the day centre led to a waiting list by the year end and plans to open for a second day each week have now been agreed. The financial reserves stood at just over £170,000 at 31 March 2022 with £80,000 of this in a designated reserve and the remaining £90,000 totally unrestricted.

Small Company Provisions

This report has been prepared in accordance with the provisions applicable to companies entitled to the small companies exemption.

The trustees' annual report was approved on 8 7 22 and signed on behalf of the board of trustees by:



J McFaul
Chair

Crossroads Braintree and Chelmsford Ltd

Company Limited by Guarantee

Independent Examiner's Report to the Trustees of Crossroads Braintree and Chelmsford Ltd

Year Ended 31st March 2022

I report to the trustees on my examination of the financial statements of Crossroads Braintree and Chelmsford Ltd ('the charity') for the year ended 31st March 2022.

Responsibilities and Basis of Report

As the trustees of the company (and also its directors for the purposes of company law) you are responsible for the preparation of the financial statements in accordance with the requirements of the Companies Act 2006 ('the 2006 Act').

Having satisfied myself that the accounts of the company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of the charity's accounts as carried out under section 145 of the Charities Act 2011 ('the 2011 Act'). In carrying out my examination I have followed the Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act.

Independent Examiner's Statement

I have completed my examination. I confirm that no matters have come to my attention in connection with the examination giving me cause to believe:

1. accounting records were not kept in respect of the charity as required by section 386 of the 2006 Act; or
2. the financial statements do not accord with those records; or
3. the financial statements do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a 'true and fair' view which is not a matter considered as part of an independent examination; or
4. the financial statements have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

Crossroads Braintree and Chelmsford Ltd

Company Limited by Guarantee

Independent Examiner's Report to the Trustees of Crossroads Braintree and Chelmsford Ltd *(continued)*

Year Ended 31st March 2022

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.

Carol Green FCCA
Independent Examiner

Peyton Tyler Mears
Middleborough House
16 Middleborough
Colchester
CO1 1QT

Crossroads Braintree and Chelmsford Ltd

Company Limited by Guarantee

Statement of Financial Activities (including income and expenditure account)

Year Ended 31st March 2022

		Unrestricted funds £	2022 Restricted funds £	Total funds £	2021 Total funds £
	Note				
Income and endowments					
Donations and legacies	5	32,051	33,458	65,509	223,148
Charitable activities	6	117,158	—	117,158	54,673
Investment income	7	1,000	—	1,000	665
Other income	8	—	—	—	2,450
Total income		<u>150,209</u>	<u>33,458</u>	<u>183,667</u>	<u>280,936</u>
Expenditure					
Expenditure on charitable activities	9,10	122,990	63,058	186,048	179,238
Total expenditure		<u>122,990</u>	<u>63,058</u>	<u>186,048</u>	<u>179,238</u>
Net (expenditure)/income and net movement in funds		<u>27,219</u>	<u>(29,600)</u>	<u>(2,381)</u>	<u>101,698</u>
Reconciliation of funds					
Total funds brought forward		141,081	32,600	173,681	71,983
Total funds carried forward		<u>168,300</u>	<u>3,000</u>	<u>171,300</u>	<u>173,681</u>

The statement of financial activities includes all gains and losses recognised in the year.
All income and expenditure derive from continuing activities.

The notes on pages 9 to 20 form part of these financial statements.

Crossroads Braintree and Chelmsford Ltd

Company Limited by Guarantee

Statement of Financial Position

31st March 2022

	Note	2022 £	2021 £
Fixed Assets			
Tangible fixed assets	16	2,950	3,702
Current Assets			
Debtors	17	12,817	5,301
Investments	18	102,720	102,608
Cash at bank and in hand		59,621	80,448
		<u>175,158</u>	<u>188,357</u>
Creditors: amounts falling due within one year	19	6,808	18,378
Net Current Assets		<u>168,350</u>	<u>169,979</u>
Total Assets Less Current Liabilities		<u>171,300</u>	<u>173,681</u>
Net Assets		<u>171,300</u>	<u>173,681</u>
Funds of the Charity			
Restricted funds			
Unrestricted funds		3,000	32,600
Total charity funds	23	<u>168,300</u>	<u>141,081</u>
		<u>171,300</u>	<u>173,681</u>

For the year ending 31st March 2022 the charity was entitled to exemption from audit under section 477 of the Companies Act 2006 relating to small companies.

Directors' responsibilities:

- The members have not required the company to obtain an audit of its financial statements for the year in question in accordance with section 476;
- The directors acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and the preparation of financial statements.

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

The statement of financial position
continues on the following page.

The notes on pages 9 to 20 form part of these financial statements.

Crossroads Braintree and Chelmsford Ltd

Company Limited by Guarantee

Statement of Financial Position *(continued)*

31st March 2022

These financial statements were approved by the board of trustees and authorised for issue on and are signed on behalf of the board by:

8.7.22

J McFaull
Chair

The notes on pages 9 to 20 form part of these financial statements.

Crossroads Braintree and Chelmsford Ltd

Company Limited by Guarantee

Notes to the Financial Statements

Year Ended 31st March 2022

1. General Information

The charity is a public benefit entity and a private company limited by guarantee, registered in England and Wales and a registered charity in England and Wales. The address of the registered office is 8 Park Farm, Witham Road, Black Notley, Braintree, Essex, CM7 8LQ.

2. Statement of Compliance

These financial statements have been prepared in compliance with FRS 102, 'The Financial Reporting Standard applicable in the UK and the Republic of Ireland', the 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 (FRS 102)) and the Companies Act 2006.

3. Accounting Policies

Basis of Preparation

The financial statements have been prepared on the historical cost basis.

Going Concern

There are no material uncertainties about the charity's ability to continue.

Judgements and Key Sources of Estimation Uncertainty

The preparation of the financial statements requires management to make judgements, estimates and assumptions that affect the amounts reported. These estimates and judgements are continually reviewed and are based on experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

Fund Accounting

Unrestricted funds are available for use at the discretion of the trustees to further any of the charity's purposes.

Designated funds are unrestricted funds earmarked by the trustees for particular future project or commitment.

Restricted funds are subjected to restrictions on their expenditure declared by the donor or through the terms of an appeal, and fall into one of two sub-classes: restricted income funds or endowment funds.

Crossroads Braintree and Chelmsford Ltd

Company Limited by Guarantee

Notes to the Financial Statements *(continued)*

Year Ended 31st March 2022

3. Accounting Policies *(continued)*

Incoming Resources

All incoming resources are included in the statement of financial activities when entitlement has passed to the charity; it is probable that the economic benefits associated with the transaction will flow to the charity and the amount can be reliably measured. The following specific policies are applied to particular categories of income:

- income from donations or grants is recognised when there is evidence of entitlement to the gift, receipt is probable and its amount can be measured reliably.
- legacy income is recognised when receipt is probable and entitlement is established.
- income from donated goods is measured at the fair value of the goods unless this is impractical to measure reliably, in which case the value is derived from the cost to the donor or the estimated resale value. Donated facilities and services are recognised in the accounts when received if the value can be reliably measured. No amounts are included for the contribution of general volunteers.
- income from contracts for the supply of services is recognised with the delivery of the contracted service. This is classified as unrestricted funds unless there is a contractual requirement for it to be spent on a particular purpose and returned if unspent, in which case it may be regarded as restricted.

Resources Expended

Expenditure is recognised on an accruals basis as a liability is incurred. Expenditure includes any VAT which cannot be fully recovered, and is classified under headings of the statement of financial activities to which it relates:

- expenditure on raising funds includes the costs of all fundraising activities, events, non-charitable trading activities, and the sale of donated goods.
- expenditure on charitable activities includes all costs incurred by a charity in undertaking activities that further its charitable aims for the benefit of its beneficiaries, including those support costs and costs relating to the governance of the charity apportioned to charitable activities.
- other expenditure includes all expenditure that is neither related to raising funds for the charity nor part of its expenditure on charitable activities.

All costs are allocated to expenditure categories reflecting the use of the resource. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs are apportioned between the activities they contribute to on a reasonable, justifiable and consistent basis.

Crossroads Braintree and Chelmsford Ltd

Company Limited by Guarantee

Notes to the Financial Statements *(continued)*

Year Ended 31st March 2022

3. Accounting Policies *(continued)*

Tangible Assets

Tangible assets are initially recorded at cost, and subsequently stated at cost less any accumulated depreciation and impairment losses. Any tangible assets carried at revalued amounts are recorded at the fair value at the date of revaluation less any subsequent accumulated depreciation and subsequent accumulated impairment losses.

An increase in the carrying amount of an asset as a result of a revaluation, is recognised in other recognised gains and losses, unless it reverses a charge for impairment that has previously been recognised as expenditure within the statement of financial activities. A decrease in the carrying amount of an asset as a result of revaluation, is recognised in other recognised gains and losses, except to which it offsets any previous revaluation gain, in which case the loss is shown within other recognised gains and losses on the statement of financial activities.

Depreciation

Depreciation is calculated so as to write off the cost or valuation of an asset, less its residual value, over the useful economic life of that asset as follows:

Office equipment	- 10% straight line
Motor vehicle	- 7 years straight line
Computers	- 20% straight line

Impairment of Fixed Assets

A review for indicators of impairment is carried out at each reporting date, with the recoverable amount being estimated where such indicators exist. Where the carrying value exceeds the recoverable amount, the asset is impaired accordingly. Prior impairments are also reviewed for possible reversal at each reporting date.

Government Grants

Government grants are recognised at the fair value of the asset received or receivable. Grants are not recognised until there is reasonable assurance that the charity will comply with the conditions attaching to them and the grants will be received.

Where the grant does not impose specified future performance-related conditions on the recipient, it is recognised in income when the grant proceeds are received or receivable. Where the grant does impose specified future performance-related conditions on the recipient, it is recognised in income only when the performance-related conditions have been met. Where grants received are prior to satisfying the revenue recognition criteria, they are recognised as a liability.

Crossroads Braintree and Chelmsford Ltd

Company Limited by Guarantee

Notes to the Financial Statements *(continued)*

Year Ended 31st March 2022

3. Accounting Policies *(continued)*

Financial Instruments

A financial asset or a financial liability is recognised only when the entity becomes a party to the contractual provisions of the instrument.

Basic financial instruments are initially recognised at the amount receivable or payable including any related transaction costs, unless the arrangement constitutes a financing transaction, where it is recognised at the present value of the future payments discounted at a market rate of interest for a similar debt instrument.

Defined Contribution Plans

Contributions to defined contribution plans are recognised as an expense in the period in which the related service is provided. Prepaid contributions are recognised as an asset to the extent that the prepayment will lead to a reduction in future payments or a cash refund.

When contributions are not expected to be settled wholly within 12 months of the end of the reporting date in which the employees render the related service, the liability is measured on a discounted present value basis. The unwinding of the discount is recognised as an expense in the period in which it arises.

4. Limited by Guarantee

The company is limited by guarantee.

5. Donations and Legacies

	Unrestricted Funds £	Restricted Funds £	Total Funds 2022 £
Donations			
Donations and fundraising	917	—	917
Grants			
Charitable grants received (see notes)	18,740	33,458	52,198
Government grant income	12,394	—	12,394
	<u>32,051</u>	<u>33,458</u>	<u>65,509</u>
	Unrestricted Funds £	Restricted Funds £	Total Funds 2021 £
Donations			
Donations and fundraising	351	—	351

Crossroads Braintree and Chelmsford Ltd

Company Limited by Guarantee

Notes to the Financial Statements *(continued)*

Year Ended 31st March 2022

5. Donations and Legacies *(continued)*

	Unrestricted Funds £	Restricted Funds £	Total Funds 2021 £
Grants			
Charitable grants received (see notes)	92,532	62,205	154,737
Government grant income	68,060	—	68,060
	<u>160,943</u>	<u>62,205</u>	<u>223,148</u>

6. Charitable Activities

	Unrestricted Funds £	Total Funds 2022 £	Unrestricted Funds £	Total Funds 2021 £
Charges	<u>117,158</u>	<u>117,158</u>	<u>54,673</u>	<u>54,673</u>

7. Investment Income

	Unrestricted Funds £	Total Funds 2022 £	Unrestricted Funds £	Total Funds 2021 £
Bank interest receivable	<u>1,000</u>	<u>1,000</u>	<u>665</u>	<u>665</u>

8. Other Income

	Unrestricted Funds £	Total Funds 2022 £	Unrestricted Funds £	Total Funds 2021 £
Gain on disposal of tangible fixed assets held for charity's own use	<u>—</u>	<u>—</u>	<u>2,450</u>	<u>2,450</u>

Crossroads Braintree and Chelmsford Ltd

Company Limited by Guarantee

Notes to the Financial Statements *(continued)*

Year Ended 31st March 2022

9. Expenditure on Charitable Activities by Fund Type

	Unrestricted Funds	Restricted Funds	Total Funds
	£	£	2022
Care services	74,562	63,058	137,620
Support costs	48,428	—	48,428
	<u>122,990</u>	<u>63,058</u>	<u>186,048</u>
	Unrestricted Funds	Restricted Funds	Total Funds
	£	£	2021
Care services	101,793	29,605	131,398
Support costs	47,840	—	47,840
	<u>149,633</u>	<u>29,605</u>	<u>179,238</u>

10. Expenditure on Charitable Activities by Activity Type

	Activities undertaken directly	Support costs	Total funds	Total fund
	£	£	2022	2021
Care services	137,620	47,588	185,208	179,238
Governance costs	—	840	840	—
	<u>137,620</u>	<u>48,428</u>	<u>186,048</u>	<u>179,238</u>

11. Analysis of Support Costs

	Care Services	Total 2022	Total 2021
	£	£	£
Premises	13,680	13,680	12,731
Communications and IT	1,390	1,390	1,093
Day Centre	5,231	5,231	522
CQC regulation fee	348	348	406
Training	1,568	1,568	1,746
Stationery	5,916	5,916	3,352
Insurance	1,752	1,752	1,656
Sundry expenses	1,992	1,992	15,147
Audit & Professional fees	1,841	1,841	2,120
Travel expenses	12,922	12,922	8,577
Affiliation fees & Subscriptions	1,036	1,036	100
Depreciation	752	752	390
	<u>48,428</u>	<u>48,428</u>	<u>47,840</u>

Crossroads Braintree and Chelmsford Ltd

Company Limited by Guarantee

Notes to the Financial Statements *(continued)*

Year Ended 31st March 2022

12. Net (Expenditure)/Income

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

	2022	2021
	£	£
Depreciation of tangible fixed assets	752	390
Gains on disposal of tangible fixed assets	—	(2,450)

13. Independent Examination Fees

	2022	2021
	£	£
Fees payable to the independent examiner for:		
Independent examination of the financial statements	840	—
Other financial services	—	1,140
	<u>840</u>	<u>1,140</u>

In 2021 the fee paid was to audit the accounts.

