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 2026

Crossroads Braintree and Chelmsford Ltd

Company Limited by Guarantee

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

Year Ended 31st March 2026

The trustees, who are also the directors for the purposes of company law, present their report and the unaudited financial statements of the charity for the year ended 31st March 2026.

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	Office 307 Lakes Innovation Centre Lakes Road Braintree Essex CM7 3AN	
The Trustees	Jennifer McFaull **Chair until 11th July 2025**	
	Malcolm Richardson **Vice-chair from 11th July 2025**	(Retired 24th April 2026)
	Stephen Tate	
	Wendy Dove	(Retired 18th September 2025)
	Sharyn Griffiths	
	Stephen Griffiths	(Appointed 5th November 2025)
Company Secretary	Stephen Tate	
Independent Examiner	Carol Green FCCA	

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 three years or on deposit at the bank.

Objectives and Activities

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

Achievements and Performance

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

Results

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

Risk Management

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

Financial Review

Crossroads originally budgeted for a deficit of around £3,800 for the year and despite the projected deficit increasing over the first half of the year, by mid-year it had dropped back closer to the budget. In December, however, £25,000, being the first half of a £50,000 Lottery funding award, was received. Although there was a tail off in other grant awards, this did enable a surplus to be projected for the remainder of the year.

The numbers attending the day centre sessions continued to fluctuate, but over the year as a whole were disappointing, particularly on Wednesdays, despite a varied programme of events.

The challenges of previous years remain and will continue to do so until the funding of social care is addressed at a national level, with new customers constantly needed to offset the loss of existing ones who have seen the loss of some or all of their funding from the County Council. There were signs that the core service customer base had stabilised towards the end of the previous financial year and over the course of 2025/26 the numbers actually increased. This, together with the higher charges introduced in April to cover the increase in wage costs in line with minimum wage increase, meant that income from the core service exceeded the budget, although this was partially offset by payment for the additional staff hours required.

The existing office lease expired in December and was extended by one month to enable Crossroads to move into a smaller, but more suitable office at the Lakes Innovation centre, at a much lower rent, the full benefit of which will be seen in 2026/27. It did result in an early termination charge for the telephone system which is now no longer needed.

A new CRM system was also introduced in the second half of the year, which will enable a lot of processes to be automated and information to be recorded and stored more effectively. Most of the other costs were largely in line with the budget and because of the grant, there was a surplus of around £17,000 for the year. This meant that the financial reserves stood at nearly £180,000 at 31st March with £90,000 of this in a designated fund. The remaining £90,000 is held in a general fund, which is all unrestricted.

Charges for 2026/27 have again had to increase in line with pay following the minimum wage increases, but the second half of the Lottery funding has enabled Crossroads to budget for a surplus of £22,000 for 2026/27.

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 ...17...July 2026 and signed on behalf of the board of trustees by:

S Tate

S Tate
Treasurer

Crossroads Braintree and Chelmsford Ltd

Company Limited by Guarantee

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

Year Ended 31st March 2026

I report to the trustees on my examination of the financial statements of Crossroads Braintree and Chelmsford Ltd ('the charity') for the year ended 31st March 2026.

Responsibilities and Basis of Report

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

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

Independent Examiner's Statement

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 the Institute of Chartered Accountants in England and Wales (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:

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 accounts to be reached.

Carol Green FCCA
Independent Examiner

Peyton Tyler Mears
Middleborough House
16 Middleborough
Colchester
CO1 1QT

Crossroads Braintree and Chelmsford Ltd

Company Limited by Guarantee

Statement of Financial Activities
(including income and expenditure account)

Year Ended 31st March 2026

	Note	2026 Unrestricted funds £	2026 Restricted funds £	2026 **Total funds** £	2025 Total funds £
Income and endowments					
Donations and legacies	**5**	36,382	19,719	**56,101**	39,638
Charitable activities	**6**	245,087	–	**245,087**	190,680
Investment income	**7**	5,201	–	**5,201**	6,109
Total income		286,670	19,719	**306,389**	236,427
Expenditure					
Expenditure on charitable activities	**8,9**	269,589	20,219	**289,808**	250,634
Total expenditure		269,589	20,219	**289,808**	250,634
Net income/(expenditure) and net movement in funds		17,081	(500)	**16,581**	(14,207)
Reconciliation of funds					
Total funds brought forward		162,355	500	**162,855**	177,062
Total funds carried forward		179,436	–	**179,436**	162,855

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

The notes on pages 9 to 19 form part of these financial statements.

