

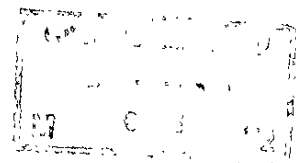
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CROSSROADS

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Association of Crossroads Care Attendant Schemes Limited

ANNUAL REPORT
AND YEAR BOOK
•1986/87•



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ASSOCIATION OF CROSSROADS CARE ATTENDANT SCHEMES LIMITED

(Addendum to Annual Report)

31st March, 1987

Members of the Executive Committee 1986-87

Dr. R Hudson-Evans	- President
N L Banner	- Chairman
P G Bloy	- Treasurer
M S M Adams	
Mrs L Cale	
J Dart	
Mrs E Dunwoody	
M Ellis	
O D Harrison	
P H Lawton	
Mrs D Morley	
J G Shea	

A J S Ryland	- Company Secretary
G New	- Legal Adviser



CHAIRMAN'S REPORT

I am pleased to report a very successful and interesting year for your Association. As most of you will know, during the year we inaugurated our 100th Scheme in the London Borough of Merton and we were pleased that Tony Newton, the Minister for Health, was the guest speaker. Our growth has been sustained: at this time last year I was commenting on the total of 96 schemes and 63 steering committees: that figure has now risen to 125 Schemes and 47 Steering Committees. Unfortunately, we still encounter difficulties in obtaining the increase in statutory funding from the DHSS which we believe should be granted because much of our growth is stimulated by government policies and initiatives. At the time of writing this report, we still do not know the level of our grant for the current financial year, and this uncertainty makes forward planning and budgeting very difficult.

I have continued whenever possible to attend the meetings of Management Committee Members in the English regions and in Northern Ireland and Wales and I think that all members of Crossroads benefit from these meetings where we can share our triumphs and our problems and thereby increase and improve the level and standard of care within individual Schemes. I was pleased that the question of representation from the regions, Northern Ireland and Wales was raised at last year's AGM and I look forward to the Association reaching a decision this year to be implemented in 1988. There is no doubt that as the Association increases in size we must ensure that all members feel that they have access to the Executive.

Throughout the year headquarters have been involved in continued lobbying of members of Parliament culminating in our Exhibition within the Palace of Westminster.

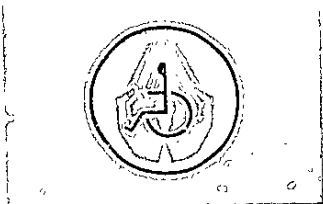
This was very successful, over 100 Members viewed our displays and amongst other notable guests we welcomed two Ministers from the DHSS, Tony Newton and Baroness Trumpington to the Opening Ceremony. You may wish to read the remarks that I made on that occasion and these have been reproduced on pages 16 and 17 of this Year Book. Political awareness has a place in our campaign for increased funding but it is also a part of a continuing public awareness campaign, both of which are vital to our development. We continue to receive generous verbal support from all political parties but would again stress that it is not verbal support alone that allows our organisation to develop.

Last year at our AGM we appointed Dr. Richard Hudson-Evans as the first President of the Association. This year with regret I must report

that due to ill health Dr. Hudson-Evans is not seeking re-election to the Executive Committee. His continued regular attendance as Vice-Chairman of the Executive has been a great support to me and I will miss his quiet and wise counsel. In addition to my thanks to him, I would wish again to thank all my colleagues on the Executive, the Honorary Officers — Philip Bloy the Treasurer and Graham New our Legal Adviser. The growth and strength of Crossroads rests mostly of course on the Director, the Development Officers, and the Training Adviser, and it is to them and the other staff that I again offer the thanks of all the Executive Committee and the Association. There have been periods of the most hectic and intense activity this year — their performance is a credit to their professionalism.

Looking back over the year I can reiterate that your Association is larger and stronger than a year ago — but more importantly this has resulted in so many more people having access to Crossroads care. Let us never in our deliberations and decisions lose sight of that objective.

NORMAN L. BANNER
15.5.87



DIRECTORS REPORT

Crossroads was the first organisation to recognise that when the agonising decision has to be reached between a handicapped and/or elderly person staying at home or being institutionalised, and the decision reached is that "home is best", then it should be a prerequisite that the relatives/friends giving support at home should themselves receive support.

Much is said and written about a community which does not care any more. In Crossroads we would most strongly dispute that. Many of the current problems concerned with caring for a disabled and/or an elderly person at home are almost always caused, we believe, because people care too much. Some people care out of love, some care out of a sense of duty. Some care because the only alternative to the disabled person being cared for at home is for them to be moved to a residential situation. Such a move, whilst solving some problems, can create a totally different set of problems, so that in reality the carer and the disabled person really have no choice at all except to battle on alone at home.

Because they have to accept this situation, society also accepts this situation. Contrary to popular belief, the vast majority of chronically sick and severely disabled people are cared for at home by relatives for whom there is no respite from practical tasks, the continual performance of which often leads to ill health in the carer, and emotional and financial difficulties of an extreme nature.

From the outset, Crossroads believed that if both carer and cared for were to have peace of mind whilst the carer was having a break, then the help given had to be very flexible and sensitive enough to respond to the specific times required to keep the routine of caring as closely as possible to that set by the families. This is opposite to statutory services where families have to comply with times stipulated by the district nurse or the home help, and in any case those services are not geared around the needs of the carer.

Our care attendants have become specialists in the field of disability and are an accepted part of the front-line community team, supplementing and complementing the nursing and home help service.

Our co-ordinators have also become specialists in the field of the needs of carers and cared for, and have built up an expertise which is second to none when it comes to the wealth of knowledge and support that they are able to bring to families who initially are referred to them only for practical help. They are in the unique position of also being able to guide families in the direction of many other specialised, helpful agencies, both local and national.

