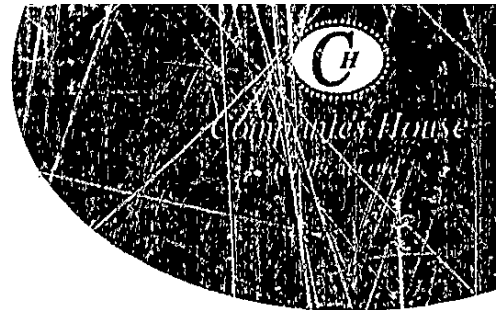




NOTICE OF ILLEGIBLE PAGES

Companies House regrets that documents in this company's record have pages which are illegible.

The poor quality has been noted, but unfortunately steps taken to improve them were unsuccessful.

Companies House would like to apologise for any inconvenience this may cause

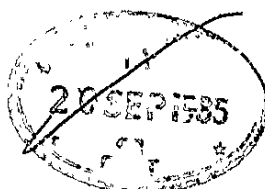
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ASSOCIATION OF CROSSROADS CARE ATTENDANT SCHEMES LIMITED

INCOME & EXPENDITURE ACCOUNT FOR THE YEAR ENDED 31st MARCH 1984 - ORDINARY

18

	<u>1984</u>	<u>1983</u>
	£	£
INCOME		
Grant D.H.S.S.	76000	30000
-do- - Allocation to Schemes	15000	15000
Grant Welen Office	5300	1250
Grant L.L.C.	-	4500
Grant Northern Ireland Office	5833	-
Donations	12465	19896
Donations re Fund Raising	-	1260
Property Fund	10000	2000
London Marathon (1983)	2388	-
Promotional Income	2434	-
Interest Received	3803	2009
Affiliation Fees	4090	2126
Miscellaneous Income	508	578
Value Added Tax Received	-	1392
	<u>137821</u>	<u>80011</u>
Deficit for the Year	-	<u>11557</u>
	<u>137821</u>	<u>91568</u>
EXPENDITURE		
Salaries and Pensions	69882	45670
Travel and Subsistence	12041	6658
Staff Costs	81923	52328
Rent and Rates	3559	-
Insurance	1848	1279
Heat and Light	799	680
Cleaning	169	135
Repairs and Renewals	80	361
Stationery, Printing and Advertising	6173	3722
Telephone	4972	3088
Postages	1732	918
Subscriptions and Donations	51	81
Target '81 -		
D.H.S.S. Grant Allocated to Schemes	15000	15000
Donated to Schemes	-	3000
Donated to New Schemes	-	5485
Promotional Expenditure	9172	-
Crossroads Christmas Cards	-	277
Training and Development	755	1060
Fund Raising Expenses	-	2760
Association and Executive Committee Expenses	1564	775
Professional Charges	605	538
Legal and Survey Fees	577	-
Miscellaneous Expenses	133	81
Value Added Tax	1003	-
Depreciation	1858	-
	<u>131973</u>	<u>91568</u>
Surplus for the Year	<u>5848</u>	-



ASSOCIATION OF CROSSROADS CARE ATTENDANT SCHEMES LIMITED

INCOME & EXPENDITURE ACCOUNT FOR THE YEAR ENDED 31st MARCH 1984 - SPECIAL

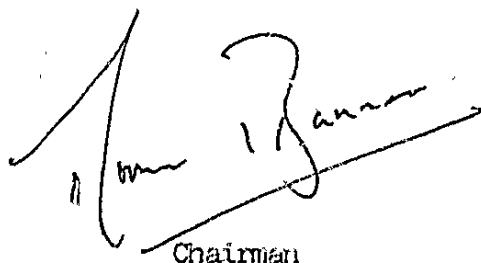
	<u>1984</u>	<u>1983</u>
	£	£
<u>INCOME</u>		
Donations	8644	4980
Television Appeal	37301	-
Interest Received	289	271
	<u>46234</u>	<u>5251</u>
<u>EXPENDITURE</u>		
Training and Development	11073	2601
Donations	<u>-</u>	<u>35</u>
	11073	2636
Surplus for the Year	<u>35161</u>	<u>2615</u>
	<u>46234</u>	<u>5251</u>

