

Charity Registration No. 1064511

Company Registration No. 3386688 (England and Wales)

CROSSROADS IN EAST LANCASHIRE LIMITED
ANNUAL REPORT AND UNAUDITED FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021

PM+M Solutions for Business LLP
Chartered Accountants
New Century House
Greenbank Technology Park
Blackburn
Lancashire
BB1 5QB

CROSSROADS IN EAST LANCASHIRE LIMITED

LEGAL AND ADMINISTRATIVE INFORMATION

Trustees	Dr P Russo Mr D Preston Mrs J Lister Mr K Holt Mrs S Thompson Mr J Thompson Ms K Morgan
Chief Executive officer	Mr John Rattigan
Charity number	1064511
Company number	3366688
Registered office	Burnley Business Centre Liverpool Road Burnley Lancashire BB12 6HH
Accountants	PM+M Solutions for Business LLP Challenge Way New Century House Greenbank Technology Park Blackburn Lancashire BB1 5QB

CROSSROADS IN EAST LANCASHIRE LIMITED

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CROSSROADS IN EAST LANCASHIRE LIMITED

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) FOR THE YEAR ENDED 31 MARCH 2021

The trustees present their report and financial statements for the year ended 31 March 2021.

The financial statements have been prepared in accordance with the accounting policies set out in note 1 to the financial statements and comply with the charity's governing document, the Companies Act 2006 and "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)" (as amended for accounting periods commencing from 1 January 2016).

OBJECTIVES AND ACTIVITIES

Activities to achieve objectives

The object of the charity as per the Memorandum of Association is to relieve the stresses experienced by carers and beneficiaries.

The areas of benefit shall be Burnley, Pendle, Rossendale, Blackburn and Darwen as agreed by the Board of Trustees.

Activities for achieving objectives

The charity's principal activity is to provide care for carers and the people they care for, as well as the care of infirm and disabled people in their home environment, in accordance with a stated and agreed care plan that meets the needs of the carer, the client and the funding body.

As always the objective of the charity is to expand the support network to carers by delivering more quality care hours than previously. The charity constantly strives to satisfy as many referrals from its public body funders as capacity allows whilst continually seeking to attract new funders and develop new services.

Main activities undertaken to further the charity's purposes for the public benefit

The trustees confirm that we have paid due regard to the Charity Commission guidance on public benefit reporting in deciding what activities the charity should undertake. The remainder of this Annual Report explains the charity's work during the year and how it has been carried out for the public benefit.

ACHIEVEMENTS AND PERFORMANCE

Review of activities

During the year under review, the charity delivered 44,170 carer break hours (53,140 hours in 2020) reaching 186 carers compared to 241 in the previous year.

The charity is a provider of carer and domiciliary support for adults and children which has been commissioned by Lancashire County Council and delivery of care is on self-directed support funding or a personal budget basis. A similar arrangement for the provision of care to adults and children is in place in the Blackburn with Darwen unitary authority area.

The charity's income in the main is derived from the invoicing of delivered carer support hours at pre-determined rates in accordance with care plans agreed by Lancashire County Council, Blackburn with Darwen Borough Council and directly from families and private individuals, funded through direct payments, personal budgets, self-directed support or private payment.

The charity also provides respite support for the carers of those living with dementia which is funded by the East Lancashire Clinical Commissioning Group. In addition, a number of memory choirs for those living with dementia and their carers are organised and facilitated on a weekly basis.

Through funding from the Triangle Trust, staff at the charity have received specialist training to qualify them as experts in supporting those living with advanced dementia and their carers.

CROSSROADS IN EAST LANCASHIRE LIMITED

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2021

FINANCIAL REVIEW

Going concern

After making appropriate enquiries, the trustees have a reasonable expectation that the company has adequate resources to continue in operational existence for the foreseeable future. For this reason they continue to adopt the going concern basis in preparing the financial statements.

Financial review

The Statement of Financial Activities shows a net surplus for the year ended 31 March 2021 of £177,305 in comparison to a net surplus for the year ended 31 March 2020 of £6,463.

Restricted funds carried forward at the year end were £9,890 (2020 - £19,878).

Unrestricted funds carried forward at the year end were £236,011 (2020 - £48,718).