When you have read the other reports in our 1986/87 Annual Report & Year Book you will find the very impressive work that our Development Officers and Training Adviser undertake with the schemes, new and existing. They all have very varied backgrounds and together bring a wealth of experience to the community care scene. We often find, in our development role, helping to set up new schemes and monitoring existing schemes, that we are the catalyst agency, bringing together health and social services representatives, voluntary organisations, disabled people and their carers. Together we can help areas towards sorting out priorities for client groups, age groups, geographical boundaries and budgets; sometimes we are successful in obtaining funding for a new scheme or extra funding for existing schemes, sometimes not, but we never feel that our time has been wasted, because the issues are so important and any opportunity to air them is taken and used to the full.

By all accounts our work is deemed "a success", but for those of us working so closely with the problems experienced by exhausted carers, the grim realisation is that we have but touched the tiniest tip of the greatest iceberg. Prejudices and lack of understanding still remain and cutbacks in budgets for community services mean that the struggle for finance is as great as ever.

There can be no resting on laurels nor any sense of complacency. There is so much that still needs to be done and far from viewing our first ten years as a national organisation with any sense of the achievement, these years merely feel like an apprenticeship as our knowledge and experience grows and deepens.

Disillusioned we certainly are by government policies which encourage the growth of our work but do not acknowledge that part of that growth is the need for increased and realistic core-funding. In my more weary moments I am acutely aware that the reason that I can identify so closely with exhausted carers (quite apart from the fact that I was one for many years) is that there seems to be no light at the end of the tunnel for them when there is no Crossroads scheme in their area, and there is no light at the end of the tunnel for us when it comes to imagining that there will ever be a day when we may have just one year's funding in hand so that we can realistically plan ahead; or even, perhaps, that there will ever be a day when at local level we do not have to spend two or three years proving the need so that finance is forthcoming. When our priority is to raise £250,000 per annum to keep our national and regional structure, and when that structure is the

envy of other voluntary organisations, it does not help to be told that we should not have been "so successful".

So successful — when we have identified 3,000 families in desperate need of our help and know that it will take two to three years before we can obtain funding to help them?

So successful — when we know that at the end of that two to three years there will be another fifty steering committees and another 3,000 families who as yet we have not identified but who we know "are out there"?

So successful — so that the extremes of fundraising can mean that I can find myself in a government department one moment, perhaps in London, perhaps in Cardiff, perhaps in Belfast, going over and over again the need for funding for administration, or, at another moment, hundreds of miles away from home on a Saturday afternoon in the pouring rain, wondering why, with all the lip service paid to community care, we still have to sell raffle tickets?

So successful — when administration is not seen as part of caring so that having spent the first early years arguing that care attendants should be paid, that a separate person called a co-ordinator should be paid to administer the scheme, the argument still exists except that somebody has moved the goal posts and the battle now is on a different level? Nobody now would argue that our care attendants and co-ordinators should not be paid. Nobody would argue against our Development Officers and our Training Adviser, and our staff at headquarters needing a salary, or a telephone, or mileage or postage. But who will see that as an integral part of the Association? Who will realise that without that structure there would not be an Association and we could not be giving any meaning to our new slogan: reaching out meeting the need?

Our sincere thanks to all the organisations and trusts and companies who do realise that and who do help us, but during the next financial year we have to work and work at finding new friends and new sources of funding.

We have to keep chipping away at trying to change attitudes so that money is not continually poured into yet another research study which will be looking at the needs of carers. Suddenly, carers are flavour of the month for questionnaire-designers and analysts, but when the results are found to be that before carers can begin to have an existence, they need some respite — nobody wants to know. Implementation of the studies are put off and unbelievably, often make way for yet another study.

Included in this Annual Report & Year Book is an example of hundreds of letters and telephone calls I receive every year. Please, if you read nothing else in this Report, do please read "And In The Meantime", on page 20.

Such a success?

And in the meantime?

Pat Osborne

PAT OSBORNE
16.5.87

CROSSROADS CARE



Last year the Treasurer, Peter Lawton, suggested that the year he was reviewing was one of consolidation.

This year could be described as one of consolidation and growth.

Thanks to the unremitting efforts of the Director and her Assistant, the income has again increased in almost all areas. It is, of course, essential that our income rises each year since the number of steering committees and new schemes must, necessarily, add to administrative costs and also to the volume of work.

With the affiliated schemes increasing by 20% during the year, it is commendable that the expenditure only rose by 6% overall.

Each new year demands greater expenditure which must be matched by increased income, whether arising from grants or donations.

It is to be hoped that those responsible for making grants or for providing corporate donations will respond by 'reaching out and meeting our need'.

I have this year modified the presentation of the accounts with the sources of Income and Expenditure grouped under appropriate headings. I hope that this change will make the accounts easier to follow.

Some years ago the Association was given a total of £12,000 to set up a fund to provide for the acquisition of premises. Hitherto this sum has merely been noted in the accounts and the money included in the cumulative reserves. This sum has now been shown separately as 'Building and Maintenance Fund'.

It has not been the practice to transfer funds to a specific reserve, but with the current expenditure exceeding £250,000 and likely to rise to £500,000 within the foreseeable future, it has been decided to allocate £33,000 of the current surplus to this fund.

The reserve has been allocated to the Building and Maintenance Fund since it is clear that the pressure on space at the present premises is such that urgent consideration must be given to transfer to more commodious premises. The urgent need for more staff to support the work cannot be realised until new premises are obtained.

I should like to draw attention to the value of Covenanted Donations. These may be made as a single Deposited Covenant or may run for four

years. As an example, for each £100 donated each year the Association is able to recover £37 from the Inland Revenue.

In conclusion, may I thank the Headquarters' staff for their help during the year, especially Mary McNally and Tony Ryland, for carrying out their duties so efficiently.