14. Staff Costs

The average head count of employees during the year was Nil (2021: 18). The average number of full-time equivalent employees during the year is analysed as follows:

	2022	2021
	No.	No.
Administrative and support staff	<u>16</u>	<u>18</u>

No employee received employee benefits of more than £60,000 during the year (2021: Nil).

15. Trustee Remuneration and Expenses

No remuneration or other benefits from employment with the charity or a related entity were received by the trustees;

Crossroads Braintree and Chelmsford Ltd

Company Limited by Guarantee

Notes to the Financial Statements (continued)

Year Ended 31st March 2022

16. Tangible Fixed Assets

	Office equipment £	Computers £	Total £
Cost			
At 1 Apr 2021 and 31 Mar 2022	3,954	3,832	7,786
Depreciation			
At 1 Apr 2021	3,720	364	4,084
Charge for the year	24	728	752
At 31 Mar 2022	3,744	1,092	4,836
Carrying amount			
At 31 Mar 2022	210	2,740	2,950
At 31 Mar 2021	234	3,468	3,702

17. Debtors

	2022 £	2021 £
Trade debtors	12,781	5,245
Prepayments and accrued income	36	56
	<u>12,817</u>	<u>5,301</u>

18. Investments

	2022 £	2021 £
Investment in Bonds	<u>102,720</u>	<u>102,608</u>

The investment is in the form of deposits with United Trust and Cambs & Counties.

19. Creditors: amounts falling due within one year

	2022 £	2021 £
Accruals and deferred income	<u>6,808</u>	<u>18,378</u>

20. Pensions and Other Post Retirement Benefits

Defined contribution plans

The amount recognised in income or expenditure as an expense in relation to defined contribution plans was £1,020 (2021: £869).

Crossroads Braintree and Chelmsford Ltd

Company Limited by Guarantee

Notes to the Financial Statements *(continued)*

Year Ended 31st March 2022

21. Grants

	<u>2022</u>	<u>2021</u>
Albert Hunt	-	3,000
Alpkit Foundation	200	-
Braintree DC - Adaptation	2,500	-
Braintree DC - Live well	-	998
Braintree United Charities	-	500
CAF	-	39,398
Charles S French	-	5,000
Childwick Trust	-	9,000
Colchester Catalyst	-	2,000
Community 360	2,000	-
Community Fund	5,040	-
Early Intervention	-	-
Eastlight	-	11,000
ECC	17,544	21,200
ECC - Infection control	2,034	7,435
ECC Workforce	1,080	2,665
ECF	8,665	-
Edward Gosling	-	5,000
Essex Association	-	4,276
Essex Community Foundation	-	10,000
F'SJ Trust	3,000	-
Groundwork UK	1,000	-
Independent Age	-	5,574
Lions Club	500	-
Lottery Fund (COVID-19)	-	5,000
Postcode Neighbourhood Trust	-	11,440
S Waddilove	-	1,000
Smith & Mount	5,000	-
Tesco groundwork	-	500
The Sir Jules Thorn Charitable Trust	-	1,000
TomAmos	-	5,000
Tudwick Foundation	-	3,000
Walter Farthing (Trust) Ltd	3,500	-
Woodroffe Benton	-	750
Other	135	-
	<u>52,198</u>	<u>154,737</u>

Crossroads Braintree and Chelmsford Ltd

Company Limited by Guarantee

Notes to the Financial Statements *(continued)*

Year Ended 31st March 2022

22. Government Grants

The amounts recognised in the financial statements for government grants are as follows:

	2022	2021
	£	£
Recognised in income from donations and legacies:		
Government grants income	<u>12,394</u>	<u>68,060</u>

23. Analysis of Charitable Funds

Unrestricted funds

	At 1 Apr 2021	Income	Expenditure	Transfers	At 31 Mar 2022
	£	£	£	£	£
General funds	61,081	150,209	(122,990)	—	<u>88,300</u>
Designated Fund	80,000	—	—	—	<u>80,000</u>
	<u>141,081</u>	<u>150,209</u>	<u>(122,990)</u>	<u>—</u>	<u>168,300</u>

	At 1 Apr 2020	Income	Expenditure	Transfers	At 31 Mar 2021
	£	£	£	£	£
General funds	2,983	218,731	(149,633)	(11,000)	61,081
Designated Fund	69,000	—	—	11,000	<u>80,000</u>
	<u>71,983</u>	<u>218,731</u>	<u>(149,633)</u>	<u>—</u>	<u>141,081</u>

The designated fund was established as a contingency against the potential loss of future funding.

Crossroads Braintree and Chelmsford Ltd

Company Limited by Guarantee

Notes to the Financial Statements *(continued)*

Year Ended 31st March 2022

23. Analysis of Charitable Funds *(continued)*

Restricted funds

	At 1 Apr 2021 £	Income £	Expenditure £	Transfers £	At 31 Mar 2022 £
Colchester Catalyst	2,000	—	(2,000)	—	—
Early Intervention	—	—	—	—	—
Essex Community Foundation	10,000	—	(10,000)	—	—
Lottery Fund - computers, software, telephones	—	—	—	—	—
Tudwick Foundation	3,000	—	(3,000)	—	—
ECF	—	—	—	—	—
Eastlight	6,000	—	(6,000)	—	—
ECC Infection Control	10,600	—	(10,600)	—	—
ECC - Workforce	—	—	—	—	—
Capacity Fund	1,000	—	(1,000)	—	—
ECF	—	6,000	(3,000)	—	3,000
Various other	—	27,458	(27,458)	—	—
	<u>32,600</u>	<u>33,458</u>	<u>(63,058)</u>	<u>—</u>	<u>3,000</u>

	At 1 Apr 2020 £	Income £	Expenditure £	Transfers £	At 31 Mar 2021 £
Colchester Catalyst	—	2,000	—	—	2,000
Early Intervention	—	5,000	(5,000)	—	—
Essex Community Foundation	—	10,000	—	—	10,000
Lottery Fund - computers, software, telephones	—	5,000	(5,000)	—	—
Tudwick Foundation	—	3,000	—	—	3,000
ECF	—	7,340	(7,340)	—	—
Eastlight	—	6,000	—	—	6,000
ECC Infection Control	—	21,200	(10,600)	—	10,600
ECC - Workforce	—	—	—	—	—
Capacity Fund	—	2,665	(1,665)	—	1,000
ECF	—	—	—	—	—
Various other	—	—	—	—	—
	<u>—</u>	<u>62,205</u>	<u>(29,605)</u>	<u>—</u>	<u>32,600</u>

Crossroads Braintree and Chelmsford Ltd

Company Limited by Guarantee

Notes to the Financial Statements *(continued)*

Year Ended 31st March 2022

24. Analysis of Net Assets Between Funds

	Unrestricted Funds £	Restricted Funds £	Total Funds 2022 £
Tangible fixed assets	2,950	—	2,950
Current assets	172,158	3,000	175,158
Creditors less than 1 year	(6,808)	—	(6,808)
Net assets	<u>168,300</u>	<u>3,000</u>	<u>171,300</u>

	Unrestricted Funds £	Restricted Funds £	Total Funds 2021 £
Tangible fixed assets	3,702	—	3,702
Current assets	155,757	32,600	188,357
Creditors less than 1 year	(18,378)	—	(18,378)
Net assets	<u>141,081</u>	<u>32,600</u>	<u>173,681</u>

COMPANY REGISTRATION NUMBER: 3257547
CHARITY REGISTRATION NUMBER: 1059393

Crossroads Braintree and Chelmsford Ltd
Company Limited by Guarantee
Financial Statements
For the Year Ended
31st March 2022

Crossroads Braintree and Chelmsford Ltd

Company Limited by Guarantee

Trustees' Annual Report (Incorporating the Director's Report)

Year Ended 31st March 2022

The trustees, who are also the directors for the purposes of company law, present their report and the unaudited financial statements of the charity for the year ended 31st March 2022.

Reference and Administrative Details

Registered charity name	Crossroads Braintree and Chelmsford Ltd
Charity registration number	1059393
Company registration number	3257547
Principal office and registered office	8 Park Farm Witham Road Black Notley Braintree Essex CM7 8LQ
The Trustees	Stephen Tate Malcolm Richardson Stephen Medhurst Daniel Miller Jennifer McFaull Oluwafolakemi Biyi Matthew Barker
Company Secretary	Mr. S. Tate
Independent Examiner	Carol Green FCCA

Crossroads Braintree and Chelmsford Ltd

Company Limited by Guarantee

Trustees' Annual Report (Incorporating the Director's Report) *(continued)*

Year Ended 31st March 2022

Structure, Governance and Management

Legal Status

The Company is a registered charity and is limited by guarantee. A special resolution was passed on 28th April 2017 changing the name of the company from Crossroads Care Braintree District and Chelmsford to Crossroads Braintree and Chelmsford Ltd.

Organisation and Financial Controls

The Charity is administered and controlled by a board of Trustees, who are also the Directors of the company. The Directors also maintain strict financial controls in order to make the most efficient use of both the funding received and from charges received.

Investment Powers and Restrictions

The Directors have the power to make investments and have invested surplus funds in fixed term bonds of up to eighteen months or on deposit at the bank.

Objectives and Activities

The Charity's objective is to relieve stress on the carers of sick relatives by offering respite services and intends to continue providing this service in the future.

Achievements and Performance

Our principal objective is currently to continue developing the service and we are still trying to build the client numbers by advertising in local magazines. We are aiming to reach out to carers in the Braintree and Chelmsford areas, employing more staff when needed to accommodate this.

Results

The results for the year, and the charity's financial position at the end of the year are shown in the attached financial statements.

Risk Management

The board of directors take account of risks that the Charity may be exposed to when making any major decisions.

Crossroads Braintree and Chelmsford Ltd

Company Limited by Guarantee

Trustees' Annual Report (Incorporating the Director's Report) *(continued)*

Year Ended 31st March 2022

Financial Review

Crossroads originally budgeted for a small deficit of £8,910 in 2021-22 and managed to outperform this by almost £6,000. The business did not grow as fast as had been assumed and there was a shortfall in income from chargeable activities which was offset by savings in employees and further fund-raising. The office team was strengthened during the year with a renewed focus on developing the business. The success of the day centre led to a waiting list by the year end and plans to open for a second day each week have now been agreed. The financial reserves stood at just over £170,000 at 31 March 2022 with £80,000 of this in a designated reserve and the remaining £90,000 totally unrestricted.

Small Company Provisions

This report has been prepared in accordance with the provisions applicable to companies entitled to the small companies exemption.

The trustees' annual report was approved on 8 7 22 and signed on behalf of the board of trustees by:



J McFaul
Chair

Crossroads Braintree and Chelmsford Ltd

Company Limited by Guarantee

Independent Examiner's Report to the Trustees of Crossroads Braintree and Chelmsford Ltd

Year Ended 31st March 2022

I report to the trustees on my examination of the financial statements of Crossroads Braintree and Chelmsford Ltd ('the charity') for the year ended 31st March 2022.

Responsibilities and Basis of Report

As the trustees of the company (and also its directors for the purposes of company law) you are responsible for the preparation of the financial statements in accordance with the requirements of the Companies Act 2006 ('the 2006 Act').

Having satisfied myself that the accounts of the company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of the charity's accounts as carried out under section 145 of the Charities Act 2011 ('the 2011 Act'). In carrying out my examination I have followed the Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act.

Independent Examiner's Statement

I have completed my examination. I confirm that no matters have come to my attention in connection with the examination giving me cause to believe:

1. accounting records were not kept in respect of the charity as required by section 386 of the 2006 Act; or
2. the financial statements do not accord with those records; or
3. the financial statements do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a 'true and fair' view which is not a matter considered as part of an independent examination; or
4. the financial statements have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

Crossroads Braintree and Chelmsford Ltd

Company Limited by Guarantee

Independent Examiner's Report to the Trustees of Crossroads Braintree and Chelmsford Ltd *(continued)*

Year Ended 31st March 2022

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.