The total funds at the year end amounted to a surplus £245,901 (2020 - £68,596).

Steps have been taken to seek additional funding and further activities for increasing income levels are noted in the future developments section of this report.

Reserves policy

The policy on reserves is that the existing assets are retained to produce income which is wholly utilised to support existing activities. There is no intention in the long term to either increase or reduce the capital significantly from current levels. This policy is justified in that it is necessary to preserve and increase income at the present levels in order to maintain the activities of the charity.

Risk management

The trustees actively review the major risks faced by the charity on a regular basis. It is their belief that maintaining reserves at current levels combined with an annual review of the controls over key financial systems will provide sufficient resources in the event of adverse operational conditions.

The trustees have also examined other operational and business risks faced by the charity and are satisfied that the systems in place can mitigate significant risks.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Constitution

The company is registered as a charitable company limited guarantee and was set up by a Memorandum of Association on 20 September 1997, with a registered charity number 1064511.

The principal object of the company as per the Memorandum of Association is to relieve the stresses experienced by carers and beneficiaries.

The areas of benefit shall be Burnley, Pendle, Rossendale, Blackburn and Darwen as agreed by the Board of Trustees of Crossroads Association.

The charity aims to provide care to infirm and disabled people in their home environment in accordance with a stated and agreed care plan that meets the needs of the carer, the client and the funding body.

CROSSROADS IN EAST LANCASHIRE LIMITED

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2021

Method of appointment or election of Trustees

All trustees and directors are re-elected annually at the Annual General Meeting of the company. Current trustees putting themselves forward for re-election as well as prospective trustees are nominated either by community organisations or individuals.

The board of trustees meet monthly as a full board. They discuss the activities of the charity in terms of finance, service delivery and staffing. Staff of the charity have delegated authority to carry out day to day work within policies agreed by the board. Financial standing orders give necessary authorisation of different amounts. In addition, specific sub committees have been established to deal with finance and fundraising, personnel, service and policies.

The charity strives, by its actions and objectives, to develop and maintain positive relationships with those groups, charities and individuals with whom it works closely as well as aiming to foster new relationships whenever opportunities arise.

Organisational structure and decision making

Crossroads In East Lancashire is governed by a local board of trustees who are volunteers. They bring with them a range of skills and experience and are responsible for the service's overall operation.

Jean Lister: Chair

David Preston: Executive Chair

Pamela Russo

Sandra Thompson

Kerry Holt

John Thompson

Karen Morgan

The board of trustees delegate the day to day running of the charity to the chief executive officer, care manager and finance manager.

John Rattigan

Sheila Woodall

Andrea Higgin

Farzana Kauser

Munaza Shaheen

Deborah Murphy

Amanda Pritchard

Chief Executive Officer

Care Manager

Care Team Leader

Senior Carer Support Worker

Senior Carer Support Worker

Finance Manager

Administrator/ Payroll

CROSSROADS IN EAST LANCASHIRE LIMITED

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2021

PLANS FOR FUTURE PERIODS

Future development

The charity aims to continue developments in 2021/2022 by:

- Continuing to develop activities and services for older people, children and people with learning disabilities.
- Developing services in response to Clinical Commissioning Groups requirements.
- Developing services to meet the support plans of people with NHS personal budgets.
- Continuing to provide a quality support service to carers.
- Reviewing and upgrading our website using pro bono support.
- Diversifying services to widen the market and increase income streams.
- Maintaining current carer clients and consolidate and expand our delivery potential as well as our management structure.

Impact of the coronavirus pandemic

Since the middle of March 2020, Crossroads in East Lancashire Limited has been impacted by the coronavirus pandemic. The Government's advice, to those who are most vulnerable in our community, to shield resulted in an immediate reduction in the number of clients supported and a reduction in hours delivered.

This had the potential to have a serious financial impact on the organisation; however, due to financial support that was available from Government and Local Authorities, as well as successful applications for grants, funding and donations we have been able to mitigate the impact and we are confident that during and after the pandemic we will be able to continue to deliver our services.

As the Government advice to shield has been relaxed, we are seeing an increase in carers and clients returning as well as new referrals. We continue to monitor the progress of the pandemic closely, in our local area, and are formulating plans to deal with the possibility of a winter wave of infections to ensure we are able to support clients and carers appropriately.