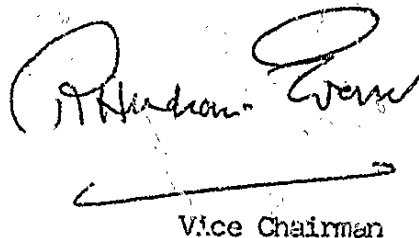
ASSOCIATION OF CROSSROADS CARE ATTENDANT SCHEMES LIMITED

BALANCE SHEET AS AT 31st MARCH 1984

		<u>1984</u>	<u>1983</u>
	£	£	£
<u>FIXED ASSETS</u>			
Office Furniture etc.	2327		
Additions	<u>5107</u>		
	7434		
Less:- Depreciation	<u>1858</u>	5576	2327
<u>CURRENT ASSETS</u>			
Stock	6824		5660
Debtors and Payments in Advance	1448		1219
Cash Funds	<u>69283</u>	77555	29399
		-----	-----
Total Assets		83131	38605
Less:- Sundry Creditors		5358	1841
		-----	-----
		77773	36764
		-----	-----
<u>Funds Employed</u>			
Ordinary Surplus at 1st April 1983	6834		
Surplus for the Year	<u>5848</u>	12682	6834
		-----	-----
Special Surplus at 1st April 1983	29930		
Surplus for the Year	<u>35161</u>	65091	29930
		-----	-----
		7773	36764
		-----	-----

WE CERTIFY these Accounts to be a true copy of the original.


Chairman


Vice Chairman

ASSOCIATION OF CROSSROADS CARE ATTENDANT SCHEMES LIMITED

STATEMENT OF SOURCE AND APPLICATION OF FUNDS
FOR THE YEAR ENDED 31st MARCH 1984

	<u>1984</u>	<u>1983</u>
	£	£
<u>FUNDS OBTAINED FROM OPERATIONS</u>		
Net Surplus of Income over Expenditure -		
Ordinary	5848	(11557)
Special	35161	2615
	<u> </u>	<u> </u>
	41009	(8942)
	<u> </u>	<u> </u>
<u>USE OF FUNDS</u>		
Fixed Assets	3249	798
Stock Increase	1164	(2172)
	<u> </u>	<u> </u>
	4413	(1374)
	<u> </u>	<u> </u>
<u>CHANGES IN WORKING CAPITAL</u>		
Debtors and Payments in Advance Increase	229	163
Creditors Increase	(3517)	(208)
Cash Funds Increase	39884	(7523)
	<u> </u>	<u> </u>
	36596	(7568)
	<u> </u>	<u> </u>

REPORT OF THE AUDITORS TO THE MEMBERS

We have examined the Accounts of the Association of Crossroads Care Attendant Schemes Limited, a Company limited by guarantee, not having a Share Capital, and a registered charity. The Accounts have been prepared under the historical cost convention and our audit has been carried out in accordance with approved auditing standards.

In our opinion the Accounts give a true and fair view of the state of affairs as at 31st March 1984 and of the overall surplus of income over expenditure and source and application of funds for the year ended on that date and comply with the Companies Acts 1948 to 1981.

41 Regent Street,
Rugby.

12th June 1984.

M.L. PRIEST & CO.
CHARTERED ACCOUNTANTS

DIRECTOR'S REPORT

Pat Osborne

One advantage of being the person who is responsible for putting together the Annual Report is that if one is very clever and waits until every other report is written, most of "the story" has been told. I'm not sure that the nightmare of actually chasing up the reports, photographs, audited accounts and the printing is an advantage that outweighs the disadvantages. Nevertheless, when you have read the reports I am sure that you will find them all very positive, very encouraging and very heartening.