Carol Green FCCA
Independent Examiner

Peyton Tyler Mears
Middleborough House
16 Middleborough
Colchester
CO1 1QT

Crossroads Braintree and Chelmsford Ltd

Company Limited by Guarantee

Statement of Financial Activities (including income and expenditure account)

Year Ended 31st March 2022

		Unrestricted funds £	2022 Restricted funds £	Total funds £	2021 Total funds £
	Note				
Income and endowments					
Donations and legacies	5	32,051	33,458	65,509	223,148
Charitable activities	6	117,158	—	117,158	54,673
Investment income	7	1,000	—	1,000	665
Other income	8	—	—	—	2,450
Total income		<u>150,209</u>	<u>33,458</u>	<u>183,667</u>	<u>280,936</u>
Expenditure					
Expenditure on charitable activities	9,10	122,990	63,058	186,048	179,238
Total expenditure		<u>122,990</u>	<u>63,058</u>	<u>186,048</u>	<u>179,238</u>
Net (expenditure)/income and net movement in funds		<u>27,219</u>	<u>(29,600)</u>	<u>(2,381)</u>	<u>101,698</u>
Reconciliation of funds					
Total funds brought forward		141,081	32,600	173,681	71,983
Total funds carried forward		<u>168,300</u>	<u>3,000</u>	<u>171,300</u>	<u>173,681</u>

The statement of financial activities includes all gains and losses recognised in the year.
All income and expenditure derive from continuing activities.

The notes on pages 9 to 20 form part of these financial statements.

Crossroads Braintree and Chelmsford Ltd

Company Limited by Guarantee

Statement of Financial Position

31st March 2022

	Note	2022 £	2021 £
Fixed Assets			
Tangible fixed assets	16	2,950	3,702
Current Assets			
Debtors	17	12,817	5,301
Investments	18	102,720	102,608
Cash at bank and in hand		59,621	80,448
		<u>175,158</u>	<u>188,357</u>
Creditors: amounts falling due within one year	19	6,808	18,378
Net Current Assets		<u>168,350</u>	<u>169,979</u>
Total Assets Less Current Liabilities		<u>171,300</u>	<u>173,681</u>
Net Assets		<u>171,300</u>	<u>173,681</u>
Funds of the Charity			
Restricted funds			
Unrestricted funds		3,000	32,600
Total charity funds	23	<u>168,300</u>	<u>141,081</u>
		<u>171,300</u>	<u>173,681</u>

For the year ending 31st March 2022 the charity was entitled to exemption from audit under section 477 of the Companies Act 2006 relating to small companies.

Directors' responsibilities:

- The members have not required the company to obtain an audit of its financial statements for the year in question in accordance with section 476;
- The directors acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and the preparation of financial statements.

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

The statement of financial position
continues on the following page.

The notes on pages 9 to 20 form part of these financial statements.

Crossroads Braintree and Chelmsford Ltd

Company Limited by Guarantee

Statement of Financial Position *(continued)*

31st March 2022

These financial statements were approved by the board of trustees and authorised for issue on and are signed on behalf of the board by:

8.7.22

J McFaull
Chair

The notes on pages 9 to 20 form part of these financial statements.

Crossroads Braintree and Chelmsford Ltd

Company Limited by Guarantee

Notes to the Financial Statements

Year Ended 31st March 2022

1. General Information

The charity is a public benefit entity and a private company limited by guarantee, registered in England and Wales and a registered charity in England and Wales. The address of the registered office is 8 Park Farm, Witham Road, Black Notley, Braintree, Essex, CM7 8LQ.

2. Statement of Compliance

These financial statements have been prepared in compliance with FRS 102, 'The Financial Reporting Standard applicable in the UK and the Republic of Ireland', the 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 (FRS 102)) and the Companies Act 2006.

3. Accounting Policies

Basis of Preparation

The financial statements have been prepared on the historical cost basis.

Going Concern

There are no material uncertainties about the charity's ability to continue.

Judgements and Key Sources of Estimation Uncertainty

The preparation of the financial statements requires management to make judgements, estimates and assumptions that affect the amounts reported. These estimates and judgements are continually reviewed and are based on experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

Fund Accounting

Unrestricted funds are available for use at the discretion of the trustees to further any of the charity's purposes.

Designated funds are unrestricted funds earmarked by the trustees for particular future project or commitment.

Restricted funds are subjected to restrictions on their expenditure declared by the donor or through the terms of an appeal, and fall into one of two sub-classes: restricted income funds or endowment funds.

Crossroads Braintree and Chelmsford Ltd

Company Limited by Guarantee

Notes to the Financial Statements *(continued)*

Year Ended 31st March 2022

3. Accounting Policies *(continued)*

Incoming Resources

All incoming resources are included in the statement of financial activities when entitlement has passed to the charity; it is probable that the economic benefits associated with the transaction will flow to the charity and the amount can be reliably measured. The following specific policies are applied to particular categories of income:

- income from donations or grants is recognised when there is evidence of entitlement to the gift, receipt is probable and its amount can be measured reliably.
- legacy income is recognised when receipt is probable and entitlement is established.
- income from donated goods is measured at the fair value of the goods unless this is impractical to measure reliably, in which case the value is derived from the cost to the donor or the estimated resale value. Donated facilities and services are recognised in the accounts when received if the value can be reliably measured. No amounts are included for the contribution of general volunteers.
- income from contracts for the supply of services is recognised with the delivery of the contracted service. This is classified as unrestricted funds unless there is a contractual requirement for it to be spent on a particular purpose and returned if unspent, in which case it may be regarded as restricted.

Resources Expended

Expenditure is recognised on an accruals basis as a liability is incurred. Expenditure includes any VAT which cannot be fully recovered, and is classified under headings of the statement of financial activities to which it relates:

- expenditure on raising funds includes the costs of all fundraising activities, events, non-charitable trading activities, and the sale of donated goods.
- expenditure on charitable activities includes all costs incurred by a charity in undertaking activities that further its charitable aims for the benefit of its beneficiaries, including those support costs and costs relating to the governance of the charity apportioned to charitable activities.
- other expenditure includes all expenditure that is neither related to raising funds for the charity nor part of its expenditure on charitable activities.

All costs are allocated to expenditure categories reflecting the use of the resource. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs are apportioned between the activities they contribute to on a reasonable, justifiable and consistent basis.

Crossroads Braintree and Chelmsford Ltd

Company Limited by Guarantee

Notes to the Financial Statements *(continued)*

Year Ended 31st March 2022

3. Accounting Policies *(continued)*

Tangible Assets

Tangible assets are initially recorded at cost, and subsequently stated at cost less any accumulated depreciation and impairment losses. Any tangible assets carried at revalued amounts are recorded at the fair value at the date of revaluation less any subsequent accumulated depreciation and subsequent accumulated impairment losses.

An increase in the carrying amount of an asset as a result of a revaluation, is recognised in other recognised gains and losses, unless it reverses a charge for impairment that has previously been recognised as expenditure within the statement of financial activities. A decrease in the carrying amount of an asset as a result of revaluation, is recognised in other recognised gains and losses, except to which it offsets any previous revaluation gain, in which case the loss is shown within other recognised gains and losses on the statement of financial activities.

Depreciation

Depreciation is calculated so as to write off the cost or valuation of an asset, less its residual value, over the useful economic life of that asset as follows:

Office equipment	- 10% straight line
Motor vehicle	- 7 years straight line
Computers	- 20% straight line

Impairment of Fixed Assets

A review for indicators of impairment is carried out at each reporting date, with the recoverable amount being estimated where such indicators exist. Where the carrying value exceeds the recoverable amount, the asset is impaired accordingly. Prior impairments are also reviewed for possible reversal at each reporting date.

Government Grants

Government grants are recognised at the fair value of the asset received or receivable. Grants are not recognised until there is reasonable assurance that the charity will comply with the conditions attaching to them and the grants will be received.

Where the grant does not impose specified future performance-related conditions on the recipient, it is recognised in income when the grant proceeds are received or receivable. Where the grant does impose specified future performance-related conditions on the recipient, it is recognised in income only when the performance-related conditions have been met. Where grants received are prior to satisfying the revenue recognition criteria, they are recognised as a liability.

Crossroads Braintree and Chelmsford Ltd

Company Limited by Guarantee

Notes to the Financial Statements *(continued)*

Year Ended 31st March 2022

3. Accounting Policies *(continued)*

Financial Instruments

A financial asset or a financial liability is recognised only when the entity becomes a party to the contractual provisions of the instrument.

Basic financial instruments are initially recognised at the amount receivable or payable including any related transaction costs, unless the arrangement constitutes a financing transaction, where it is recognised at the present value of the future payments discounted at a market rate of interest for a similar debt instrument.

Defined Contribution Plans

Contributions to defined contribution plans are recognised as an expense in the period in which the related service is provided. Prepaid contributions are recognised as an asset to the extent that the prepayment will lead to a reduction in future payments or a cash refund.

When contributions are not expected to be settled wholly within 12 months of the end of the reporting date in which the employees render the related service, the liability is measured on a discounted present value basis. The unwinding of the discount is recognised as an expense in the period in which it arises.

4. Limited by Guarantee

The company is limited by guarantee.

5. Donations and Legacies

	Unrestricted Funds £	Restricted Funds £	Total Funds 2022 £
Donations			
Donations and fundraising	917	—	917
Grants			
Charitable grants received (see notes)	18,740	33,458	52,198
Government grant income	12,394	—	12,394
	<u>32,051</u>	<u>33,458</u>	<u>65,509</u>
	Unrestricted Funds £	Restricted Funds £	Total Funds 2021 £
Donations			
Donations and fundraising	351	—	351

Crossroads Braintree and Chelmsford Ltd

Company Limited by Guarantee

Notes to the Financial Statements *(continued)*

Year Ended 31st March 2022

5. Donations and Legacies *(continued)*

	Unrestricted Funds £	Restricted Funds £	Total Funds 2021 £
Grants			
Charitable grants received (see notes)	92,532	62,205	154,737
Government grant income	68,060	—	68,060
	<u>160,943</u>	<u>62,205</u>	<u>223,148</u>

6. Charitable Activities

	Unrestricted Funds £	Total Funds 2022 £	Unrestricted Funds £	Total Funds 2021 £
Charges	<u>117,158</u>	<u>117,158</u>	<u>54,673</u>	<u>54,673</u>

7. Investment Income

	Unrestricted Funds £	Total Funds 2022 £	Unrestricted Funds £	Total Funds 2021 £
Bank interest receivable	<u>1,000</u>	<u>1,000</u>	<u>665</u>	<u>665</u>

8. Other Income

	Unrestricted Funds £	Total Funds 2022 £	Unrestricted Funds £	Total Funds 2021 £
Gain on disposal of tangible fixed assets held for charity's own use	<u>—</u>	<u>—</u>	<u>2,450</u>	<u>2,450</u>

Crossroads Braintree and Chelmsford Ltd

Company Limited by Guarantee

Notes to the Financial Statements (continued)

Year Ended 31st March 2022

9. Expenditure on Charitable Activities by Fund Type

	Unrestricted Funds	Restricted Funds	Total Funds
	£	£	2022
Care services	74,562	63,058	137,620
Support costs	48,428	—	48,428
	<u>122,990</u>	<u>63,058</u>	<u>186,048</u>
	Unrestricted Funds	Restricted Funds	Total Funds
	£	£	2021
Care services	101,793	29,605	131,398
Support costs	47,840	—	47,840
	<u>149,633</u>	<u>29,605</u>	<u>179,238</u>

10. Expenditure on Charitable Activities by Activity Type

	Activities undertaken directly	Support costs	Total funds	Total fund
	£	£	2022	2021
Care services	137,620	47,588	185,208	179,238
Governance costs	—	840	840	—
	<u>137,620</u>	<u>48,428</u>	<u>186,048</u>	<u>179,238</u>

11. Analysis of Support Costs

	Care Services	Total 2022	Total 2021
	£	£	£
Premises	13,680	13,680	12,731
Communications and IT	1,390	1,390	1,093
Day Centre	5,231	5,231	522
CQC regulation fee	348	348	406
Training	1,568	1,568	1,746
Stationery	5,916	5,916	3,352
Insurance	1,752	1,752	1,656
Sundry expenses	1,992	1,992	15,147
Audit & Professional fees	1,841	1,841	2,120
Travel expenses	12,922	12,922	8,577
Affiliation fees & Subscriptions	1,036	1,036	100
Depreciation	752	752	390
	<u>48,428</u>	<u>48,428</u>	<u>47,840</u>

Crossroads Braintree and Chelmsford Ltd

Company Limited by Guarantee

Notes to the Financial Statements *(continued)*

Year Ended 31st March 2022

12. Net (Expenditure)/Income

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

	2022	2021
	£	£
Depreciation of tangible fixed assets	752	390
Gains on disposal of tangible fixed assets	—	(2,450)

13. Independent Examination Fees

	2022	2021
	£	£
Fees payable to the independent examiner for:		
Independent examination of the financial statements	840	—
Other financial services	—	1,140
	<u>840</u>	<u>1,140</u>

In 2021 the fee paid was to audit the accounts.

14. Staff Costs

The average head count of employees during the year was Nil (2021: 18). The average number of full-time equivalent employees during the year is analysed as follows:

	2022	2021
	No.	No.
Administrative and support staff	<u>16</u>	<u>18</u>

No employee received employee benefits of more than £60,000 during the year (2021: Nil).

15. Trustee Remuneration and Expenses

No remuneration or other benefits from employment with the charity or a related entity were received by the trustees;

Crossroads Braintree and Chelmsford Ltd

Company Limited by Guarantee

Notes to the Financial Statements (continued)

Year Ended 31st March 2022

16. Tangible Fixed Assets

	Office equipment £	Computers £	Total £
Cost			
At 1 Apr 2021 and 31 Mar 2022	3,954	3,832	7,786
Depreciation			
At 1 Apr 2021	3,720	364	4,084
Charge for the year	24	728	752
At 31 Mar 2022	3,744	1,092	4,836
Carrying amount			
At 31 Mar 2022	210	2,740	2,950
At 31 Mar 2021	234	3,468	3,702

17. Debtors

	2022 £	2021 £
Trade debtors	12,781	5,245
Prepayments and accrued income	36	56
	<u>12,817</u>	<u>5,301</u>

18. Investments

	2022 £	2021 £
Investment in Bonds	<u>102,720</u>	<u>102,608</u>

The investment is in the form of deposits with United Trust and Cambs & Counties.