PHILIP BLOY
HON. TREASURER
1.6.87

ASSOCIATION OF CROSSROADS CARE ATTENDANT SCHEMES LIMITED

Income & Expenditure Account for the Year ended 31st March 1987

		1986/87		1985/86
	£	£	£	£
INCOME				
GRANTS				
D.H.S.S.	75000		75000	
Welsh Office	11522		8550	
D.H.S.S. re Northern Ireland	12540		13867	
E.E.C. re Northern Ireland	—		4173	
London Borough Grants Committee	4975		—	
Mersey Regional Health Authority	3000	107037	—	101590
		116381		102643
DONATIONS				
OTHER INCOME				
Affiliation Fees	5763		3884	
Training	5176		2501	
Promotional & Fund Raising (see note)	14834		10197	
Sundry Receipts	614		205	
Interest Received	8009		5320	
VAT Recovered	1912	36308	1905	24012
		<u>259726</u>		<u>228245</u>
EXPENDITURE				
STAFF COSTS				
Salaries & Pensions	129952		126220	
Travel & Subsistence	17936	147888	18776	144996
ESTABLISHMENT CHARGES				
Rent & Rates	6166		6262	
Insurances	907		1414	
Heat & Light	1229		801	
Repairs & Renewals	1049	9351	1092	9569
OFFICE CHARGES				
Stationery & Printing	9254		6522	
Telephone	8228		7354	
Postages	2725		2307	
Association & Executive Committee Expenses	3381		2021	
Professional Charges	1140		1671	
Consultancy	7187	31915	8111	27986
OTHER EXPENDITURE				
Training	6474		5552	
Promotional & Fund Raising (see note)	14924		6615	
Sundry Payments	1275		1607	
EEC Grants for Northern Ireland	—	22673	4173	17947
		4381		2933
DEPRECIATION		216208		203431
Transfer to Building & Maintenance Fund	33000		—	
Surplus for the Year	10518	43518	24814	24814
		<u>259726</u>		<u>228245</u>
 Note: Promotional & Fund Raising	INCOME		EXPENDITURE	
Promotional	2840		5034	
Westminster Exhibition	500		2964	
Fund Raising incl. Raffle, Christmas Cards etc.	11494		6926	
	<u>14834</u>		<u>14924</u>	

Regional Expenditure Analysis

FOR THE YEAR ENDED 31st MARCH 1987

	National Office	National Training Project	North & North East	North West	Midlands & Central	Anglia Essex & Kent	Middlesex London & Surrey	Wales	Northern Ireland	Total
	£	£	£	£	£	£	£	£	£	£
STAFF COSTS										
Salaries & Pensions	44186	7107	8900	8884	9755	14159	15643	11333	9985	
Travel & Subsistence	2460	1178	2030	1488	2116	2171	1867	2119	2507	
	<u>46646</u>	<u>8285</u>	<u>10930</u>	<u>10372</u>	<u>11871</u>	<u>16330</u>	<u>17510</u>	<u>13452</u>	<u>12492</u>	<u>147888</u>
ESTABLISHMENT CHARGES										
Rent & Rates	2349*	—	233	450	520	647	638	400	929	
Insurances	611	3	36	132	21	21	21	21	41	
Heat & Light	950	—	—	65	—	—	—	—	214	
Repairs & Renewals	949	28	—	13	10	49	—	—	—	
	<u>4859</u>	<u>31</u>	<u>269</u>	<u>660</u>	<u>551</u>	<u>717</u>	<u>659</u>	<u>421</u>	<u>1184</u>	<u>9351</u>
OFFICE CHARGES										
Stationery & Printing	7933	101	138	155	211	255	53	138	270	
Telephone	2805	395	728	519	835	695	549	852	850	
Postages	1981	—	74	127	124	165	55	108	91	
Association & Executive Committee Expenses	3381	—	—	—	—	—	—	—	—	
Professional Charges	1140	—	—	—	—	—	—	—	—	
Consultancy	6598	589	—	—	—	—	—	—	—	
	<u>23838</u>	<u>1085</u>	<u>940</u>	<u>801</u>	<u>1170</u>	<u>1115</u>	<u>657</u>	<u>1098</u>	<u>1211</u>	<u>31915</u>
OTHER EXPENDITURE										
Training & Development	454	2734	230	440	641	1189	408	145	233	
Promotional & Fund Raising	14924	—	—	—	—	—	—	—	—	
Sundry Payments	867	—	19	262	40	2	—	75	10	
EEC Grant for Northern Ireland	—	—	—	—	—	—	—	—	—	
	<u>16245</u>	<u>2734</u>	<u>249</u>	<u>702</u>	<u>681</u>	<u>1191</u>	<u>408</u>	<u>220</u>	<u>243</u>	<u>22673</u>
DEPRECIATION										
	2806	175	152	362	285	158	26	281	136	
	<u>94394</u>	<u>12310</u>	<u>12540</u>	<u>12897</u>	<u>14553</u>	<u>19511</u>	<u>19260</u>	<u>15472</u>	<u>15266</u>	<u>216208</u>

ASSOCIATION OF CROSSROADS CARE ATTENDANT SCHEMES LIMITED

Balance Sheet AS AT 31st MARCH 1987

	1987	1986
	£	£
FIXED ASSETS		
Office Furniture etc.	15992	11455
Additions	<u>8723</u>	<u>4537</u>
	24715	15992
Less: Accumulated Depreciation	7191	4258
This Year's Depreciation	<u>4381</u>	<u>2933</u>
	13143	8801
CURRENT ASSETS		
Stock	7025	5568
Debtors & Payments in Advance	17315	2038
Cash Funds	<u>93304</u>	<u>69218</u>
	117644	76824
Total Assets	130787	85625
Less: Sundry Creditors	<u>3606</u>	<u>1962</u>
	<u>127181</u>	<u>83663</u>
Represented by:		
GENERAL FUND		
Surplus at 1st April 1986	83663	58849
Less: Transfer to Building Fund	<u>12000</u>	<u>—</u>
	71663	58849
Add: Surplus for the Year	<u>10518</u>	<u>24814</u>
	82181	83663
BUILDING & MAINTENANCE FUND		
Transfer from General Fund	12000	—
Appropriated this Year	<u>33000</u>	<u>—</u>
	45000	—
	<u>127181</u>	<u>83663</u>