The group about whom little has been reported? The families. Those of us who are "oldy" Crossroads-types tend to use the phrase "families" rather than "carers" because the original concept of Crossroads was to concentrate on ways of looking at why it was that severely physically handicapped people had to be in hospital or residential care unnecessarily. The answer was either that they had no-one to care for them, or those who did care needed care themselves. And so, gradually over the years, and especially more recently, the focus shifted towards "the carer".

All Crossroads schemes are autonomous and can make their own decisions as to which client group they wish to help; they can also help people living alone but most people with severe disabilities have carers. Helping the carer with the practical tasks means that the person being cared for knows that we are helping to take away some of the stress and strain, and the pure physical and mental effort is lessened.

Because of that the statutory authorities with whom we work closely also know that a certain amount of pressure is taken off them. Together families, care attendants, co-ordinators, management committees and statutory authorities make up a very effective team which is unique in the concentrated speciality of giving families help at the times the families require the help.

*I recently read an article written by an M.P. entitled "Let's help the unseen, unpaid army of carers", and I wrote to the gentleman suggesting that any army has to be properly managed from the top (and in this case by "the top" I meant central government policies); an army has to have well thought out, tried and tested strategies; it needs to have money spent on it so that it has up to date, modern equipment. In the case of the "unseen, unpaid army of carers" the carers in the ranks have very few people on their side and must feel that they are fighting their battle on their own. When Crossroads comes along, they realise that they are not on their own and that at last their problems are understood and shared. Peace of mind. What a relief.

That is all very well for the families that we are able to help. When people visit our office and see the map on the wall depicting the schemes and the regions, the usual comment is, "gosh, haven't you grown". I always point out that the little pins (which are the steering committees) and the gaps where there are no pins at all, are far more significant than where the schemes actually are, because at least where the schemes are means that families are receiving care. Where there are steering committees or gaps means an awful lot of heart break, an awful lot of frustration and - an awful lot of work that still needs to be done.

More and more we find that there is an increased awareness of our work and I almost hesitate to write that yet again, because it is the same every year. Last year, however, the DHSS took an initiative entitled "Supporting the Informal Carer" and there were numerous Seminars all over the country.

All of our Development Officers took part, either as speakers or they arranged workshops. This meant that the awareness created by the DHSS in the subject of supporting carers was channelled on a national level, and meant yet another upsurge of interest in our work, in rather much the same way as in 1981 during International Year of Disabled People.

Apart from the new schemes and steering committees we are finding that the existing schemes are beginning new phases, either when they are coming to the end of their period of funding and need to be involved in feasibility studies and renewed applications for finance, or they are being approached with regard to extending the care to other client groups, such as people with a mental handicap or the elderly frail. It is difficult for some schemes to resist the pressure being put upon them to help all client groups. Apart from the lack of finance to be able to do this, it is very difficult to keep the original concept of the personalised service that was the hallmark of the original idea. We are working our way through these problems and are greatly encouraged by the amount of support that we receive from statutory authorities.

And so we continue to try to uphold our original objectives and to try to keep the balance between old ideas and new ideas. Our main task in the following year is to look very seriously at whether it is now the right time for us to embark upon a full scale public relations exercise in order to create the right ingredients for extra funding. This is not an easy decision because public awareness creates more letters from more families requesting help. What do we do in that situation? Do we say, "so sorry, but we can hardly keep up with what we are doing at the moment?" or do we say, "yes, of course we will come to see you to help you set up a new scheme?" I'm sure you know the answer that we give.

Finally, I would like to express my thanks to all who have contributed to this Annual Report and Year Book for 1984/5. I would like to record my thanks to them all for their continued loyalty and commitment. Also shown this year are the Executive Committee who continue to help me keep things in perspective (and mop up the tears). And to the most fantastic staff here at the central office that anybody could wish to work with - my heartfelt thanks for putting up with me for yet another year.