19. Creditors: amounts falling due within one year

	2022 £	2021 £
Accruals and deferred income	<u>6,808</u>	<u>18,378</u>

20. Pensions and Other Post Retirement Benefits

Defined contribution plans

The amount recognised in income or expenditure as an expense in relation to defined contribution plans was £1,020 (2021: £869).

Crossroads Braintree and Chelmsford Ltd

Company Limited by Guarantee

Notes to the Financial Statements *(continued)*

Year Ended 31st March 2022

21. Grants

	<u>2022</u>	<u>2021</u>
Albert Hunt	-	3,000
Alpkit Foundation	200	-
Braintree DC - Adaptation	2,500	-
Braintree DC - Live well	-	998
Braintree United Charities	-	500
CAF	-	39,398
Charles S French	-	5,000
Childwick Trust	-	9,000
Colchester Catalyst	-	2,000
Community 360	2,000	-
Community Fund	5,040	-
Early Intervention	-	-
Eastlight	-	11,000
ECC	17,544	21,200
ECC - Infection control	2,034	7,435
ECC Workforce	1,080	2,665
ECF	8,665	-
Edward Gosling	-	5,000
Essex Association	-	4,276
Essex Community Foundation	-	10,000
F&J Trust	3,000	-
Groundwork UK	1,000	-
Independent Age	-	5,574
Lions Club	500	-
Lottery Fund (COVID-19)	-	5,000
Postcode Neighbourhood Trust	-	11,440
S Waddilove	-	1,000
Smith & Mount	5,000	-
Tesco groundwork	-	500
The Sir Jules Thorn Charitable Trust	-	1,000
TomAmos	-	5,000
Tudwick Foundation	-	3,000
Walter Farthing (Trust) Ltd	3,500	-
Woodroffe Benton	-	750
Other	135	-
	<u>52,198</u>	<u>154,737</u>

Crossroads Braintree and Chelmsford Ltd

Company Limited by Guarantee

Notes to the Financial Statements *(continued)*

Year Ended 31st March 2022

22. Government Grants

The amounts recognised in the financial statements for government grants are as follows:

	2022	2021
	£	£
Recognised in income from donations and legacies:		
Government grants income	<u>12,394</u>	<u>68,060</u>

23. Analysis of Charitable Funds

Unrestricted funds

	At 1 Apr 2021	Income	Expenditure	Transfers	At 31 Mar 2022
	£	£	£	£	£
General funds	61,081	150,209	(122,990)	–	<u>88,300</u>
Designated Fund	80,000	–	–	–	<u>80,000</u>
	<u>141,081</u>	<u>150,209</u>	<u>(122,990)</u>	<u>–</u>	<u>168,300</u>

	At 1 Apr 2020	Income	Expenditure	Transfers	At 31 Mar 2021
	£	£	£	£	£
General funds	2,983	218,731	(149,633)	(11,000)	61,081
Designated Fund	69,000	–	–	11,000	80,000
	<u>71,983</u>	<u>218,731</u>	<u>(149,633)</u>	<u>–</u>	<u>141,081</u>

The designated fund was established as a contingency against the potential loss of future funding.

Crossroads Braintree and Chelmsford Ltd

Company Limited by Guarantee

Notes to the Financial Statements *(continued)*

Year Ended 31st March 2022

23. Analysis of Charitable Funds *(continued)*

Restricted funds

	At 1 Apr 2021 £	Income £	Expenditure £	Transfers £	At 31 Mar 2022 £
Colchester Catalyst	2,000	—	(2,000)	—	—
Early Intervention	—	—	—	—	—
Essex Community Foundation	10,000	—	(10,000)	—	—
Lottery Fund - computers, software, telephones	—	—	—	—	—
Tudwick Foundation ECF	3,000	—	(3,000)	—	—
Eastlight	6,000	—	(6,000)	—	—
ECC Infection Control	10,600	—	(10,600)	—	—
ECC - Workforce	—	—	—	—	—
Capacity Fund	1,000	—	(1,000)	—	—
ECF	—	6,000	(3,000)	—	3,000
Various other	—	27,458	(27,458)	—	—
	<u>32,600</u>	<u>33,458</u>	<u>(63,058)</u>	<u>—</u>	<u>3,000</u>

	At 1 Apr 2020 £	Income £	Expenditure £	Transfers £	At 31 Mar 2021 £
Colchester Catalyst	—	2,000	—	—	2,000
Early Intervention	—	5,000	(5,000)	—	—
Essex Community Foundation	—	10,000	—	—	10,000
Lottery Fund - computers, software, telephones	—	5,000	(5,000)	—	—
Tudwick Foundation ECF	—	3,000	—	—	3,000
Eastlight	—	7,340	(7,340)	—	—
ECC Infection Control	—	6,000	—	—	6,000
ECC - Workforce	—	21,200	(10,600)	—	10,600
Capacity Fund	—	2,665	(1,665)	—	1,000
ECF	—	—	—	—	—
Various other	—	—	—	—	—
	<u>—</u>	<u>62,205</u>	<u>(29,605)</u>	<u>—</u>	<u>32,600</u>

Crossroads Braintree and Chelmsford Ltd

Company Limited by Guarantee

Notes to the Financial Statements *(continued)*

Year Ended 31st March 2022

24. Analysis of Net Assets Between Funds

	Unrestricted Funds £	Restricted Funds £	Total Funds 2022 £
Tangible fixed assets	2,950	—	2,950
Current assets	172,158	3,000	175,158
Creditors less than 1 year	(6,808)	—	(6,808)
Net assets	<u>168,300</u>	<u>3,000</u>	<u>171,300</u>

	Unrestricted Funds £	Restricted Funds £	Total Funds 2021 £
Tangible fixed assets	3,702	—	3,702
Current assets	155,757	32,600	188,357
Creditors less than 1 year	(18,378)	—	(18,378)
Net assets	<u>141,081</u>	<u>32,600</u>	<u>173,681</u>

CROSSROADS BRAINTREE AND CHELMSFORD LTD

England & Wales - Charity number 1059393

Accounts

Annual Report for the year ending 31st March 2021

The Company Articles of Association

Crossroads Braintree & Chelmsford is a registered charity and a company limited by guarantee. It was established in 1978, incorporated on 1st October 1996 under the name Crossroads Care Braintree District & Chelmsford, with a revised Memorandum and Articles adopted by Trustees following an extension of the area of operation. The company changed to the current name in May 2017 following its disaffiliation from Carers Trust and a further revision to the Memorandum and Articles was agreed at the AGM in July 2017.

Structure, Governance and Management

Although the company operated independently, the merger between The Princess Royal Trust and Crossroads Care in 2012 formed the Carers Trust and Crossroads Care Braintree District & Chelmsford became network partners of the Carers Trust, to become the leading carers charity in the area. Its mission has been to supplement and complement statutory authorities and voluntary organisations with similar objectives of carer support. Following a detailed analysis of its own costs and in particular the value for money that membership of the Carers Trust provided, the trustees decided in April 2017 to terminate that membership as at 31 March 2017. Although this led to the removal of "Care" from the company name, its mission remains unchanged and care remains the main priority.

At the start of the year, the Board of Management consisted of 5 Trustees elected at the AGM and 2 Managers, clerked by a Minutes Secretary. Our longest standing Trustee resigned in May 2020 and we appointed two new Trustees in July to replace two more who subsequently stood down in September. A concerted effort to find new Trustees resulted in three additional Trustees being appointed in March 2021 and they quickly became active in their role. Trustee Meetings are held bi-monthly to receive reports from the Business Manager and the Care Manager. The Financial Report is delivered by the Treasurer for regular monitoring, with full explanatory notes on bank balances, assets and investments. Trustees have a responsibility for familiarising themselves with the Policies and Procedures as reviewed regularly and updated by Bettal on an annual basis, ensuring that managers customise documents, communicate amendments and organise training as appropriate. Due consideration is given to all aspects of Health & Safety, Commitment to Quality and Equal Opportunity, as well as recommendations for training and the risk assessment review at each meeting. In addition to monitoring the information received, trustees volunteer to support variously in the office, at area meetings and organised activities.

The latest CQC inspection in February 2018 rated us as good and providing this is maintained we will be inspected bi-annually instead of annually, however, as of yet, we haven't had another inspection since. Crossroads Braintree and Chelmsford send a yearly quality monitoring questionnaire to all its clients as well as having face to face reviews with each client on an individual basis, this is

a great way of making sure we are still fulfilling our high standard of care and allows us to make changes if necessary.

Processes, Activities, Related Parties

With the guidance and expertise of the Secretary/Treasurer, Trustees formally adopt the budget, monitor financial reports and approve the audited accounts before they are presented to the AGM. There is regular discussions between the Treasurer and the Finance and Business Development Manager, with the Vice-Chair available for urgent decisions.

Staff meetings are held regularly and messaging systems are in place. Between them, the Finance and Business Development Manager and the Care Manager coordinate the flow of information and promotional activity. Unfortunately because of COVID-19, information days, networking and giving talks to local groups and clubs hasn't been possible. Where there have been opportunities to join zoom or team meetings to network we have been participating.

We have two Support Workers that have signed up for the level 2 NVQ social care course and the Finance and Business Development Manager has started the Level 5 Diploma in Leadership and Management for Adult Care. In addition, the Finance and Business Development Manager attended an interview with CQC regarding becoming a Registered Manager, the outcome of which was successful and certification received. Mandatory training has continued throughout these unprecedented times via zoom.

Achievements and Performance

Our previous Business Manager resigned in July and we appointed a new Manager with the title of Finance and Business Development Manager. Our objectives are to continue developing the service once we regain the client numbers as we unfortunately lost more than half of them due to COVID-19. This was because we didn't receive any referrals when the services were suspended and other organisations had closed. We are aiming to reach out to carers in the Braintree and Chelmsford areas, employing more staff when needed to accommodate this. We also plan to open up another day at our Day Centre once the Friday sessions are full and we start to develop a waiting list. We review our charges annually but decided in March that because times were difficult for many of our carers that we wouldn't increase them for 2021.

We secured a new 5 year lease, with a break after 3 years at our current premises with Hutton which now has a clause allowing sub-letting the upstairs. There was so much paperwork upstairs which hadn't been sorted for many years, so we shredded paperwork which was over 7 years old (unless specified that we have to keep it) and scanned the paperwork we need to keep onto a memory stick to store electronically. We sold the company car because we weren't using it. Unfortunately the Day Centre remained closed for almost the entire year due to COVID-19. Before re-opening in March, we had to make preparations with regard to staff and clients' safety and a risk assessment was put in place, PPE worn, sanitiser used along with an infra-red thermometer and social distancing and we couldn't use the kitchen until 17th May.

We bought new computers for the office along with a shredder. The old computers, keyboards etc. have been recycled responsibly, with the wiping of hard drive etc. undertaken by a local computer company (free of charge) with a certificate to confirm. We took on an Office Administrator to replace the previous lady who left due to moving away.

Crossroads had to adapt their services throughout the COVID-19 pandemic. As our clients fall into the vulnerable category, they had to isolate for a long period of time and we offered them a difference service, doing their food shopping, collection of medication or helping their 'cared for' attend their vaccine appointments. Since everyone (Clients and Staff) have had both COVID-19 jabs we have started to deliver our sitting service to our existing clients and have started to gain new clients. Our staff have been great in having regular lateral flow COVID-19 tests.

Questionnaires to clients were sent out to confirm whether, we are providing the support that is needed, they are happy with the level of support, have any suggestions, our Support Workers are reliable, caring and respectful. We received most of the questionnaires back and all were positive with lovely comments.

We have been extremely successful in securing funding from numerous Trusts and Foundations, we have also had support from both Essex County and Braintree District Councils. With this and the Government's furlough scheme for staff, we have had the most successful year financially, for many years even though we have not been able to provide the services that we would have liked.

Staffing levels have remained appropriate to the demand for services, as at 31st March 2021, the staff comprised a Financial and Business Development Manager, Care Manager, Office Administrator, 13 Support Workers a Day Centre Team Leader with a team of assistants.

The full financial statements are adopted at the AGM in July each year. A summary of the results for 2020/21 is detailed below:

	2020/21	2019/20
Incoming resources from generated funds		
Voluntary income	£ 351	£ 532
Income from charitable trading (<i>charges</i>)	£ 54,673	£185,560
Grants and Funding	£222,797	£ 9,750
Investment income	£ 665	£ 1,148
Other Income	<u>£ 2,450</u>	<u>£ -</u>
Total	£280,936	£196,990
Cost of Generating Funds:		
Staffing costs	£131,398	£163,651
Office costs	£ 24,125	£ 27,397
Other expenses	<u>£ 23,715</u>	<u>£ 34,893</u>
Total	£179,238	£225,941
Surplus/(Deficit) for the Year	£101,698	(£ 28,951)

None of the Trustees receive remuneration.