Approved by Members of the Executive Committee on 20th May 1987
N L Banner, P G Bloy

Statement of Source and Application of Funds

FOR THE YEAR ENDED 31st MARCH 1987

	1987	1986
	£	£
FUNDS OBTAINED FROM OPERATIONS		
Net Surplus Income over Expenditure before Transfer to Reserve	<u>43518</u>	<u>24814</u>
USE OF FUNDS		
Fixed Assets	4342	1604
Stock Increase	<u>1457</u>	<u>(602)</u>
	5799	1002
	<u>37719</u>	<u>23812</u>
CHANGES IN WORKING CAPITAL		
Debtors and Payments in Advance Increase	15277	1164
Creditors Increase	(1644)	4949
Cash Funds Increase	<u>24086</u>	<u>17699</u>
	<u>37719</u>	<u>23812</u>

REPORT OF THE AUDITORS TO THE MEMBERS

We have audited 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 1987 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 Act 1985.

M.L. PRIEST & CO., Chartered Accountants — 41 Regent Street, Rugby.
29th May 1987

CROSSROADS CARE

**Pauline Adams — Development Officer.
Wales**



This has proved to be a very positive year for Crossroads in Wales.

In July, Norman Banner and Pat Osborne attended a national Study Day in Newtown, Powys. This was an important stage in the strengthening of Crossroads in Wales and gave people an opportunity to share developments with the Association's Chairman and Director. From that day a Chairmans' Group was formed for Crossroads schemes in Wales. This group will meet together about four times a year. Chairmen of all affiliated schemes will automatically become members. One of the main objectives of the Chairmans' Group will be to promote self-help. They will also be helping each other to develop links with businesses or organisations willing to sponsor Crossroads financially.

As a result of the Westminster Exhibition a number of Welsh MPs have taken a positive interest, not only in their local schemes but at a national level. Also as a result of his visit to the Exhibition Mr. Mark Robinson, Parliamentary Under Secretary of State for Wales, will include an official visit to a Crossroads scheme in May of this year.

The five existing schemes have continued to play an important role in community care. The schemes in South Glamorgan and Llanelli have grown considerably, taking on more staff and giving more hours of care. The Delyn and Islwyn schemes have become more secure and Newport is just into its second year of Urban Programme funding.

In 1987/88 at least five new schemes will be funded. Applications for Joint Finance have been

made to the Welsh Office for Arfon and Aberconwy in Gwynedd and Alyn and Deeside in Clwyd; all in North Wales. In West Glamorgan we know that an Urban Programme grant has been approved by the Welsh Office for a scheme in Waunarlwydd. We are now just awaiting approval from the County Council.

There are steering committees active in Ynys Mon, Brecon and Carmarthen. As always there are also several areas of positive interest.

To coincide with the Association's May Spring Fayre the schemes in Wales are holding a Crossroads Care Week. This will be a joint effort of promotion, publicity and fund raising.

If, as has been indicated, schemes in the Principality double in 1987 then this will show the extent to which our Association has become accepted, and needed — not only by the service givers but, more importantly, by the carers in the community.

My thanks to existing schemes for their continued support and encouragement. My thanks also to the Chairmans' Group for their interest and enthusiasm in developments throughout Wales as a whole.

Richard Ambury — Development Officer.
Anglia, Essex, Kent



My grateful thanks to the "champions of change" that I have had the good fortune to work with over the past year. May all your Crossroads seeds germinate . . . be nurtured . . . and become fruitful.

I am pleased to report — no major calamities this year apart from the car needing major heart surgery and my knuckles still smarting from the usher's attentions in the Gallery of the House of Commons.

"As you sow . . . so ye shall reap" — seems to be an appropriate phrase to describe our developments in this Region for the period 1986/87. Many groups of committed people throughout the counties of Norfolk, Suffolk, Cambridgeshire, Essex and Kent have every good reason to feel that at least their labours will come to fruition in the Spring of 1987, so enabling potentially another 500 families to benefit from our 'reaching out' processes.

Norfolk has developed a planning strategy for the next ten years which will mean three new initiatives in Norwich City, Great Yarmouth and Thetford during 1987/88. Suffolk, by mid '87 will have new schemes in the Coastal area of Babergh which will mean total County coverage. Cambridgeshire, which is already able to provide a Crossroads service wherever one lives in the County, has invested new monies for expanding client groups in some instances. Kent has funded schemes in Sittingbourne, Gillingham and Rainham, Tonbridge and, hopefully, Ashford — and we continue to beaver away at conquering the last bastion in Essex Tendring.

Nationally, we have seen politically just recognition of our work, at the House of Commons via our Exhibition in February. We have seen the Audit Commission select Crossroads as one of two voluntary organisations that have "local champions of change" within their midst; and we know that the profile for carers is constantly to the forefront of people's thinking with the hope that Tom Clarke's 'Disabled Persons Act' will be implemented in 1987.