From left to right:

June Dove, Julia Scott, Mary McNally, Tricia Holmes, Pat Osborne, John Amos.



CHIEF EXECUTIVE OFFICER'S REPORT

Anniversaries are times for reflections and memories and certainly the complicated exercise of putting this year's Annual Report together has sparked off all sorts of happy remembrances. The most difficult thing to come to terms with in Crossroads is the pace. There is never any let up at all. This was particularly highlighted recently when an article I had written for a nursing magazine was published six months after I had written it. It stated that in September 1983 there were 57 Crossroads schemes. By this March the article was out of date as there were 71 Crossroads Schemes.

This week a chairman of a scheme was discussing with me a particular point and searching for the right word, I explained to him that the national headquarters was not in being to dictate to the schemes, rather to reflect their wishes and requests. In terms of the work of the national organisation I see this very much in the sense of a reflection. Not the sort of reflection meant in the previous paragraph, when one is looking back, but the sort of reflection that is described in the dictionary as "a reflected light, colour or image".

Over the years there have been many changes and all major decisions have been taken in the light of opinions voiced by the schemes. Some of the changes which were quite major at the time are now so accepted that it is hard to remember that they caused so much work and worry! For instance, one of the first ones was to the original Trust Deed which innocently mentioned the word "patient". This was subsequently changed to "disabled person". Another change was to the stationery and because of the reaction I thought I had committed the most dastardly crime to have chosen cream paper with brown print; now this colour scheme is widely used and is regarded as very ordinary.

For the year 1983/4 the main developments which took place were:

GROWTH RATE:-

During 1983/4 there were 20 new Crossroads Schemes. At the moment there are 29 steering committees and 71 schemes. One never ceases to be amazed at the strength of argument from statutory services defending the "there-is-no-new-money" syndrome, balanced against the growth rate of Crossroads schemes when we argue equally as strongly that "but-we-are-not-asking-you-for-new-money, but-to-have-a-fresh-lock-at-your-existing-budgets-and-you-will-see-how-we-can-save-you-money". The proof of that argument is that in 1983 we had 1½ million pounds from statutory authority sources for schemes. In 1984 we have 2 million pounds.

Seen against the amount of finance we receive from the DHSS and the amount of statutory authority finance that we are able to negotiate, this has to be a good return on investment!

On pages 18 & 19 there is a graph which Anna Bristow has very kindly made for you. This shows the growth rate of the schemes from 1974 - 1984. For the year 1984/5 (which, at the time of writing is just the first financial quarter from April to June), you will begin to understand what I mean by the word "pace" when in three months there are seven new schemes in various stages of commencement, and still the old argument of "no money" continues.

TARGET '81

This project, to evaluate Crossroads extension of care to people with a mental handicap, is now in its final analysis stage, and Anna Bristow and Judi Brenig-Jones have almost completed their task. The final report will be available in the Autumn and will be another valuable asset to Crossroads range of literature.

REGIONS:

This year has definitely been our "regional" year and the part of the year which I have most enjoyed. It has been a delight to develop the five regions in England, and the two in Northern Ireland and Wales, and to work closely with the Development Officers. Apart from one, each of them has set up their own regional office and this has been a tremendous help to the schemes as they now have their own Development Officer and can visit them. The enthusiasm and motivation of each of the Development Officers is very stimulating and warm and our little team has very quickly fused, gaining a very super "Crossroads-type" image for giving more than their all to every job in hand. "Congratulations, thanks and well done" to them all.

TRAINING:

The "in" subject at the moment for Crossroads is "training". Used to all the commotion caused by other changes we have made, especially those with regard to the apprehensions and reluctance to extend care to people with a mental handicap (which, incidentally is also now very widely accepted as "normal" for Crossroads), for me this year has been a repeat performance of patiently taking time to explain that: no, we are not suddenly changing everything with regard to the training of the care attendants; yes, we are looking at our previous record on this subject with a view to how we can improve it; yes, we are doing this because the interest and motivation for the project came from the care attendants themselves, generated from our modest local and regional study days which we started to hold for them two years ago.