We have been successful in meeting all personal protective equipment (PPE) requirements and continue to add to our stock of PPE.

CROSSROADS IN EAST LANCASHIRE LIMITED

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2021

Statement of Trustees' responsibilities

The trustees, who are also the directors of Crossroads In East Lancashire Limited for the purpose 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 trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charity and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that year.

In preparing these financial statements, the trustees are required to:

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

The trustees are responsible for keeping adequate accounting records that 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.

The Trustees' report was approved by the Board of Trustees.



Mrs J Lister
Trustee

Dated: 12 October 2021

CROSSROADS IN EAST LANCASHIRE LIMITED

INDEPENDENT EXAMINER'S REPORT

TO THE TRUSTEES OF CROSSROADS IN EAST LANCASHIRE LIMITED

I report to the trustees on my examination of the financial statements of Crossroads In East Lancashire Limited (the charity) for the year ended 31 March 2021.

Responsibilities and basis of report

As the trustees of the charity (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 financial statements of the charity 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 financial statements carried out under section 145 of the Charities Act 2011 (the 2011 Act). In carrying out my examination I have followed all the applicable Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act.

Independent examiner's statement

Since the charity's gross income exceeded £250,000 your examiner must be a member of a body listed in section 145 of the 2011 Act. I confirm that I am qualified to undertake the examination because I am a member of ICAEW, which is one of the listed bodies.

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 that in any material respect:

- 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).

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 financial statements to be reached.

Heleen Clayton

Heleen Clayton BSc FCA
PM+M Solutions for Business LLP

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Greenbank Technology Park
Challenge Way
Blackburn
Lancashire
BB1 5QB

Date: 13 October 2021

CROSSROADS IN EAST LANCASHIRE LIMITED

STATEMENT OF FINANCIAL ACTIVITIES INCLUDING INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDED 31 MARCH 2021

		Unrestricted funds 2021 £	Restricted funds 2021 £	Total 2021 £	Total 2020 £
	Notes				
Income from:					
Donations	2	674	261,602	262,276	121,786
Charitable activities	3	729,177	-	729,177	752,381
Investments	4	-	-	-	360
Total income		729,851	261,602	991,453	874,527
Expenditure on:					
Charitable activities	5	542,558	271,590	814,148	868,064
Net income/(expenditure) for the year/ Net movement in funds		187,293	(9,988)	177,305	6,463
Fund balances at 1 April 2020		48,718	19,878	68,596	62,133
Fund balances at 31 March 2021		236,011	9,890	245,901	68,596

The statement of financial activities includes all gains and losses recognised in the year.

All income and expenditure derive from continuing activities.

The statement of financial activities also complies with the requirements for an income and expenditure account under the Companies Act 2006.

CROSSROADS IN EAST LANCASHIRE LIMITED

BALANCE SHEET

AS AT 31 MARCH 2021

	Notes	2021 £	£	2020 £	£
Fixed assets					
Tangible assets	9		4,966		5,346
Current assets					
Debtors	10	146,073		134,598	
Cash at bank and in hand		306,176		57,992	
		<u>452,249</u>		<u>192,590</u>	
Creditors: amounts falling due within one year	11	<u>(145,867)</u>		<u>(129,340)</u>	
Net current assets			<u>306,382</u>		<u>63,250</u>
Total assets less current liabilities			<u>311,348</u>		<u>68,596</u>
Creditors: amounts falling due after more than one year	12		(66,447)		-
Net assets			<u><u>245,901</u></u>		<u><u>68,596</u></u>
Income funds					
Restricted funds	13		9,890		19,878
Unrestricted funds			236,011		48,718
			<u><u>245,901</u></u>		<u><u>68,596</u></u>

CROSSROADS IN EAST LANCASHIRE LIMITED

BALANCE SHEET (CONTINUED)

AS AT 31 MARCH 2021

The company is entitled to the exemption from the audit requirement contained in section 477 of the Companies Act 2006, for the year ended 31 March 2021.

The directors acknowledge their responsibilities for ensuring that the charity keeps accounting records which comply with section 386 of the Act and for preparing financial statements which give a true and fair view of the state of affairs of the company as at the end of the financial year and of its incoming resources and application of resources, including its income and expenditure, for the financial year in accordance with the requirements of sections 394 and 395 and which otherwise comply with the requirements of the Companies Act 2006 relating to financial statements, so far as applicable to the company.