Crossroads Braintree and Chelmsford Ltd

Company Limited by Guarantee

Statement of Financial Position

31st March 2026

	Note	2026 £	£	2025 £
Fixed Assets				
Tangible fixed assets	15		–	709
Current Assets				
Debtors	16	24,626		18,108
Investments	17	155,722		138,932
Cash at bank and in hand		12,215		12,812
		192,563		169,852
Creditors: amounts falling due within one year	18	13,127		7,706
Net Current Assets			179,436	162,146
Total Assets Less Current Liabilities			179,436	162,855
Net Assets			179,436	162,855
Funds of the Charity				
Restricted funds			–	500
Unrestricted funds			179,436	162,355
Total charity funds	21		179,436	162,855

For the year ending 31st March 2026 the charity was entitled to exemption from audit under section 477 of the Companies Act 2006 relating to small companies.

Directors' responsibilities:

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

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

The statement of financial position
continues on the following page.
The notes on pages 9 to 19 form part of these financial statements.

These financial statements were approved by the board of trustees and authorised for issue on 11 July 2026, and are signed on behalf of the board by:

S Tate

S Tate
Treasurer

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 Office 307, Lakes Innovation Centre, Lakes Road, Braintree, Essex, CM7 3AN.

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.

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.

3. Accounting Policies *(continued)*

Tangible Assets

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

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

Depreciation

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

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

Impairment of Fixed Assets

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

Financial Instruments

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

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

3. Accounting Policies *(continued)*

Defined Contribution Plans

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

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

4. Limited by Guarantee

The company is limited by guarantee.

5. Donations and Legacies

	Unrestricted Funds £	Restricted Funds £	**Total Funds 2026 £**
Donations			
Donations and fundraising	77	–	**77**
Grants			
Charitable grants received (see notes)	36,305	19,719	**56,024**
	36,382	19,719	**56,101**

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

6. Charitable Activities

	Unrestricted Funds £	**Total Funds 2026 £**	Unrestricted Funds £	Total Funds 2025 £
Charges	245,087	**245,087**	190,680	190,680

7. Investment Income

	Unrestricted Funds £	**Total Funds 2026 £**	Unrestricted Funds £	Total Funds 2025 £
Bank interest receivable	5,201	**5,201**	6,109	6,109

8. Expenditure on Charitable Activities by Fund Type

	Unrestricted Funds £	Restricted Funds £	**Total Funds 2026 £**
Care services	205,041	20,219	**225,260**
Support costs	64,548	–	**64,548**
	269,589	20,219	**289,808**

	Unrestricted Funds £	Restricted Funds £	Total Funds 2025 £
Care services	172,358	14,446	186,804
Support costs	63,830	–	63,830
	236,188	14,446	250,634

9. Expenditure on Charitable Activities by Activity Type

	Activities undertaken directly £	Support costs £	**Total funds 2026 £**	Total fund 2025 £
Care services	225,260	64,548	**289,808**	250,634

10. Analysis of Support Costs

	Care Services	**Total 2026**	Total 2025
	£	**£**	£
Premises	11,761	**11,761**	15,617
Communications and IT	3,118	**3,118**	1,469
General office	1,411	**1,411**	2,332
Day Centre	15,079	**15,079**	14,864
CQC regulation fee	436	**436**	673
Training	2,482	**2,482**	1,870
Stationery	3,897	**3,897**	3,544
Insurance	2,032	**2,032**	1,922
Sundry expenses	735	**735**	2,082
Accountancy and Examiner fees	2,272	**2,272**	1,657
Travel expenses	19,573	**19,573**	16,066
Affiliation fees & Subscriptions	1,043	**1,043**	989
Depreciation	709	**709**	745
	64,548	**64,548**	63,830

11. Net Income/(Expenditure)

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

	2026	2025
	£	£
Depreciation of tangible fixed assets	**709**	745

12. Independent Examination Fees

	2026	2025
	£	£
Fees payable to the independent examiner for:		
Independent examination of the financial statements	**1,878**	888

13. Staff Costs

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

	2026	2025
	£	£
Wages and salaries	**222,771**	184,574
Employer contributions to pension plans	**2,489**	2,230
	225,260	186,804

13. Staff Costs *(continued)*

The average head count of employees during the year was 19 (2025: 19).