The Balance Sheet as at 31 March 2021 shows total funds of £173,681. These comprise:

	2020/21	2019/20
Bank balances	£ 80,448	£ 26,581
Short and medium term investments	£102,608	£ 40,189

Other net assets	<u>£ (9,375)</u>	<u>£ 5,213</u>
	£ 173,681	£ 71,983

Reserves:

The trustees have agreed that a designated reserve be set aside as a contingency against redundancy, equivalent to three months operating expenditure plus the unexpired portion of the office lease. At 31 March 2021, the reserves were:

	2020/21	2019/20
Designated Reserve	£ 80,000	£69,000
Restricted Reserves	£ 32,600	£ -
Unrestricted Reserves	<u>£ 61,081</u>	<u>£ 2,983</u>
	£173,681	£71,983

COMPANY REGISTRATION NUMBER: 3257547
CHARITY REGISTRATION NUMBER: 1059393

Crossroads Braintree and Chelmsford Ltd
Company Limited by Guarantee
Financial Statements
For the Year Ended
31st March 2021

Crossroads Braintree and Chelmsford Ltd

Company Limited by Guarantee

Trustees' Annual Report (Incorporating the Director's Report)

Year Ended 31st March 2021

The trustees, who are also the directors for the purposes of company law, present their report and the financial statements of the charity for the year ended 31st March 2021.

Reference and Administrative Details

Registered charity name	Crossroads Braintree and Chelmsford Ltd	
Charity registration number	1059393	
Company registration number	3257547	
Principal office and registered office	8 Park Farm Witham Road Black Notley Braintree Essex CM7 8LQ	
The Trustees	Samuel Medhurst Owen Harrison Scott Bridge Stephen Tate Malcolm Richardson Vice-Chair Stephen Medhurst Daniel Miller Jennifer McFaull Oluwafolakemi Biyi Matthew Barker	(Retired 9th September 2020) (Retired 29th May 2020) (Retired 9th September 2020) (Appointed 24th July 2020) (Appointed 24th July 2020) (Appointed 17th March 2021) (Appointed 17th March 2021) (Appointed 17th March 2021)
Company Secretary	Mr. S. Tate	
Auditor	Peyton Tyler Mears Chartered accountants & statutory auditor Middleborough House 16 Middleborough Colchester Essex CO1 1QT	
Bankers	Barclays Bank Plc PO Box 3692 Witham Essex CM8 2AT	

Crossroads Braintree and Chelmsford Ltd

Company Limited by Guarantee

Trustees' Annual Report (Incorporating the Director's Report) *(continued)*

Year Ended 31st March 2021

Structure, Governance and Management

Legal Status

The Company is a registered charity and is limited by guarantee. A special resolution was passed on 28th April 2017 changing the name of the company from Crossroads Care Braintree District and Chelmsford to Crossroads Braintree and Chelmsford Ltd.

Organisation and Financial Controls

The Charity is administered and controlled by a board of Trustees, who are also the Directors of the company. The Directors also maintain strict financial controls in order to make the most efficient use of both the funding received and from charges received.

Investment Powers and Restrictions

The Directors have the power to make investments and have invested surplus funds in fixed term bonds of up to eighteen months or on deposit at the bank.

Objectives and Activities

Objectives of the Scheme

The Charity's objective is to relieve stress on the carers of sick relatives by offering respite services and intends to continue providing this service in the future.

Achievements and Performance

Results

The results for the year, and the charity's financial position at the end of the year are shown in the attached financial statements.

Risk Management

The board of directors take account of risks that the Charity may be exposed to when making any major decisions.

Financial Review

Despite the COVID-19 pandemic the charity secured a number of grants during the year which has strengthened reserves at the year end.

Crossroads Braintree and Chelmsford Ltd

Company Limited by Guarantee

Trustees' Annual Report (Incorporating the Director's Report) *(continued)*

Year Ended 31st March 2021

Trustees' Responsibilities Statement

The trustees, who are also directors for the purposes of company law, are responsible for preparing the trustees' report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the charity trustees to prepare financial statements for each year which give a true and fair view of the state of affairs of the charitable company and the incoming resources and application of resources, including the income and expenditure, 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 applicable Charities SORP;
- make judgments and accounting estimates that are reasonable and prudent;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

The trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charity's transactions and disclose with reasonable accuracy at any time the financial position of the charity 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 charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Small Company Provisions

This report has been prepared in accordance with the provisions applicable to companies entitled to the small companies exemption.

The trustees' annual report was approved on and signed on behalf of the board of trustees by:

M Richardson
Vice-Chair

Crossroads Braintree and Chelmsford Ltd

Company Limited by Guarantee

Independent Auditor's Report to the Members of Crossroads Braintree and Chelmsford Ltd

Year Ended 31st March 2021

Opinion

We have audited the financial statements of Crossroads Braintree and Chelmsford Ltd (the 'charity') for the year ended 31st March 2021 which comprise the statement of financial activities (including income and expenditure account), statement of financial position and the related notes, 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 FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charity's affairs as at 31st March 2021 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice;
- have been prepared in accordance with the requirements of the Charities Act 2011.

Basis for Opinion

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

Conclusions Relating to Going Concern

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

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

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

Crossroads Braintree and Chelmsford Ltd

Company Limited by Guarantee

Independent Auditor's Report to the Members of Crossroads Braintree and Chelmsford Ltd (continued)

Year Ended 31st March 2021

Other Information

The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information. 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 a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Matters on Which We are Required to Report by Exception

In the light of the knowledge and understanding of the charity and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' report.

We have nothing to report in respect of the following matters in relation to which the Charities Act 2011 requires us to report to you if, in our opinion:

- the information given in the trustees' report is inconsistent in any material respect with the financial statements; or
- adequate accounting records have not been kept; 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.

Responsibilities of Trustees

As explained more fully in the trustees' responsibilities statement, the trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as 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 charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charity or to cease operations, or have no realistic alternative but to do so.

Crossroads Braintree and Chelmsford Ltd

Company Limited by Guarantee

Independent Auditor's Report to the Members of Crossroads Braintree and Chelmsford Ltd (continued)

Year Ended 31st March 2021

Auditor's Responsibilities for the Audit of the Financial Statements

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

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

We consider the nature and risk of the charity sector, the charity's control environment and results of our enquiries of management. We consider whether relevant laws and regulations are being complied with and discuss with management whether they are aware of any noncompliance. To do this we review the financial statements and test random sample based transactions with supporting documentation.

As part of an audit in accordance with ISAs (UK), we exercise professional judgment and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the trustees.
- Conclude on the appropriateness of the trustees' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the charity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the charity to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

Crossroads Braintree and Chelmsford Ltd

Company Limited by Guarantee

Independent Auditor's Report to the Members of Crossroads Braintree and Chelmsford Ltd *(continued)*

Year Ended 31st March 2021

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Use of Our Report

This report is made solely to the charity's members, as a body, in accordance with section 144 of the Charities Act 2011 and regulations made under section 154 of that Act. Our audit work has been undertaken so that we might state to the charity's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and the charity's members as a body, for our audit work, for this report, or for the opinions we have formed.

Carol Green FCCA (Senior Statutory Auditor)

For and on behalf of
Peyton Tyler Mears
Chartered accountants & statutory auditor
Middleborough House
16 Middleborough
Colchester
Essex
CO1 1QT

Crossroads Braintree and Chelmsford Ltd

Company Limited by Guarantee

Statement of Financial Activities (including income and expenditure account)

Year Ended 31st March 2021

			2021		2020
	Note	Unrestricted funds £	Restricted funds £	Total funds £	Total funds £
Income and endowments					
Donations and legacies	5	160,943	62,205	223,148	10,282
Charitable activities	6	54,673	–	54,673	185,560
Investment income	7	665	–	665	1,148
Other income	8	2,450	–	2,450	–
Total income		<u>218,731</u>	<u>62,205</u>	<u>280,936</u>	<u>196,990</u>
Expenditure					
Expenditure on charitable activities	9,10	149,633	29,605	179,238	225,941
Total expenditure		<u>149,633</u>	<u>29,605</u>	<u>179,238</u>	<u>225,941</u>
Net income/(expenditure) and net movement in funds		<u>69,098</u>	<u>32,600</u>	<u>101,698</u>	<u>(28,951)</u>
Reconciliation of funds					
Total funds brought forward		71,983	–	71,983	100,934
Total funds carried forward		<u>141,081</u>	<u>32,600</u>	<u>173,681</u>	<u>71,983</u>

The statement of financial activities includes all gains and losses recognised in the year.
All income and expenditure derive from continuing activities.

The notes on pages 11 to 22 form part of these financial statements.

Crossroads Braintree and Chelmsford Ltd

Company Limited by Guarantee

Statement of Financial Position

31st March 2021

	Note	2021 £	2020 £
Fixed Assets			
Tangible fixed assets	15	3,702	1,560
Current Assets			
Debtors	16	5,301	10,299
Investments	17	102,608	40,189
Cash at bank and in hand		80,448	26,581
		<u>188,357</u>	<u>77,069</u>
Creditors: amounts falling due within one year	18	<u>18,378</u>	<u>6,646</u>
Net Current Assets		169,979	70,423
Total Assets Less Current Liabilities		173,681	71,983
Net Assets		<u>173,681</u>	<u>71,983</u>
Funds of the Charity			
Restricted funds		32,600	—
Unrestricted funds		141,081	71,983
Total charity funds	22	<u>173,681</u>	<u>71,983</u>

For the year ending 31st March 2021 the charity was entitled to exemption from audit under section 477 of the Companies Act 2006 relating to small companies.

Directors' responsibilities:

- The members have not required the company to obtain an audit of its financial statements for the year in question in accordance with section 476;
- The directors acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and the preparation of financial statements.

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

The statement of financial position
continues on the following page.

The notes on pages 11 to 22 form part of these financial statements.

Crossroads Braintree and Chelmsford Ltd

Company Limited by Guarantee

Statement of Financial Position *(continued)*

31st March 2021

These financial statements were approved by the board of trustees and authorised for issue on,
and are signed on behalf of the board by:

M Richardson
Vice-Chair

The notes on pages 11 to 22 form part of these financial statements.

Crossroads Braintree and Chelmsford Ltd

Company Limited by Guarantee

Notes to the Financial Statements

Year Ended 31st March 2021

1. General Information

The charity is a public benefit entity and a private company limited by guarantee, registered in England and Wales and a registered charity in England and Wales. The address of the registered office is 8 Park Farm, Witham Road, Black Notley, Braintree, Essex, CM7 8LQ.

2. Statement of Compliance

These financial statements have been prepared in compliance with FRS 102, 'The Financial Reporting Standard applicable in the UK and the Republic of Ireland', the 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 (FRS 102)) and the Companies Act 2006.

3. Accounting Policies

Basis of Preparation

The financial statements have been prepared on the historical cost basis.

Going Concern

There are no material uncertainties about the charity's ability to continue.

Judgements and Key Sources of Estimation Uncertainty

The preparation of the financial statements requires management to make judgements, estimates and assumptions that affect the amounts reported. These estimates and judgements are continually reviewed and are based on experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

Fund Accounting

Unrestricted funds are available for use at the discretion of the trustees to further any of the charity's purposes.

Designated funds are unrestricted funds earmarked by the trustees for particular future project or commitment.

Restricted funds are subjected to restrictions on their expenditure declared by the donor or through the terms of an appeal, and fall into one of two sub-classes: restricted income funds or endowment funds.

Crossroads Braintree and Chelmsford Ltd

Company Limited by Guarantee

Notes to the Financial Statements *(continued)*

Year Ended 31st March 2021

3. Accounting Policies *(continued)*

Incoming Resources

All incoming resources are included in the statement of financial activities when entitlement has passed to the charity; it is probable that the economic benefits associated with the transaction will flow to the charity and the amount can be reliably measured. The following specific policies are applied to particular categories of income:

- income from donations or grants is recognised when there is evidence of entitlement to the gift, receipt is probable and its amount can be measured reliably.
- legacy income is recognised when receipt is probable and entitlement is established.
- income from donated goods is measured at the fair value of the goods unless this is impractical to measure reliably, in which case the value is derived from the cost to the donor or the estimated resale value. Donated facilities and services are recognised in the accounts when received if the value can be reliably measured. No amounts are included for the contribution of general volunteers.
- income from contracts for the supply of services is recognised with the delivery of the contracted service. This is classified as unrestricted funds unless there is a contractual requirement for it to be spent on a particular purpose and returned if unspent, in which case it may be regarded as restricted.

Resources Expended

Expenditure is recognised on an accruals basis as a liability is incurred. Expenditure includes any VAT which cannot be fully recovered, and is classified under headings of the statement of financial activities to which it relates:

- expenditure on raising funds includes the costs of all fundraising activities, events, non-charitable trading activities, and the sale of donated goods.
- expenditure on charitable activities includes all costs incurred by a charity in undertaking activities that further its charitable aims for the benefit of its beneficiaries, including those support costs and costs relating to the governance of the charity apportioned to charitable activities.
- other expenditure includes all expenditure that is neither related to raising funds for the charity nor part of its expenditure on charitable activities.

All costs are allocated to expenditure categories reflecting the use of the resource. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs are apportioned between the activities they contribute to on a reasonable, justifiable and consistent basis.

Crossroads Braintree and Chelmsford Ltd

Company Limited by Guarantee

Notes to the Financial Statements *(continued)*

Year Ended 31st March 2021

3. Accounting Policies *(continued)*

Tangible Assets

Tangible assets are initially recorded at cost, and subsequently stated at cost less any accumulated depreciation and impairment losses. Any tangible assets carried at revalued amounts are recorded at the fair value at the date of revaluation less any subsequent accumulated depreciation and subsequent accumulated impairment losses.

An increase in the carrying amount of an asset as a result of a revaluation, is recognised in other recognised gains and losses, unless it reverses a charge for impairment that has previously been recognised as expenditure within the statement of financial activities. A decrease in the carrying amount of an asset as a result of revaluation, is recognised in other recognised gains and losses, except to which it offsets any previous revaluation gain, in which case the loss is shown within other recognised gains and losses on the statement of financial activities.