Pauline Hart — Development Officer.
Midlands & Central



There are now 17 schemes within this region which cover a wide area spanning 12 counties. In addition, there are 11 steering committees seeking funding at present. Aylesbury and Wolverhampton have funding for the 1987/88 financial year. Steering committees in North Herts and Welwyn and Hatfield have not been granted funding for this financial year. Applications for funding for 1988/89 are to be submitted by new steering committees in Wycombe and Chiltern/Beaconsfield districts in Buckinghamshire. Although steering committees have not yet been set up in Bicester, Stafford and Stoke-on-Trent, these are areas showing a great deal of interest in Crossroads.

"Evaluation" has been the flavour of the year! Five schemes have been evaluated by their funding bodies, Cheltenham, Coventry, Daventry, Northampton and South Northants. In Cheltenham it is already known that the scheme will receive further funding but this has not been achieved without a good deal of hard work and heartache. In the other four areas they are still awaiting the final outcome. The point that stands out very clearly from all the evaluations is the families' satisfaction with the care they receive from the schemes and how, without this, many feel they would not be able to continue in their own caring role. In Gloucestershire the steering committees of North Cotswolds and Stroud are still waiting to know if they are to be funded, as their applications were held up until the Cheltenham scheme had been evaluated.

The latest scheme to receive funding is Sandwell (West Midlands) where a great deal of my time has been spent in the past year.

This is one of three demonstration districts selected by the DHSS under their "Helping the Community to Care" project. The project is certainly proving interesting. I am a member of the consortium which receives from the DHSS a grant of £200,000 annually for three years. This is to be used for providing innovative services to relieve carers and it is from these monies that Crossroads has received its grant.

Seven regional study days have been held during the past year, 3 for co-ordinators — 1 being a two-day course on interviewing, and 4 for care attendants and the numbers attending these are continuing to grow. In addition, co-ordinators are continuing to meet with me twice yearly in groups of 5 or 6 and this is the time when we share problems and experiences.

Two evening regional meetings for members of management committees have been held during the year which have been very well attended and have given a forum for the exchange of ideas. In view of the number of important issues arising, it may be necessary to hold these during the day, so that more time is available.

Some of the longer established schemes have, during the year, given a great deal of their time to passing on their expertise to personnel from new schemes or newly appointed staff within existing ones. This is always very much appreciated and I would like to thank them for their time and effort.

As in the past, it has been another year of getting to know many new people through steering committees and working closely with members of management committees, co-ordinators and care attendants. May I thank everyone for all that they do to ensure that families receive the special care for which Crossroads has become known. Thank you also for your kindness and hospitality and for helping to make my own work so enjoyable.

**Margaret Copeland — Development Officer,
Northern Ireland**



1986/87 has been a most exciting and challenging year which has seen the development of schemes and of Steering Committees and an increased interest in Crossroads.

The scheme in Craigavon, which receives grant aid from the Southern Health and Social Services Board, started giving care in October 1986. The East Belfast/Castlereagh and North Down/Ards Steering Committees were successful in obtaining grant aid from the Eastern Health and Social Services Board and the schemes became operative at the end of March 1987. The long awaited Crossroads service in these areas is now a reality and disabled people and carers will have the opportunity to experience the flexible type of care which Crossroads offers.

The development of a scheme in the East Antrim area is now almost certain in that the Northern Health and Social Services Board has agreed to fund a pilot scheme in this area during 1987/88.

The schemes in North and South Belfast continue to provide a high standard of care with a substantial amount of care being provided during anti-social hours. Thanks go to the personnel in these schemes for their help in the training of the new Co-ordinators and Care Attendants.

Study Days for Care Attendants and Co-ordinators continue to be held. It was a great pleasure to welcome Tricia Holmes, Training Adviser, to the Province when she led a Study Day for Co-ordinators and met members of Management Committees in March. The meetings for Management Committee members enable members to exchange ideas, discuss relevant issues

and get to know their counterparts from other areas.

Pat Osborne visited the Province at the end of March when she had the opportunity to visit the new schemes, meet members of Management Committees and to launch two new schemes in one day.

The four Health and Social Services Boards in the Province have prepared their Area Strategic Plans for 1987-1992 and all make favourable reference to Crossroads Care. This is most encouraging and augurs well for further Crossroads development in Northern Ireland.

I take this opportunity to thank all those people in the Association, Schemes, Steering Committees, other voluntary organisations and in the statutory services who have helped me much more than they may realise. I look forward to next year when I hope more people will be able to choose Crossroads Care.

Jane Horn — Development Officer.
N and NE Region



The good news is, firstly, that Derwent and Wye Valleys (Derbyshire) has become a new Crossroads Scheme, with the Co-ordinator having started work in April, and, secondly, we are very pleased that Durham District has received Joint Finance Funding to "convert" from an M.S.C. Scheme to a Crossroads Scheme in June 1987. Both these successes are the fruition of much dedication and hard work by the two Steering Committees' members.

The disappointing news is that, for the third time, the Bradford Steering Committee and the Airedale Steering Committee have not obtained funding for those two Schemes in spite of political all-party support, and often expressed admiration for Crossroads by the Statutory Authorities. Scunthorpe and Glanford's second bid has also been unsuccessful in spite of much endeavour. These Steering Committees are, however, determined to continue their impressive work until the desired and much-needed outcome. Derby, North Lincolnshire, Harrogate, York and Leeds 10 have also not been successful in their first bids. The Hull application was not re-submitted, as the outcome of a research project is awaited, before further developments can be considered. At the time of writing, no news has yet been received on Grimsby's second application. Newark is our newest Steering Committee and the hard work is in progress. New interest flourishes in several other areas.

In the 7 existing Schemes, (not including the 2 new ones) long-term funding is one of the main concerns, and I have spent considerable time in

helping Calderdale, Dewsbury and Huddersfield with evaluations, forecasts, and negotiations to this end. South Tyneside is also starting this process. Tyndale and Castle Morpeth have both put in extension applications and a very interesting on-going evaluation is being conducted on the Mansfield and Ashfield Scheme by Professor Willcocks of Nottingham University.