There are now over five hundred care attendants employed by the schemes. Nationally we regard that as a great responsibility. They all become specialists in their own right. As "front-liners" in the families they are the ones who have confidences told, cope with emergencies, crises and the whole spectrum of emotions.

They put in many hours of work for which they do not claim, undertake many tasks using much ingenuity, and they are the absolute back bone of our organisation. To recognise their skills is not to "empire build" nor is it an attempt at being "too professional" (what ever "being too professional" really means). It is to say thank you to dedicated and loyal staff for a job well done and to give them an opportunity to develop their skills if they so wish.

During 1983/4 we held twelve regional study days, several informal "get together" days for co-ordinators and one national co-ordinators' study day. For 1984/5, now that we have more schemes it is easier to plan smaller study days and we will be holding a minimum of 21 study days for both co-ordinators and care attendants. Our Project Officer - Training, Mrs. Tricia Holmes, has visited most of the regions and has had a very good response from the care attendants.

At this stage I would again like to emphasise the word "reflection" so that everybody is reassured that the two year project on training is very much a fact-finding mission, the recommendations from which will be the reflections of the information gleaned. We obviously hope to implement the findings, otherwise there would be no point in starting the project, but nobody will be expected to take part if they do not wish. From experience with the other changes in the past, it will not be long before everybody is accepting "training" as "normal", and we will be over another hurdle.

CROSSROADS - HOLLAND

In 1981, International Year of Disabled People, a Crossroads scheme was started in Emmeloord, Holland. The co-ordinator, Mrs. Lydi Sijperda is now the Development Officer for Holland and a firm friendship has developed between Crossroads Holland and Crossroads U.K. In June of this year the Dutch co-ordinator and the Dutch care attendants will be visiting the Ipswich Crossroads scheme and this will be our first Crossroads "twinning" between two schemes in two different countries.

THE NATIONAL OFFICE

After moving in November, 1982 we had unbelievably outgrown those premises by September, 1983. The adjacent nurses' flat was empty and the Health Authority kindly made this available for our use. The adjoining Clinic is very useful for our Executive Committee meetings with the added advantage of being accessible for wheel-chairs. We have given up trying to predict just how long these premises will be suitable for us but for the moment are very happy to be where we are, with the good wishes of everybody concerned.

VISUAL AIDS

Last year we were able to complete two new videos as teaching tools for our Development Officers and co-ordinators, and these have been very well received. "Freedom Regained" highlights the Wirral scheme and its extension of care to people with a mental handicap, and "An Introduction to Crossroads schemes" shows three schemes in Northamptonshire and the link with the national organisation.

THANKS

To: the Executive Committee, all of whom are very busy in their own work and home, serve on local Crossroads schemes and find the time to attend the meetings here in Rugby bi-monthly. For the schemes it must be a great comfort to know that the Executive Committee is actually made up from representatives of Crossroads schemes. That way all decisions are made with total understanding of the subject matter in hand.

To: our Chairman, Norman Banner, who has shown by his committed leadership that we are a national organisation with a growing credibility and recognition, I give my personal thanks for all the many hours of time he spends either with the schemes or listening to my cries for help with such patience; to the staff here at the office who quietly beaver away, getting through reams and reams of work without a word of complaint and still (!) seeming to thrive on yet more work.

To: the Development Officers for all the laughs and the problems shared.

To: the co-ordinators and care attendants with whom I desperately try to keep in touch, the management committees who also work so hard in a voluntary capacity.

Thank you - and Happy 10th Birthday to all "Crossroads People" everywhere.

My special wish for this year is that we will be able to keep the bond special, and rise to the challenge of inevitable changes without losing sight of our original aims, reflecting mutual trust for each other.

Pat Osborne. 1.6.84.