Depreciation

Depreciation is calculated so as to write off the cost or valuation of an asset, less its residual value, over the useful economic life of that asset as follows:

Office equipment	- 10% straight line
Motor vehicle	- 7 years straight line
Computers	- 20% straight line

Impairment of Fixed Assets

A review for indicators of impairment is carried out at each reporting date, with the recoverable amount being estimated where such indicators exist. Where the carrying value exceeds the recoverable amount, the asset is impaired accordingly. Prior impairments are also reviewed for possible reversal at each reporting date.

For the purposes of impairment testing, when it is not possible to estimate the recoverable amount of an individual asset, an estimate is made of the recoverable amount of the cash-generating unit to which the asset belongs. The cash-generating unit is the smallest identifiable group of assets that includes the asset and generates cash inflows that largely independent of the cash inflows from other assets or groups of assets.

For impairment testing of goodwill, the goodwill acquired in a business combination is, from the acquisition date, allocated to each of the cash-generating units that are expected to benefit from the synergies of the combination, irrespective of whether other assets or liabilities of the charity are assigned to those units.

Government Grants

Government grants are recognised at the fair value of the asset received or receivable. Grants are not recognised until there is reasonable assurance that the charity will comply with the conditions attaching to them and the grants will be received.

Crossroads Braintree and Chelmsford Ltd

Company Limited by Guarantee

Notes to the Financial Statements *(continued)*

Year Ended 31st March 2021

3. Accounting Policies *(continued)*

Government Grants *(continued)*

Where the grant does not impose specified future performance-related conditions on the recipient, it is recognised in income when the grant proceeds are received or receivable. Where the grant does impose specified future performance-related conditions on the recipient, it is recognised in income only when the performance-related conditions have been met. Where grants received are prior to satisfying the revenue recognition criteria, they are recognised as a liability.

Financial Instruments

A financial asset or a financial liability is recognised only when the entity becomes a party to the contractual provisions of the instrument.

Basic financial instruments are initially recognised at the amount receivable or payable including any related transaction costs, unless the arrangement constitutes a financing transaction, where it is recognised at the present value of the future payments discounted at a market rate of interest for a similar debt instrument.

Defined Contribution Plans

Contributions to defined contribution plans are recognised as an expense in the period in which the related service is provided. Prepaid contributions are recognised as an asset to the extent that the prepayment will lead to a reduction in future payments or a cash refund.

When contributions are not expected to be settled wholly within 12 months of the end of the reporting date in which the employees render the related service, the liability is measured on a discounted present value basis. The unwinding of the discount is recognised as an expense in the period in which it arises.

4. Limited by Guarantee

The company is limited by guarantee.

5. Donations and Legacies

	Unrestricted Funds £	Restricted Funds £	Total Funds 2021 £
Donations			
Donations and fundraising	351	—	351
Gifts			
Sundry income	—	—	—

Crossroads Braintree and Chelmsford Ltd

Company Limited by Guarantee

Notes to the Financial Statements *(continued)*

Year Ended 31st March 2021

5. Donations and Legacies *(continued)*

	Unrestricted Funds £	Restricted Funds £	Total Funds 2021 £
Grants			
Charitable grants received (see note 20)	92,532	62,205	154,737
Government grant income	68,060	—	68,060
	<u>160,943</u>	<u>62,205</u>	<u>223,148</u>
	Unrestricted Funds £	Restricted Funds £	Total Funds 2020 £
Donations			
Donations and fundraising	482	—	482
Gifts			
Sundry income	50	—	50
Grants			
Charitable grants received (see note 20)	750	9,000	9,750
Government grant income	—	—	—
	<u>1,282</u>	<u>9,000</u>	<u>10,282</u>

6. Charitable Activities

	Unrestricted Funds £	Total Funds 2021 £	Unrestricted Funds £	Total Funds 2020 £
Charges	<u>54,673</u>	<u>54,673</u>	<u>185,560</u>	<u>185,560</u>

7. Investment Income

	Unrestricted Funds £	Total Funds 2021 £	Unrestricted Funds £	Total Funds 2020 £
Bank interest receivable	<u>665</u>	<u>665</u>	<u>1,148</u>	<u>1,148</u>

8. Other Income

	Unrestricted Funds £	Total Funds 2021 £	Unrestricted Funds £	Total Funds 2020 £
Gain on disposal of tangible fixed assets held for charity's own use	<u>2,450</u>	<u>2,450</u>	<u>—</u>	<u>—</u>

Crossroads Braintree and Chelmsford Ltd

Company Limited by Guarantee

Notes to the Financial Statements *(continued)*

Year Ended 31st March 2021

9. Expenditure on Charitable Activities by Fund Type

	Unrestricted Funds £	Restricted Funds £	Total Funds 2021 £
Care services	101,793	29,605	131,398
Support costs	47,840	—	47,840
	<u>149,633</u>	<u>29,605</u>	<u>179,238</u>
	Unrestricted Funds £	Restricted Funds £	Total Funds 2020 £
Care services	154,651	9,000	163,651
Support costs	62,290	—	62,290
	<u>216,941</u>	<u>9,000</u>	<u>225,941</u>

10. Expenditure on Charitable Activities by Activity Type

	Activities undertaken directly £	Support costs £	Total funds 2021 £	Total fund 2020 £
Care services	<u>131,398</u>	<u>47,840</u>	<u>179,238</u>	<u>225,941</u>

11. Analysis of Support Costs

	Care Services £	Total 2021 £	Total 2020 £
Premises	12,732	12,732	19,050
Communications and IT	1,093	1,093	2,831
Day Centre	522	522	3,540
CQC regulation fee	406	406	605
Training	1,746	1,746	1,526
Stationery	3,352	3,352	1,254
Insurance	1,656	1,656	1,653
Sundry expenses	15,146	15,146	1,083
Audit & Professional fees	2,120	2,120	2,237
Travel expenses	8,577	8,577	27,432
Affiliation fees & Subscriptions	100	100	100
Depreciation	390	390	979
	<u>47,840</u>	<u>47,840</u>	<u>62,290</u>

Crossroads Braintree and Chelmsford Ltd

Company Limited by Guarantee

Notes to the Financial Statements *(continued)*

Year Ended 31st March 2021

12. Net Income/(Expenditure)

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

	2021	2020
	£	£
Depreciation of tangible fixed assets	390	979
Gains on disposal of tangible fixed assets	<u>(2,450)</u>	<u>—</u>

13. Staff Costs

The total staff costs and employee benefits for the reporting period are analysed as follows:

	2021	2020
	£	£
Wages and salaries	129,871	159,817
Social security costs	658	2,771
Employer contributions to pension plans	869	1,063
	<u>131,398</u>	<u>163,651</u>

The average head count of employees during the year was 18 (2020: 18). The average number of full-time equivalent employees during the year is analysed as follows:

	2021	2020
	No.	No.
Administrative and support staff	<u>18</u>	<u>18</u>

No employee received employee benefits of more than £60,000 during the year (2020: Nil).

14. Trustee Remuneration and Expenses

No remuneration or other benefits from employment with the charity or a related entity were received by the trustees;

Crossroads Braintree and Chelmsford Ltd

Company Limited by Guarantee

Notes to the Financial Statements *(continued)*

Year Ended 31st March 2021

15. Tangible Fixed Assets

	Office equipment £	Motor vehicle £	Computers £	Total £
Cost				
At 1 Apr 2020	3,954	6,995	5,396	16,345
Additions	–	–	3,832	3,832
Disposals	–	(6,995)	(5,396)	(12,391)
At 31 Mar 2021	<u>3,954</u>	<u>–</u>	<u>3,832</u>	<u>7,786</u>
Depreciation				
At 1 Apr 2020	3,694	5,695	5,396	14,785
Charge for the year	26	–	364	390
Disposals	–	(5,695)	(5,396)	(11,091)
At 31 Mar 2021	<u>3,720</u>	<u>–</u>	<u>364</u>	<u>4,084</u>
Carrying amount				
At 31 Mar 2021	<u>234</u>	<u>–</u>	<u>3,468</u>	<u>3,702</u>
At 31 Mar 2020	<u>260</u>	<u>1,300</u>	<u>–</u>	<u>1,560</u>

16. Debtors

	2021 £	2020 £
Trade debtors	5,245	9,049
Prepayments and accrued income	56	150
Other debtors	–	1,100
	<u>5,301</u>	<u>10,299</u>

17. Investments

	2021 £	2020 £
Investment in Bonds	<u>102,608</u>	<u>40,189</u>

The investment is in the form of deposits with United Trust and Cambs & Counties.

18. Creditors: amounts falling due within one year

	2021 £	2020 £
Accruals and deferred income	<u>18,378</u>	<u>6,646</u>

Crossroads Braintree and Chelmsford Ltd

Company Limited by Guarantee

Notes to the Financial Statements *(continued)*

Year Ended 31st March 2021

18. Creditors: amounts falling due within one year *(continued)*

Included in creditors is a provision of £11,600 for grants that are potentially repayable after the year end.

19. Pensions and Other Post Retirement Benefits

Defined contribution plans

The amount recognised in income or expenditure as an expense in relation to defined contribution plans was £869 (2020: £1,063).

20. Grants

Grants received:

	<u>2021</u>	<u>2020</u>
Albert Hunt	3,000	-
Braintree DC - Live well	998	-
Braintree United Charities	500	-
CAF	39,398	-
Charles S French	5,000	-
Childwick Trust	9,000	-
Colchester Catalyst	2,000	1,000
Early Intervention	-	8,000
Eastlight	11,000	-
ECC	21,200	-
ECC - Infection control	7,435	-
ECC Workforce	2,665	-
Edward Gosling	5,000	-
Essex Association	4,276	-
Essex Community Foundation	10,000	-
Independent Age	5,574	-
Lottery Fund (COVID-19)	5,000	-
Postcode Neighbourhood Trust	11,440	-
S Waddilove	1,000	-
Tesco groundwork	500	-
The Sir Jules Thorn Charitable Trust	1,000	750
TomAmos	5,000	-
Tudwick Foundation	3,000	-
Woodroffe Benton	750	-

21. Government Grants

The amounts recognised in the financial statements for government grants are as follows:

	<u>2021</u>	2020
	£	£
Recognised in income from donations and legacies:		
Government grants income	<u>68,060</u>	<u>—</u>

Crossroads Braintree and Chelmsford Ltd

Company Limited by Guarantee

Notes to the Financial Statements *(continued)*

Year Ended 31st March 2021

22. Analysis of Charitable Funds

Unrestricted funds

	At 1 Apr 2020	Income	Expenditure	Transfers	At 31 Mar 2021
	£	£	£	£	£
General funds	2,983	218,731	(149,633)	(11,000)	61,081
Designated Fund	69,000	—	—	11,000	80,000
	<u>71,983</u>	<u>218,731</u>	<u>(149,633)</u>	<u>—</u>	<u>141,081</u>

	At 1 Apr 2019	Income	Expenditure	Transfers	At 31 Mar 2020
	£	£	£	£	£
General funds	10,934	187,990	(216,941)	21,000	2,983
Designated Fund	90,000	—	—	(21,000)	69,000
	<u>100,934</u>	<u>187,990</u>	<u>(216,941)</u>	<u>—</u>	<u>71,983</u>

The designated fund was established as a contingency against the potential loss of future funding.

Crossroads Braintree and Chelmsford Ltd

Company Limited by Guarantee

Notes to the Financial Statements *(continued)*

Year Ended 31st March 2021

22. Analysis of Charitable Funds *(continued)*

Restricted funds

	At 1 Apr 2020 £	Income £	Expenditure £	Transfers £	At 31 Mar 2021 £
Colchester Catalyst	—	2,000	—	—	2,000
Early Intervention	—	5,000	(5,000)	—	—
Essex Community Foundation	—	10,000	—	—	10,000
Lottery Fund - computers, software, telephones	—	5,000	(5,000)	—	—
Tudwick Foundation	—	3,000	—	—	3,000
ECC Infection Control - PPE	—	7,340	(7,340)	—	—
Eastlight	—	6,000	—	—	6,000
ECC Infection Control	—	21,200	(10,600)	—	10,600
ECC - Workforce Capacity Fund	—	2,665	(1,665)	—	1,000
	—	<u>62,205</u>	<u>(29,605)</u>	—	<u>32,600</u>

	At 1 Apr 2019 £	Income £	Expenditure £	Transfers £	At 31 Mar 2020 £
Colchester Catalyst	—	1,000	(1,000)	—	—
Early Intervention	—	8,000	(8,000)	—	—
Essex Community Foundation	—	—	—	—	—
Lottery Fund - computers, software, telephones	—	—	—	—	—
Tudwick Foundation	—	—	—	—	—
ECC Infection Control - PPE	—	—	—	—	—
Eastlight	—	—	—	—	—
ECC Infection Control	—	—	—	—	—
ECC - Workforce Capacity Fund	—	—	—	—	—
	—	<u>9,000</u>	<u>(9,000)</u>	—	<u>—</u>

Crossroads Braintree and Chelmsford Ltd

Company Limited by Guarantee

Notes to the Financial Statements *(continued)*

Year Ended 31st March 2021

23. Analysis of Net Assets Between Funds

	Unrestricted Funds £	Restricted Funds £	Total Funds 2021 £
Tangible fixed assets	3,702	–	3,702
Current assets	155,757	32,600	188,357
Creditors less than 1 year	(18,378)	–	(18,378)
Net assets	<u>141,081</u>	<u>32,600</u>	<u>173,681</u>

	Unrestricted Funds £	Restricted Funds £	Total Funds 2020 £
Tangible fixed assets	1,560	–	1,560
Current assets	77,069	–	77,069
Creditors less than 1 year	(6,646)	–	(6,646)
Net assets	<u>71,983</u>	<u>–</u>	<u>71,983</u>

COMPANY REGISTRATION NUMBER: 3257547
CHARITY REGISTRATION NUMBER: 1059393

Crossroads Braintree and Chelmsford Ltd
Company Limited by Guarantee
Financial Statements
For the Year Ended
31st March 2021

Crossroads Braintree and Chelmsford Ltd

Company Limited by Guarantee

Trustees' Annual Report (Incorporating the Director's Report)

Year Ended 31st March 2021

The trustees, who are also the directors for the purposes of company law, present their report and the financial statements of the charity for the year ended 31st March 2021.