No employee received employee benefits of more than £60,000 during the year (2025: Nil).

14. Trustee Remuneration and Expenses

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

15. Tangible Fixed Assets

	Office equipment £	Computers £	**Total £**
Cost			
At 1 April 2025	3,954	3,832	**7,786**
Disposals	(3,954)	–	**(3,954)**
At 31 March 2026	–	3,832	**3,832**
Depreciation			
At 1 April 2025	3,801	3,276	**7,077**
Charge for the year	153	556	**709**
Disposals	(3,954)	–	**(3,954)**
At 31 March 2026	–	3,832	**3,832**
Carrying amount			
At 31 March 2026	–	–	–
At 31 March 2025	153	556	709

16. Debtors

	2026 £	2025 £
Trade debtors	**22,244**	16,675
Prepayments and accrued income	**2,382**	1,433
	24,626	18,108

17. Investments

	2026 £	2025 £
Investment in Bonds	**155,722**	138,932

17. Investments *(continued)*

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

18. Creditors: amounts falling due within one year

	2026	2025
	£	£
Accruals and deferred income	13,127	7,706

19. Pensions and Other Post Retirement Benefits

Defined contribution plans

The amount recognised in income or expenditure as an expense in relation to defined contribution plans was £2,489 (2025: £2,230).

20. Grants

Grants received:

	2026	2025
Barchester Health	–	1,000
Birkett Long	–	1,500
Braintree DC	2,000	–
Braintree Lions	305	306
Braintree United	–	500
Charles S French Charitable Trust	5,000	–
Chelmsford City Council	–	6,000
Churchill Foundation	–	2,000
Colchester Catalyst	4,000	2,700
Community Fund	–	2,000
Co-operative Group	1,719	–
Essex Community Fund	10,000	5,040
Essex Care Associates	–	400
FSJ	–	1,500
National lottery	25,000	–
Provide Community	–	4,000
The Greenhall Foundation	3,000	–
The Inman Charity	3,250	–
Walter Farthing (Trust) Ltd	–	5,000
Witham Rotary	–	500
Woodroffe Benton	1,750	–
	56,024	32,446

21. Analysis of Charitable Funds

Unrestricted funds

	At 1 April 2025 £	Income £	Expenditure £	At 31 March 2026 £
General funds	72,355	286,670	(269,589)	**89,436**
Designated Fund	90,000	–	–	**90,000**
	162,355	286,670	(269,589)	**179,436**

	At 1 April 2024 £	Income £	Expenditure £	At 31 March 2025 £
General funds	87,062	221,481	(236,188)	72,355
Designated Fund	90,000	–	–	90,000
	177,062	221,481	(236,188)	162,355

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

Restricted funds

	At 1 April 2025 £	Income £	Expenditure £	At 31 March 2026 £
Colchester Catalyst	–	4,000	(4,000)	–
Greenhall Foundation	–	3,000	(3,000)	–
Essex Community Foundation	500	10,000	(10,500)	–
Various other	–	2,719	(2,719)	–
	500	19,719	(20,219)	–

	At 1 April 2024 £	Income £	Expenditure £	At 31 March 2025 £
Colchester Catalyst	–	–	–	–
Greenhall Foundation	–	–	–	–
Essex Community Foundation	–	2,700	(2,200)	500
Various other	–	12,246	(12,246)	–
	–	14,946	(14,446)	500

22. Analysis of Net Assets Between Funds

	Unrestricted Funds £	Restricted Funds £	**Total Funds 2026 £**
Tangible fixed assets	–	–	–
Current assets	192,563	–	**192,563**
Creditors less than 1 year	(13,127)	–	**(13,127)**
Net assets	179,436	–	**179,436**

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