

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	(2,450)	—
	<u> </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>	—	—

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		173,681	71,983
Funds of the Charity			
Restricted funds		32,600	—
Unrestricted funds		141,081	71,983
Total charity funds	22	173,681	71,983

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	(2,450)	—

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>	—	—

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>