Reference and Administrative Details

Registered charity name	Crossroads Braintree and Chelmsford Ltd	
Charity registration number	1059393	
Company registration number	3257547	
Principal office and registered office	8 Park Farm Witham Road Black Notley Braintree Essex CM7 8LQ	
The Trustees	Samuel Medhurst Owen Harrison Scott Bridge Stephen Tate Malcolm Richardson Vice-Chair Stephen Medhurst Daniel Miller Jennifer McFaull Oluwafolakemi Biyi Matthew Barker	(Retired 9th September 2020) (Retired 29th May 2020) (Retired 9th September 2020) (Appointed 24th July 2020) (Appointed 24th July 2020) (Appointed 17th March 2021) (Appointed 17th March 2021) (Appointed 17th March 2021)
Company Secretary	Mr. S. Tate	
Auditor	Peyton Tyler Mears Chartered accountants & statutory auditor Middleborough House 16 Middleborough Colchester Essex CO1 1QT	
Bankers	Barclays Bank Plc PO Box 3692 Witham Essex CM8 2AT	

Crossroads Braintree and Chelmsford Ltd

Company Limited by Guarantee

Trustees' Annual Report (Incorporating the Director's Report) *(continued)*

Year Ended 31st March 2021

Structure, Governance and Management

Legal Status

The Company is a registered charity and is limited by guarantee. A special resolution was passed on 28th April 2017 changing the name of the company from Crossroads Care Braintree District and Chelmsford to Crossroads Braintree and Chelmsford Ltd.

Organisation and Financial Controls

The Charity is administered and controlled by a board of Trustees, who are also the Directors of the company. The Directors also maintain strict financial controls in order to make the most efficient use of both the funding received and from charges received.

Investment Powers and Restrictions

The Directors have the power to make investments and have invested surplus funds in fixed term bonds of up to eighteen months or on deposit at the bank.

Objectives and Activities

Objectives of the Scheme

The Charity's objective is to relieve stress on the carers of sick relatives by offering respite services and intends to continue providing this service in the future.

Achievements and Performance

Results

The results for the year, and the charity's financial position at the end of the year are shown in the attached financial statements.

Risk Management

The board of directors take account of risks that the Charity may be exposed to when making any major decisions.

Financial Review

Despite the COVID-19 pandemic the charity secured a number of grants during the year which has strengthened reserves at the year end.

Crossroads Braintree and Chelmsford Ltd

Company Limited by Guarantee

Trustees' Annual Report (Incorporating the Director's Report) *(continued)*

Year Ended 31st March 2021

Trustees' Responsibilities Statement

The trustees, who are also directors for the purposes of company law, are responsible for preparing the trustees' report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the charity trustees to prepare financial statements for each year which give a true and fair view of the state of affairs of the charitable company and the incoming resources and application of resources, including the income and expenditure, 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 applicable Charities SORP;
- make judgments and accounting estimates that are reasonable and prudent;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

The trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charity's transactions and disclose with reasonable accuracy at any time the financial position of the charity 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 charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Small Company Provisions

This report has been prepared in accordance with the provisions applicable to companies entitled to the small companies exemption.

The trustees' annual report was approved on and signed on behalf of the board of trustees by:

M Richardson
Vice-Chair

Crossroads Braintree and Chelmsford Ltd

Company Limited by Guarantee

Independent Auditor's Report to the Members of Crossroads Braintree and Chelmsford Ltd

Year Ended 31st March 2021

Opinion

We have audited the financial statements of Crossroads Braintree and Chelmsford Ltd (the 'charity') for the year ended 31st March 2021 which comprise the statement of financial activities (including income and expenditure account), statement of financial position and the related notes, 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 FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charity's affairs as at 31st March 2021 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice;
- have been prepared in accordance with the requirements of the Charities Act 2011.

Basis for Opinion

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

Conclusions Relating to Going Concern

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

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

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

Crossroads Braintree and Chelmsford Ltd

Company Limited by Guarantee

Independent Auditor's Report to the Members of Crossroads Braintree and Chelmsford Ltd (continued)

Year Ended 31st March 2021

Other Information

The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information. 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 a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Matters on Which We are Required to Report by Exception

In the light of the knowledge and understanding of the charity and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' report.

We have nothing to report in respect of the following matters in relation to which the Charities Act 2011 requires us to report to you if, in our opinion:

- the information given in the trustees' report is inconsistent in any material respect with the financial statements; or
- adequate accounting records have not been kept; 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.

Responsibilities of Trustees

As explained more fully in the trustees' responsibilities statement, the trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as 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 charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charity or to cease operations, or have no realistic alternative but to do so.

Crossroads Braintree and Chelmsford Ltd

Company Limited by Guarantee

Independent Auditor's Report to the Members of Crossroads Braintree and Chelmsford Ltd (continued)

Year Ended 31st March 2021

Auditor's Responsibilities for the Audit of the Financial Statements

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

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

We consider the nature and risk of the charity sector, the charity's control environment and results of our enquiries of management. We consider whether relevant laws and regulations are being complied with and discuss with management whether they are aware of any noncompliance. To do this we review the financial statements and test random sample based transactions with supporting documentation.

As part of an audit in accordance with ISAs (UK), we exercise professional judgment and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the trustees.
- Conclude on the appropriateness of the trustees' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the charity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the charity to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

Crossroads Braintree and Chelmsford Ltd

Company Limited by Guarantee

Independent Auditor's Report to the Members of Crossroads Braintree and Chelmsford Ltd *(continued)*

Year Ended 31st March 2021

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Use of Our Report

This report is made solely to the charity's members, as a body, in accordance with section 144 of the Charities Act 2011 and regulations made under section 154 of that Act. Our audit work has been undertaken so that we might state to the charity's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and the charity's members as a body, for our audit work, for this report, or for the opinions we have formed.

Carol Green FCCA (Senior Statutory Auditor)

For and on behalf of
Peyton Tyler Mears
Chartered accountants & statutory auditor
Middleborough House
16 Middleborough
Colchester
Essex
CO1 1QT

Crossroads Braintree and Chelmsford Ltd

Company Limited by Guarantee

Statement of Financial Activities (including income and expenditure account)

Year Ended 31st March 2021

			2021		2020
	Note	Unrestricted funds £	Restricted funds £	Total funds £	Total funds £
Income and endowments					
Donations and legacies	5	160,943	62,205	223,148	10,282
Charitable activities	6	54,673	–	54,673	185,560
Investment income	7	665	–	665	1,148
Other income	8	2,450	–	2,450	–
Total income		<u>218,731</u>	<u>62,205</u>	<u>280,936</u>	<u>196,990</u>
Expenditure					
Expenditure on charitable activities	9,10	149,633	29,605	179,238	225,941
Total expenditure		<u>149,633</u>	<u>29,605</u>	<u>179,238</u>	<u>225,941</u>
Net income/(expenditure) and net movement in funds		<u>69,098</u>	<u>32,600</u>	<u>101,698</u>	<u>(28,951)</u>
Reconciliation of funds					
Total funds brought forward		71,983	–	71,983	100,934
Total funds carried forward		<u>141,081</u>	<u>32,600</u>	<u>173,681</u>	<u>71,983</u>

The statement of financial activities includes all gains and losses recognised in the year.
All income and expenditure derive from continuing activities.

The notes on pages 11 to 22 form part of these financial statements.

Crossroads Braintree and Chelmsford Ltd

Company Limited by Guarantee

Statement of Financial Position

31st March 2021

	Note	2021 £	2020 £
Fixed Assets			
Tangible fixed assets	15	3,702	1,560
Current Assets			
Debtors	16	5,301	10,299
Investments	17	102,608	40,189
Cash at bank and in hand		80,448	26,581
		<u>188,357</u>	<u>77,069</u>
Creditors: amounts falling due within one year	18	<u>18,378</u>	<u>6,646</u>
Net Current Assets		169,979	70,423
Total Assets Less Current Liabilities		173,681	71,983
Net Assets		<u>173,681</u>	<u>71,983</u>
Funds of the Charity			
Restricted funds		32,600	—
Unrestricted funds		141,081	71,983
Total charity funds	22	<u>173,681</u>	<u>71,983</u>

For the year ending 31st March 2021 the charity was entitled to exemption from audit under section 477 of the Companies Act 2006 relating to small companies.

Directors' responsibilities:

- The members have not required the company to obtain an audit of its financial statements for the year in question in accordance with section 476;
- The directors acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and the preparation of financial statements.

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

The statement of financial position
continues on the following page.

The notes on pages 11 to 22 form part of these financial statements.

Crossroads Braintree and Chelmsford Ltd

Company Limited by Guarantee

Statement of Financial Position *(continued)*

31st March 2021

These financial statements were approved by the board of trustees and authorised for issue on,
and are signed on behalf of the board by:

M Richardson
Vice-Chair

The notes on pages 11 to 22 form part of these financial statements.

Crossroads Braintree and Chelmsford Ltd

Company Limited by Guarantee

Notes to the Financial Statements

Year Ended 31st March 2021

1. General Information

The charity is a public benefit entity and a private company limited by guarantee, registered in England and Wales and a registered charity in England and Wales. The address of the registered office is 8 Park Farm, Witham Road, Black Notley, Braintree, Essex, CM7 8LQ.

2. Statement of Compliance

These financial statements have been prepared in compliance with FRS 102, 'The Financial Reporting Standard applicable in the UK and the Republic of Ireland', the 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 (FRS 102)) and the Companies Act 2006.

3. Accounting Policies

Basis of Preparation

The financial statements have been prepared on the historical cost basis.

Going Concern

There are no material uncertainties about the charity's ability to continue.

Judgements and Key Sources of Estimation Uncertainty

The preparation of the financial statements requires management to make judgements, estimates and assumptions that affect the amounts reported. These estimates and judgements are continually reviewed and are based on experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

Fund Accounting

Unrestricted funds are available for use at the discretion of the trustees to further any of the charity's purposes.

Designated funds are unrestricted funds earmarked by the trustees for particular future project or commitment.

Restricted funds are subjected to restrictions on their expenditure declared by the donor or through the terms of an appeal, and fall into one of two sub-classes: restricted income funds or endowment funds.

Crossroads Braintree and Chelmsford Ltd

Company Limited by Guarantee

Notes to the Financial Statements *(continued)*

Year Ended 31st March 2021

3. Accounting Policies *(continued)*

Incoming Resources

All incoming resources are included in the statement of financial activities when entitlement has passed to the charity; it is probable that the economic benefits associated with the transaction will flow to the charity and the amount can be reliably measured. The following specific policies are applied to particular categories of income:

- income from donations or grants is recognised when there is evidence of entitlement to the gift, receipt is probable and its amount can be measured reliably.
- legacy income is recognised when receipt is probable and entitlement is established.
- income from donated goods is measured at the fair value of the goods unless this is impractical to measure reliably, in which case the value is derived from the cost to the donor or the estimated resale value. Donated facilities and services are recognised in the accounts when received if the value can be reliably measured. No amounts are included for the contribution of general volunteers.
- income from contracts for the supply of services is recognised with the delivery of the contracted service. This is classified as unrestricted funds unless there is a contractual requirement for it to be spent on a particular purpose and returned if unspent, in which case it may be regarded as restricted.

Resources Expended

Expenditure is recognised on an accruals basis as a liability is incurred. Expenditure includes any VAT which cannot be fully recovered, and is classified under headings of the statement of financial activities to which it relates:

- expenditure on raising funds includes the costs of all fundraising activities, events, non-charitable trading activities, and the sale of donated goods.
- expenditure on charitable activities includes all costs incurred by a charity in undertaking activities that further its charitable aims for the benefit of its beneficiaries, including those support costs and costs relating to the governance of the charity apportioned to charitable activities.
- other expenditure includes all expenditure that is neither related to raising funds for the charity nor part of its expenditure on charitable activities.

All costs are allocated to expenditure categories reflecting the use of the resource. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs are apportioned between the activities they contribute to on a reasonable, justifiable and consistent basis.

Crossroads Braintree and Chelmsford Ltd

Company Limited by Guarantee

Notes to the Financial Statements *(continued)*

Year Ended 31st March 2021

3. Accounting Policies *(continued)*

Tangible Assets

Tangible assets are initially recorded at cost, and subsequently stated at cost less any accumulated depreciation and impairment losses. Any tangible assets carried at revalued amounts are recorded at the fair value at the date of revaluation less any subsequent accumulated depreciation and subsequent accumulated impairment losses.

An increase in the carrying amount of an asset as a result of a revaluation, is recognised in other recognised gains and losses, unless it reverses a charge for impairment that has previously been recognised as expenditure within the statement of financial activities. A decrease in the carrying amount of an asset as a result of revaluation, is recognised in other recognised gains and losses, except to which it offsets any previous revaluation gain, in which case the loss is shown within other recognised gains and losses on the statement of financial activities.