We have had some stimulating Study Days in the region, linking in with two of the Scottish Schemes and the two Cumbrian Crossroads Schemes in the North. Subjects covered include Violence and Agression, Parkinsons, Alzheimers and coping with stress. Co-ordinators continue to have their own meetings to discuss problems and share skills. Management Committees' meetings are now held annually — one in the North East and one in the Yorkshire/Nottinghamshire area.

I am sometimes not sure whether my job is one of "trouble-shooting" or "trouble-making" — I think it is seen as both! On the one hand, I try to ensure that from the early Steering Committee stage through to the Scheme becoming operational, the details and the groundwork are tackled thoroughly so that problems can be avoided later. On the other hand, by bringing the needs of carers and their disabled relatives in the community to the fore, some Statutory Authorities may see my role as "lifting the cover" on issues that seemed dormant! I shall, however, endeavour to continue to promote practical support for disabled people and their carers wherever possible in the coming year.

Finally, a big thank you to everyone who has been part of this positive year in the North/North East — "Crossroads colleagues" and many other people with whom I regularly make contact.

**Angela Owen — Development Officer.
North West Region**



The past twelve months have seen a number of changes in the North West Region, not only in the field but also the Regional Office itself. Last September we moved to more suitable office premises. I am tempted to call it a penthouse suite, but in reality it is a converted Victorian attic — I hasten to add that it is extremely comfortable, spacious, but most important of all the rent is very reasonable.

Three new Steering Committees have been formed during the year in Macclesfield, Ribble Valley and Hyndburn. There are many more new and renewed areas of interest which are as follows — Chorley, Crewe, Halton, Isle-of-Man, Lancaster, Sefton, South Manchester, Tameside and Bolton. In two of these areas there are strong possibilities of new Steering Committees being formed.

Last year, the Cheshire County Council Social Services agreed in principle to the growth of Crossroads throughout the county and two new Crossroads Schemes are about to be launched in the county at Chester and Vale Royal. Although many statutory authorities have now adopted a positive attitude towards Crossroads schemes, I do not envisage it ever being easy for Steering Committees to obtain funding — it will continue to be hard work. I have always admired the determination and stoicism of our Steering groups and our Management Committees.

In Lancashire we are also encouraged by the County Council Social Services stance. Recently an advisory sub-committee for Adult Services was set up by the Social Services Department to consider in detail matters relating to adult persons suffering

handicap. I am delighted that they invited a representative from West Lancs Crossroads to serve on this Committee.

Good news for one of our other areas — Stockport. This area was made one of the DHSS' demonstration areas in the 10.5 million pound project "Helping the Community to Care". As a result Stockport Crossroads have received extra funding to extend their scheme. An Assistant Co-ordinator has now been employed to cope with the additional workload.

We have recently seen the introduction of a new disability to Crossroads — AIDS, which I know has caused a little concern for some North West Co-ordinators and Care Attendants. However, with a sensitive approach by Management when introducing this new group together with the help of information packs and AIDS Study Days I am confident fears will be allayed in a very short period of time. The first of two AIDS Study Days is scheduled at the end of April 1987. We have been fortunate in obtaining a permanent venue for our Study Days at Whiston Hospital, Merseyside, which has excellent facilities.

Recognising that Management Committee members and Co-ordinators are all part of the Management team, the first ever North West Joint Management/Co-ordinators Evening will be held in May 1987, which I am sure will prove to be of equal value to Co-ordinators and Management Committee Members alike.

It has been another extremely busy and enjoyable year and I am confidently looking forward to continuing in the same vein during 1987/88.

Carol Youngs — Development Officer.
Berkshire, Herts, Surrey, Sussex, London.



on what is usually their first encounter with Crossroads in action.

Many problems have been surmounted this year, but as always new ones have superseded them. These will all be tackled with good heart by the many special Crossroads people who have joined the organisation throughout this past year.

The year 1986/87 has seen an increase in both interest about Crossroads objectives generally within the region, together with an increased number of schemes providing a service to families.

There are currently 26 schemes and 10 steering committees in the region, 19 schemes and 7 steering committees in London, and 7 schemes and 3 steering committees in the remainder of the region.

Those steering committees that have already placed a bid for funding are all at varying stages of progress, with some seemingly progressing well through the maze. However one area highlights that progress is still very slow in some places and that successful funding is not in any way a foregone conclusion in these supposedly enlightened times. This one steering committee has been in existence since 1982 and is about to regroup in the hope of better progress, heartened by the fact that more recently formed committees in adjacent areas have successfully achieved their aims and now have Crossroads up and running.

Training days and support meetings have continued throughout the year for both Co-ordinators and care attendants, but with many schemes now employing larger numbers of care attendants, it has become increasingly difficult to guarantee that everyone has a chance to attend one study day even once per year.

I should like to extend my thanks to those scheme co-ordinators who provide such an invaluable part of the induction programme for newly appointed staff.

Having shared some of their own anxieties and problems myself, they still manage to provide positive guidance which is invaluable to new staff

Tricia Holmes — Training Adviser.



Identification of Co-ordinators' Training Needs: 1986-87 has culminated in the publication of the report regarding the co-ordinators' training needs.

The report highlights the current state of development of a training strategy, and makes recommendations for the future development. I hope that within the report there is food for thought to enable further debate, in order that a policy can be formulated. I look forward to the opportunity to discuss the issues raised within the report with members of Management Committees at Regional meetings during Spring, 1987. I see this as a beginning in the Association's endeavours to meet co-ordinators training needs in the most realistic way.

The process of identifying co-ordinators' training needs has enhanced the established links between the Association office and local schemes.