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.

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

The financial statements were approved by the Trustees on 12 October 2021

Mr D Preston
Trustee



Company Registration No. 3366688

Mrs J Lister
Trustee



CROSSROADS IN EAST LANCASHIRE LIMITED

STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 31 MARCH 2021

	Notes	2021 £	£	2020 £	£
Cash flows from operating activities					
Cash generated from operations	18		163,071		2,075
Investing activities					
Purchase of tangible fixed assets		(998)		(4,715)	
Investment income received		-		360	
Net cash used in investing activities			(998)		(4,355)
Financing activities					
Proceeds of new loans		93,000		-	
Repayment of loans		(6,889)		-	
Net cash generated from/(used in) financing activities			86,111		-
Net increase/(decrease) in cash and cash equivalents			248,184		(2,280)
Cash and cash equivalents at beginning of year			57,992		60,272
Cash and cash equivalents at end of year			<u>306,176</u>		<u>57,992</u>

CROSSROADS IN EAST LANCASHIRE LIMITED

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2021

1 Accounting policies

Charity Information

Crossroads In East Lancashire Limited is a private company, limited by guarantee, incorporated in England and Wales. The registered office is Burnley Business Centre, Liverpool Road, Burnley, Lancashire, BB12 6HH.

1.1 Accounting convention

The financial statements have been prepared in accordance with the charity's governing document, the Companies Act 2006 and "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019)". The charity is a Public Benefit Entity as defined by FRS 102.

The financial statements are prepared in sterling, which is the functional currency of the charity. Monetary amounts in these financial statements are rounded to the nearest £.

1.2 Going concern

At the time of approving the financial statements, the trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. Thus the trustees continue to adopt the going concern basis of accounting in preparing the financial statements.

1.3 Charitable funds

Unrestricted funds are available for use at the discretion of the trustees in furtherance of their charitable objectives.

Restricted funds are subject to specific conditions by donors as to how they may be used. The purposes and uses of the restricted funds are set out in the notes to the financial statements.

1.4 Incoming resources

Income is recognised when the charity is legally entitled to it after any performance conditions have been met, the amounts can be measured reliably, and it is probable that income will be received.

Cash donations are recognised on receipt. Other donations are recognised once the charity has been notified of the donation, unless performance conditions require deferral of the amount. Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

Legacies are recognised on receipt or otherwise if the charity has been notified of an impending distribution, the amount is known, and receipt is expected. If the amount is not known, the legacy is treated as a contingent asset.

CROSSROADS IN EAST LANCASHIRE LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2021

1 Accounting policies

(Continued)

1.5 Resources expended

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset's use.

1.6 Tangible fixed assets

Tangible fixed assets are initially measured at cost and subsequently measured at cost, net of depreciation and any impairment losses.

Depreciation is recognised so as to write off the cost or valuation of assets less their residual values over their useful lives on the following bases:

Office Equipment	25% reducing balance
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1.7 Cash and cash equivalents

Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities.

1.8 Financial instruments

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

Financial instruments are recognised in the charity's balance sheet when the charity becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

Basic financial assets

Basic financial assets, which include debtors and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Financial assets classified as receivable within one year are not amortised.

CROSSROADS IN EAST LANCASHIRE LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2021

1 Accounting policies

(Continued)

Basic financial liabilities

Basic financial liabilities, including creditors and bank loans are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest. Financial liabilities classified as payable within one year are not amortised.

Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of operations from suppliers. Amounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade creditors are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

Derecognition of financial liabilities

Financial liabilities are derecognised when the charity's contractual obligations expire or are discharged or cancelled.

1.9 Leases

Rentals payable under operating leases, including any lease incentives received, are charged as an expense on a straight line basis over the term of the relevant lease.

1.10 Pensions

The company operates a defined contribution pension scheme and the pension charge represents the amounts payable by the company to the fund in respect of the year.