Depreciation

Depreciation is calculated so as to write off the cost or valuation of an asset, less its residual value, over the useful economic life of that asset as follows:

Office equipment	- 10% straight line
Motor vehicle	- 7 years straight line
Computers	- 20% straight line

Impairment of Fixed Assets

A review for indicators of impairment is carried out at each reporting date, with the recoverable amount being estimated where such indicators exist. Where the carrying value exceeds the recoverable amount, the asset is impaired accordingly. Prior impairments are also reviewed for possible reversal at each reporting date.

For the purposes of impairment testing, when it is not possible to estimate the recoverable amount of an individual asset, an estimate is made of the recoverable amount of the cash-generating unit to which the asset belongs. The cash-generating unit is the smallest identifiable group of assets that includes the asset and generates cash inflows that largely independent of the cash inflows from other assets or groups of assets.

For impairment testing of goodwill, the goodwill acquired in a business combination is, from the acquisition date, allocated to each of the cash-generating units that are expected to benefit from the synergies of the combination, irrespective of whether other assets or liabilities of the charity are assigned to those units.

Government Grants

Government grants are recognised at the fair value of the asset received or receivable. Grants are not recognised until there is reasonable assurance that the charity will comply with the conditions attaching to them and the grants will be received.

Crossroads Braintree and Chelmsford Ltd

Company Limited by Guarantee

Notes to the Financial Statements *(continued)*

Year Ended 31st March 2021

3. Accounting Policies *(continued)*

Government Grants *(continued)*

Where the grant does not impose specified future performance-related conditions on the recipient, it is recognised in income when the grant proceeds are received or receivable. Where the grant does impose specified future performance-related conditions on the recipient, it is recognised in income only when the performance-related conditions have been met. Where grants received are prior to satisfying the revenue recognition criteria, they are recognised as a liability.

Financial Instruments

A financial asset or a financial liability is recognised only when the entity becomes a party to the contractual provisions of the instrument.

Basic financial instruments are initially recognised at the amount receivable or payable including any related transaction costs, unless the arrangement constitutes a financing transaction, where it is recognised at the present value of the future payments discounted at a market rate of interest for a similar debt instrument.

Defined Contribution Plans

Contributions to defined contribution plans are recognised as an expense in the period in which the related service is provided. Prepaid contributions are recognised as an asset to the extent that the prepayment will lead to a reduction in future payments or a cash refund.

When contributions are not expected to be settled wholly within 12 months of the end of the reporting date in which the employees render the related service, the liability is measured on a discounted present value basis. The unwinding of the discount is recognised as an expense in the period in which it arises.

4. Limited by Guarantee

The company is limited by guarantee.

5. Donations and Legacies

	Unrestricted Funds £	Restricted Funds £	Total Funds 2021 £
Donations			
Donations and fundraising	351	—	351
Gifts			
Sundry income	—	—	—

Crossroads Braintree and Chelmsford Ltd

Company Limited by Guarantee

Notes to the Financial Statements *(continued)*

Year Ended 31st March 2021

5. Donations and Legacies *(continued)*

	Unrestricted Funds £	Restricted Funds £	Total Funds 2021 £
Grants			
Charitable grants received (see note 20)	92,532	62,205	154,737
Government grant income	68,060	—	68,060
	<u>160,943</u>	<u>62,205</u>	<u>223,148</u>
	Unrestricted Funds £	Restricted Funds £	Total Funds 2020 £
Donations			
Donations and fundraising	482	—	482
Gifts			
Sundry income	50	—	50
Grants			
Charitable grants received (see note 20)	750	9,000	9,750
Government grant income	—	—	—
	<u>1,282</u>	<u>9,000</u>	<u>10,282</u>

6. Charitable Activities

	Unrestricted Funds £	Total Funds 2021 £	Unrestricted Funds £	Total Funds 2020 £
Charges	<u>54,673</u>	<u>54,673</u>	<u>185,560</u>	<u>185,560</u>

7. Investment Income

	Unrestricted Funds £	Total Funds 2021 £	Unrestricted Funds £	Total Funds 2020 £
Bank interest receivable	<u>665</u>	<u>665</u>	<u>1,148</u>	<u>1,148</u>

8. Other Income

	Unrestricted Funds £	Total Funds 2021 £	Unrestricted Funds £	Total Funds 2020 £
Gain on disposal of tangible fixed assets held for charity's own use	<u>2,450</u>	<u>2,450</u>	<u>—</u>	<u>—</u>

Crossroads Braintree and Chelmsford Ltd

Company Limited by Guarantee

Notes to the Financial Statements *(continued)*

Year Ended 31st March 2021

9. Expenditure on Charitable Activities by Fund Type

	Unrestricted Funds £	Restricted Funds £	Total Funds 2021 £
Care services	101,793	29,605	131,398
Support costs	47,840	—	47,840
	<u>149,633</u>	<u>29,605</u>	<u>179,238</u>
	Unrestricted Funds £	Restricted Funds £	Total Funds 2020 £
Care services	154,651	9,000	163,651
Support costs	62,290	—	62,290
	<u>216,941</u>	<u>9,000</u>	<u>225,941</u>

10. Expenditure on Charitable Activities by Activity Type

	Activities undertaken directly £	Support costs £	Total funds 2021 £	Total fund 2020 £
Care services	<u>131,398</u>	<u>47,840</u>	<u>179,238</u>	<u>225,941</u>

11. Analysis of Support Costs

	Care Services £	Total 2021 £	Total 2020 £
Premises	12,732	12,732	19,050
Communications and IT	1,093	1,093	2,831
Day Centre	522	522	3,540
CQC regulation fee	406	406	605
Training	1,746	1,746	1,526
Stationery	3,352	3,352	1,254
Insurance	1,656	1,656	1,653
Sundry expenses	15,146	15,146	1,083
Audit & Professional fees	2,120	2,120	2,237
Travel expenses	8,577	8,577	27,432
Affiliation fees & Subscriptions	100	100	100
Depreciation	390	390	979
	<u>47,840</u>	<u>47,840</u>	<u>62,290</u>

Crossroads Braintree and Chelmsford Ltd

Company Limited by Guarantee

Notes to the Financial Statements *(continued)*

Year Ended 31st March 2021

12. Net Income/(Expenditure)

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

	2021	2020
	£	£
Depreciation of tangible fixed assets	390	979
Gains on disposal of tangible fixed assets	<u>(2,450)</u>	<u>—</u>

13. Staff Costs

The total staff costs and employee benefits for the reporting period are analysed as follows:

	2021	2020
	£	£
Wages and salaries	129,871	159,817
Social security costs	658	2,771
Employer contributions to pension plans	869	1,063
	<u>131,398</u>	<u>163,651</u>

The average head count of employees during the year was 18 (2020: 18). The average number of full-time equivalent employees during the year is analysed as follows:

	2021	2020
	No.	No.
Administrative and support staff	<u>18</u>	<u>18</u>

No employee received employee benefits of more than £60,000 during the year (2020: Nil).

14. Trustee Remuneration and Expenses

No remuneration or other benefits from employment with the charity or a related entity were received by the trustees;

Crossroads Braintree and Chelmsford Ltd

Company Limited by Guarantee

Notes to the Financial Statements *(continued)*

Year Ended 31st March 2021

15. Tangible Fixed Assets

	Office equipment £	Motor vehicle £	Computers £	Total £
Cost				
At 1 Apr 2020	3,954	6,995	5,396	16,345
Additions	–	–	3,832	3,832
Disposals	–	(6,995)	(5,396)	(12,391)
At 31 Mar 2021	<u>3,954</u>	<u>–</u>	<u>3,832</u>	<u>7,786</u>
Depreciation				
At 1 Apr 2020	3,694	5,695	5,396	14,785
Charge for the year	26	–	364	390
Disposals	–	(5,695)	(5,396)	(11,091)
At 31 Mar 2021	<u>3,720</u>	<u>–</u>	<u>364</u>	<u>4,084</u>
Carrying amount				
At 31 Mar 2021	<u>234</u>	<u>–</u>	<u>3,468</u>	<u>3,702</u>
At 31 Mar 2020	<u>260</u>	<u>1,300</u>	<u>–</u>	<u>1,560</u>

16. Debtors

	2021 £	2020 £
Trade debtors	5,245	9,049
Prepayments and accrued income	56	150
Other debtors	–	1,100
	<u>5,301</u>	<u>10,299</u>

17. Investments

	2021 £	2020 £
Investment in Bonds	<u>102,608</u>	<u>40,189</u>

The investment is in the form of deposits with United Trust and Cambs & Counties.

18. Creditors: amounts falling due within one year

	2021 £	2020 £
Accruals and deferred income	<u>18,378</u>	<u>6,646</u>

Crossroads Braintree and Chelmsford Ltd

Company Limited by Guarantee

Notes to the Financial Statements *(continued)*

Year Ended 31st March 2021

18. Creditors: amounts falling due within one year *(continued)*

Included in creditors is a provision of £11,600 for grants that are potentially repayable after the year end.

19. Pensions and Other Post Retirement Benefits

Defined contribution plans

The amount recognised in income or expenditure as an expense in relation to defined contribution plans was £869 (2020: £1,063).

20. Grants

Grants received:

	<u>2021</u>	<u>2020</u>
Albert Hunt	3,000	-
Braintree DC - Live well	998	-
Braintree United Charities	500	-
CAF	39,398	-
Charles S French	5,000	-
Childwick Trust	9,000	-
Colchester Catalyst	2,000	1,000
Early Intervention	-	8,000
Eastlight	11,000	-
ECC	21,200	-
ECC - Infection control	7,435	-
ECC Workforce	2,665	-
Edward Gosling	5,000	-
Essex Association	4,276	-
Essex Community Foundation	10,000	-
Independent Age	5,574	-
Lottery Fund (COVID-19)	5,000	-
Postcode Neighbourhood Trust	11,440	-
S Waddilove	1,000	-
Tesco groundwork	500	-
The Sir Jules Thorn Charitable Trust	1,000	750
TomAmos	5,000	-
Tudwick Foundation	3,000	-
Woodroffe Benton	750	-

21. Government Grants

The amounts recognised in the financial statements for government grants are as follows:

	<u>2021</u>	2020
	£	£
Recognised in income from donations and legacies:		
Government grants income	<u>68,060</u>	<u>—</u>

Crossroads Braintree and Chelmsford Ltd

Company Limited by Guarantee

Notes to the Financial Statements *(continued)*

Year Ended 31st March 2021

22. Analysis of Charitable Funds

Unrestricted funds

	At 1 Apr 2020	Income	Expenditure	Transfers	At 31 Mar 2021
	£	£	£	£	£
General funds	2,983	218,731	(149,633)	(11,000)	61,081
Designated Fund	69,000	–	–	11,000	80,000
	<u>71,983</u>	<u>218,731</u>	<u>(149,633)</u>	<u>–</u>	<u>141,081</u>

	At 1 Apr 2019	Income	Expenditure	Transfers	At 31 Mar 2020
	£	£	£	£	£
General funds	10,934	187,990	(216,941)	21,000	2,983
Designated Fund	90,000	–	–	(21,000)	69,000
	<u>100,934</u>	<u>187,990</u>	<u>(216,941)</u>	<u>–</u>	<u>71,983</u>

The designated fund was established as a contingency against the potential loss of future funding.

Crossroads Braintree and Chelmsford Ltd

Company Limited by Guarantee

Notes to the Financial Statements *(continued)*

Year Ended 31st March 2021

22. Analysis of Charitable Funds *(continued)*

Restricted funds

	At 1 Apr 2020	Income	Expenditure	Transfers	At 31 Mar 2021
	£	£	£	£	£
Colchester Catalyst	—	2,000	—	—	2,000
Early Intervention	—	5,000	(5,000)	—	—
Essex Community Foundation	—	10,000	—	—	10,000
Lottery Fund - computers, software, telephones	—	5,000	(5,000)	—	—
Tudwick Foundation	—	3,000	—	—	3,000
ECC Infection Control - PPE	—	7,340	(7,340)	—	—
Eastlight	—	6,000	—	—	6,000
ECC Infection Control	—	21,200	(10,600)	—	10,600
ECC - Workforce Capacity Fund	—	2,665	(1,665)	—	1,000
	—	<u>62,205</u>	<u>(29,605)</u>	—	<u>32,600</u>

	At 1 Apr 2019	Income	Expenditure	Transfers	At 31 Mar 2020
	£	£	£	£	£
Colchester Catalyst	—	1,000	(1,000)	—	—
Early Intervention	—	8,000	(8,000)	—	—
Essex Community Foundation	—	—	—	—	—
Lottery Fund - computers, software, telephones	—	—	—	—	—
Tudwick Foundation	—	—	—	—	—
ECC Infection Control - PPE	—	—	—	—	—
Eastlight	—	—	—	—	—
ECC Infection Control	—	—	—	—	—
ECC - Workforce Capacity Fund	—	—	—	—	—
	—	<u>9,000</u>	<u>(9,000)</u>	—	<u>—</u>

Crossroads Braintree and Chelmsford Ltd

Company Limited by Guarantee

Notes to the Financial Statements *(continued)*

Year Ended 31st March 2021

23. Analysis of Net Assets Between Funds

	Unrestricted Funds £	Restricted Funds £	Total Funds 2021 £
Tangible fixed assets	3,702	–	3,702
Current assets	155,757	32,600	188,357
Creditors less than 1 year	(18,378)	–	(18,378)
Net assets	<u>141,081</u>	<u>32,600</u>	<u>173,681</u>

	Unrestricted Funds £	Restricted Funds £	Total Funds 2020 £
Tangible fixed assets	1,560	–	1,560
Current assets	77,069	–	77,069
Creditors less than 1 year	(6,646)	–	(6,646)
Net assets	<u>71,983</u>	<u>–</u>	<u>71,983</u>