The co-ordinator working party is proving to be a very positive and participative group. After assisting in the review and updating of the job description they went on to pilot the questionnaire; consider a blue-print for the induction of co-ordinators, and the process of evaluating training events. Their individual feedback to co-ordinators' at regional meetings has maintained open communication between the schemes and the Association office, and enabled all co-ordinators to have input into the work of the group identifying areas of concern, or issues which require exploration.

Thanks must go to all the co-ordinators who in spite of the many demands made upon them within the day to day management of the scheme generously gave their time in completing the

questionnaires so thoroughly; and to Development Officers who equally gave their time to discuss the issues pertinent to the needs of the co-ordinators.

Direct Training Provision: The co-ordinators residential course has evolved in the light of feedback from previous course participants, and the needs of those who attended the event in August, 1986. The content places more emphasis on how to utilise methods and resources to their full advantage; enhances the skills of co-ordinators in planning and implementing a training session; and considers in more depth the importance of assessment.

The process of review is to be expanded during the coming year, and should ensure that the course meets the changing needs of individual co-ordinators employed by Crossroads and the needs within their schemes. It is proposed to hold a follow-up day to this event during 1987 to ascertain to what extent:

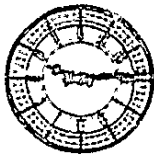
- learning has been achieved
- is this learning being applied back at the workplace
- is this learning affecting the effective functioning of the scheme.

Liaison with training personnel within other voluntary organisations has continued to develop and prove mutually beneficial. During the year the Cheshire Foundation bought in training resources from the Association in the form of Induction packs and myself, to assist them in running a residential event for the organisers of their Family Support schemes.

Since April 1986 the meetings with newly appointed co-ordinators at the Association office have been opened to include assistant co-ordinators. Short topic courses have been initiated for co-ordinators, and informal sub-group meetings are providing an excellent form of support in addition to learning opportunities.

In the same way that families are offered choices when and how they will receive care from Crossroads, the same choices are being offered to co-ordinators and care attendants to pick and choose from the various opportunities around to meet their own individual needs. As Regional meetings for Management Committee members become more established positive support is also being provided to employers.

I hope that this coming year will see an increasing emphasis on the process of review, enabling all personnel to meet the demands of the job with the maximum of support.



CROSSROADS AT WESTMINSTER



Tony Newton Esq, OBE, M.P., Minister for Health, James F. Pawsey, M.P., Norman Banner, Chairman, Pat Osborne, Director, Peter Lawton, Executive Committee Member.

Opening of Crossroads Care Exhibition at the Palace of Westminster N.L. Banner — Chairman

I would like to start rather than finish with a few words of thanks to a number of people who have made this Exhibition possible. Firstly, of course, Jim Pawsey, the MP for Rugby and Kenilworth. Although Crossroads is a national charity, its roots are in Rugby and its Headquarters are still in Rugby and it is appropriate for the sponsorship to have been made by the Member of Parliament for Rugby. I would also like to thank Bernhard's Garden Centre for the floral display that they have kindly provided, Central TV for photographs and

British Nuclear Fuels for their generous financial contribution towards today's reception. My main thanks are to those of you who have found the time in your tight schedules and burst diaries to come along.

It is to you that I would like to give an explanation of the purpose of this Exhibition. The cynical amongst you will doubtless suspect that Crossroads has invited you as part of its fund raising campaign. Contributions are always welcome but our aim this week is much more important and fundamental than that. We welcome the opportunity of showing you a visual guide to the scope and nature of our community care at work and coupled with this we are delighted to show you how, in reality, we are working together with other voluntary organisations and the statutory sector in the provision of this type of

care. "Working Together" is a theme of our Exhibition and we want to enlarge the opportunities of working together.

It is estimated that over 1.25 million people in this country are caring for elderly or severely handicapped people at home. Many of them have been doing this for a very long time. We were encouraged to see that the Secretary of State is becoming more convinced of the need to improve community care facilities after his visit to America to study the problems of Aids victims. The Aids victims stressed their need to stay in their own homes as long as possible, to be treated by other people as normally as possible and not to be segregated. In all these things, their desires are the same as those expressed by any other person with a disability. We fear that any new community care facilities specifically for Aids victims may mean that money will be taken from budgets which are already stretched for other client groups. Is a diagnosis of multiple sclerosis or arthritis or a stroke or spinal injury to be looked at in any different light in terms of community care as a whole? All of the other problems that exist under the label "community care" are as worthy of the attention, time and extra money that is currently being allocated to Aids victims, as Aids is just one relatively new addition to an extensive list of disabling conditions and all who suffer from such conditions need equal care, understanding and need to be recognised. We feel that they can be recognised within the existing services if those services are rationalised and adequately funded.

From its humble beginnings in Rugby some few years ago, Crossroads has grown and the statistics seem quite impressive — *112 schemes, 8,000 families in receipt of care this year, over half a million hours of care given, one quarter of that during unsocial hours — approximately four million pounds from various sources raised and spent by local schemes, the average cost of care a remarkable average of £4.85 per hour. And yet, so much more still remains to be achieved — we have already identified 3,000 more families in the *55 districts, where there are Steering Committees — groups of interested people striving for the necessary funding for schemes and every week letters from people under the greatest stress are received at our national office from areas which we have not even touched.

The growth of Crossroads as the leading voluntary agency for the provision of community care has not been through any missionary zeal by our Development Officers. It has come about in response to local initiatives on the one hand and on the other hand as a direct result of the policies

of successive Governments pushing for increased care in the community.

The Audit Commission reported in December last year on "making a reality of community care" — our Schemes are already helping to make community care a reality but in order to continue to reach more families, we feel it is imperative that the conclusions of the Audit Commission Report are accepted and implemented. The Report states that "some of the most cost effective and flexible services encountered during the study were provided by voluntary organisations such as Crossroads Schemes. Quite apart from emotional and financial costs that carers now incur, the Schemes result in a considerable saving of public funds". Although all parties have supported our work, we can only continue if adequate statutory funds are provided for core funding and for the local schemes.