2 Donations

	Unrestricted funds	Restricted funds	Total	Total
	2021 £	2021 £	2021 £	2020 £
Donations and gifts	674	-	674	1,581
Grants	-	261,602	261,602	120,205
	<u>674</u>	<u>261,602</u>	<u>262,276</u>	<u>121,786</u>
For the year ended 31 March 2020	<u>1,581</u>	<u>120,205</u>		<u>121,786</u>

CROSSROADS IN EAST LANCASHIRE LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2021

3 Charitable activities

	Unrestricted 2021 £	Unrestricted 2020 £
Contractual income	425,781	421,758
Direct payments	251,540	311,278
Other income	51,856	19,345
	<u>729,177</u>	<u>752,381</u>

4 Investments

	Unrestricted 2021 £	Unrestricted 2020 £
Investment income	-	360
	<u>-</u>	<u>360</u>

CROSSROADS IN EAST LANCASHIRE LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2021

5 Charitable activities

	Total 2021 £	Total 2020 £
Staff costs	699,347	756,813
Depreciation and impairment	1,378	774
Insurance	3,287	2,923
Bad debts written off	-	1,164
Health and safety - core materials	1,975	1,123
DBS Checks	3,240	1,661
Repairs and renewals	702	849
Rent and service charge	16,941	14,472
Telephone	4,820	4,162
Training and recruitment	159	545
Printing, postage and stationery	4,060	6,886
Computer costs	5,280	6,756
Utilities and sundry costs	16,134	1,460
Travel and subsistence	42,398	53,341
Bank charges	1,279	1,013
	<u>801,000</u>	<u>853,942</u>
Share of support costs (see note 6)	13,148	14,122
	<u>814,148</u>	<u>868,064</u>
Analysis by fund		
Unrestricted funds	542,558	
Restricted funds	271,590	
	<u>814,148</u>	
For the year ended 31 March 2020		
Unrestricted funds		745,080
Restricted funds		122,984
		<u>868,064</u>

CROSSROADS IN EAST LANCASHIRE LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2021

6 Support costs

	Support costs	Governance costs	2021	2020
	£	£	£	£
Subscriptions	3,479	-	3,479	4,876
Accountancy fees	7,369	-	7,369	6,946
Independent examination fee	-	2,300	2,300	2,300
	<u>10,848</u>	<u>2,300</u>	<u>13,148</u>	<u>14,122</u>
Analysed between				
Charitable activities	<u>11,822</u>	<u>2,300</u>	<u>13,148</u>	<u>14,122</u>

Of the total support and governance costs £13,148 (2020 - £14,112) relates to unrestricted funds and £Nil (2020 - £Nil) relates to restricted funds.

Governance costs includes an Independent Examination fee of £2,300 (2020 - £2,300).

7 Trustees

None of the trustees (or any persons connected with them) received any remuneration or benefits from the charity during the year.

8 Employees

Number of employees

The average monthly number of employees during the year was:

	2021	2020
	Number	Number
	<u>63</u>	<u>67</u>
Employment costs	2021	2020
	£	£
Wages and salaries	661,616	718,018
Social security costs	28,692	29,713
Other pension costs	9,039	9,082
	<u>699,347</u>	<u>756,813</u>

The Trustees consider its key personnel management to be the CEO, Care Manager and Finance manager. Total employee benefits including employer pension contributions were £115,810 (2020 - £100,920).

CROSSROADS IN EAST LANCASHIRE LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2021

9 Tangible fixed assets

	Office Equipment £
Cost	
At 1 April 2020	137,207
Additions	998
At 31 March 2021	138,205
Depreciation	
At 1 April 2020	131,861
Depreciation charged in the year	1,378
At 31 March 2021	133,239
Carrying amount	
At 31 March 2021	4,966
At 31 March 2020	5,346

10 Debtors

	2021 £	2020 £
Amounts falling due within one year:		
Trade debtors	78,572	54,473
Other debtors	62,021	79,953
Prepayments and accrued income	5,480	172
	146,073	134,598

11 Creditors: amounts falling due within one year

	2021 £	2020 £
Borrowings	20,664	-
Other taxation and social security	5,718	7,045
Trade creditors	502	1,702
Other creditors	112,996	116,517
Accruals and deferred income	5,987	4,076
	145,867	129,340

CROSSROADS IN EAST LANCASHIRE LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2021

12 Creditors: amounts falling due after more than one year

	2021 £	2020 £
Borrowings	<u>65,447</u>	<u>-</u>

13 Restricted funds

The income funds of the charity include restricted funds comprising the following unexpended balances of donations and grants held on trust for specific purposes:

	Movement in funds				Movement in funds			
	Balance at 1 April 2020	Incoming resources	Resources expended	Transfers	Balance at 1 April 2020	Incoming resources	Resources expended	Balance at 31 March 2021
	£	£	£	£	£	£	£	£
Restricted funds	<u>38,607</u>	<u>120,205</u>	<u>(122,984)</u>	<u>(15,950)</u>	<u>19,878</u>	<u>261,602</u>	<u>(271,590)</u>	<u>9,890</u>

Restricted funds include:

A Paulaskas Memorial Fund - this fund is for the purpose of emergency care to existing families, deemed to be a worthy cause and authorised by the Board of Trustees. This fund is only to be used if funding cannot be found elsewhere. At the year end, a balance of £9,214 has been carried forward.

CCG A Proper Break - this grant provides a two hour weekly break for carers allowing them the freedom to do something for themselves. At the year end, a balance of £676 has been carried forward.

For the following funds, the year end balance is £nil:

The Triangle Trust - this grant supports the charity to implement a step change in their development and therefore build increased sustainability for the future.

Edward Gosling Foundation - This was a grant to fund the voice over internet protocol.

Coronavirus Job Retention Scheme - This was a government grant to support the wages of staff that were put on furlough.

Community Foundation Grant - this grant was to cover some staff costs.

Lottery community fund - This was to cover staff costs to go out to introduce the 'new normal' to carers and clients.

Independent Age - This was for digital diagnoses with clients. This covered staff wages and their mileage to visit clients.

Workforce Resilience - This was to cover recruitment costs, interview costs and DBS checks.

Infection Control Grant - This was to cover any expenditure relating to Covid-19, which included PPE and staff costs as well as costs to reduce the risk of community infection.

Awards for All - This grant was to undertake welfare checks over the phone, and therefore covers staff wages and mobile phone costs.

CROSSROADS IN EAST LANCASHIRE LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2021

14 Analysis of net assets between funds

	Unrestricted funds	Restricted funds	Total	Total
	2021	2021	2021	2020
	£	£	£	£
Fund balances at 31 March 2021 are represented by:				
Tangible assets	4,966	-	4,966	5,346
Net current assets	296,492	9,890	306,382	63,250
Long term liabilities	(65,447)	-	(65,447)	-
	<u>236,011</u>	<u>9,890</u>	<u>245,901</u>	<u>68,596</u>

15 Operating lease commitments

At the reporting end date the charity had outstanding commitments for future minimum lease payments under non-cancellable operating leases, which fall due as follows:

	2021	2020
	£	£
Within one year	5,024	15,072
Between two and five years	-	5,024
	<u>5,024</u>	<u>20,096</u>

16 Pension Commitments

The company operates a defined contributions pension scheme. The assets of the scheme are held separately from those of the company in an independently administered fund. The pension cost charge represents contributions payable by the company to the fund and amounted to £9,039 (2020 - £9,082). Contributions totalling £2,042 (2020 - £650) were payable to the fund at the balance sheet date.

17 Related party transactions

There were no disclosable related party transactions during the year (2020 - none).

18 Cash generated from operations

	2021	2020
	£	£
Surplus for the year	177,305	(6,463)
Adjustments for:		
Investment income recognised in statement of financial activities	-	(360)
Depreciation and impairment of tangible fixed assets	1,378	774
Movements in working capital:		
(Increase) in debtors	(11,475)	(17,926)
(Decrease)/Increase in creditors	(4,137)	(13,124)
Cash generated from operations	<u>163,071</u>	<u>2,075</u>

CROSSROADS IN EAST LANCASHIRE LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2021

19 Analysis of changes in net funds

	At 1 April 2020	Cash flows	At 31 March 2021
	£	£	£
Cash at bank and in hand	57,992	248,184	306,176
Loans falling due within one year	-	(20,664)	(20,664)
Loans falling due after more than one year	-	(65,447)	(65,447)
	<u>57,992</u>	<u>162,073</u>	<u>220,065</u>