The Audit Commission Report states that "a rationalisation of funding policies must be undertaken from the centre". We support this recommendation and we welcome the opportunity through our Exhibition of presenting to you our work and discussing with you our positive contribution to helping disabled and elderly people stay in their homes.

* as at 17.2.87

Excerpts from speech given by Norman Banner at the Opening Ceremony of the Crossroads Care Exhibition, February 17th 1987, Westminster.



CROSSROADS SCHEMES

Aberconwy
Alyn & Deeside
Aylesbury
Basildon
Belfast East & Castlereagh
Belfast North
Belfast South
Birmingham (First)
Blackburn
Bracknell & District
Braintree
Breckland
Brent
Brentwood & District
Brighton
Broadland
Calderdale
Cambridge City
Cambridge South & East
Camden
Carlisle & Eden
Castle Morpeth
Castle Point
Chatham
Chelmsford
Cheltenham
Chester
Colchester
Coventry
Craigavon
Croydon
Dartford & Gravesham
Daventry
Delyn
Derwent & Wye Valleys
Dewsbury & District
Dudley
Durham District
Enfield
Epping Forest
Exeter
Fakenham
Fenland
Gillingham & Rainham
Great Yarmouth
Guildford
Hackney
Hammersmith & Fulham
Harlow
Hillingdon
Huddersfield
Huntingdon
Inverness
Ipswich & District
Islington
Islwyn
Kensington & Chelsea
Lambeth South West
Lewisham

Livingston
Llanelli
Maldon & District
Mansfield & Ashfield
Merton
Mid Suffolk
Milton Keynes
Newham
Newport & District
Northampton
North Down & Ards
North Warwickshire
Norwich City
Nuneaton & Bedworth
Oxford
Penarth
Peterborough
Richmond
Rochdale
Rochester
Rochford
Rugby
St Helens
Salford
Sandwell
Seaford & Eastbourne
Sheppey
Sittingbourne
Skye
Solihull
Southend
South Glamorgan
South Northants
South Tyneside
Southwark
South West Herts
Stockport
Stratford-upon-Avon & District
Suffolk Coastal
Sutton
Tandridge
Thetford
Thurrock
Tonbridge, Edenbridge & Sevenoaks
Tunbridge Wells
Tynedale
Uttlesford
Vale Royal
Waltham Forest
Wandsworth & Putney
Warrington
Warwick & District
Waunarlwydd
Waveney (Lowestoft)
West Cumbria
West Lanes
Westminster
West Suffolk (Bury St. Edmunds)

Wirral
Woking
Wolverhampton
Worcester & District

total schemes: 125, including 4 Holland.

Steering Committees (As at 1.6.87 — Total 47)

Airedale
Arfon
Armagh & Dungannon
Ashford
Barking
Belfast West
Bexley
Bradford
Brecon
Bromley
Broxtowe
Carmarthen
Chilterns
Cynon Valley
Derby
East Antrim
East Devon
Grimsby
Harrogate
Havering
Herts North
High Wycombe
Hinckley
Hull
Hyndburn
Kingston
Lambeth East
Lambeth North
Leeds 10
Lincolnshire North
Macclesfield
Merionydd
Newark
North Birmingham
North Cotswolds
Nottingham Inner City
Radlett & Elstree
Ribble Valley
Scunthorpe
Spelthorne
Stroud
Stalham
Tendring
Welwyn & Hatfield
Windsor & Maidenhead
Ynys Mon
York



CROSSROADS PHILOSOPHY



Crossroads philosophy is simple

During 1986/7 Crossroads help was given to 8,000 disabled and elderly people throughout Britain.

A further 3,000 families have been positively identified as in urgent need of Crossroads care.

We believe that wherever possible, disabled and elderly people should be enabled to stay in their own homes if that is their choice. In order to make this a reality, the family members responsible for their care should receive practical help and some respite from their tasks.

"Crossroads is a lifeline to us. Without its support we could not continually care for Andrea at home.

Crossroads relieves the strain and pressure on Graham and myself and enables Nicholas and Louisa to have as normal a life as possible.

Most important Crossroads care helps us to give Andrea the special love and care that she loves and deserves."

*Reaching out
Meeting the need*



AND IN THE MEANTIME . . .

Our 22 year old son was severely brain damaged in a road accident in November, 1985. As a result of his injuries he is now totally blind, partially paralysed and suffers attendant memory loss. Since that date he has been in various hospitals until his release home at the end of February, 1987.

During the period of two and a half months in coma and subsequent months in hospital, we as a family have played an important part in the recovery process, offering stimulation at every opportunity, helping him to come to terms with the new situation, assistance with therapy and so on. This has involved some 380 hospital visits, approximately 9,000 miles of travel and a lot of heartache.

During the periods when he was able to come home, we noticed how well his morale and progress improved with a noticeable deterioration when returning back to hospital.

The family decision was made that he should be cared for at home as soon as it was practical and for as long as it was possible. I therefore took early retirement from my job in London as a BT Computer Manager to assist my wife in this task. We are supported by the only family we have in this area, my daughter, a solicitor working some miles away and my other son who is a theatre manager in the West End; both busy people with only a limited amount of time to spare to help.

Recent medical reports indicate that whilst there will be little improvement in the future in his disabilities, he is basically healthy and that with loving care from his family he will probably live into middle age or even later.

What about the carers?

My wife and I are in our middle-to-late fifties, reasonably healthy at the moment but already tired after seventeen months of hospital trauma and eleven weeks of home care without a reasonable break. The hospital discharged our son at short notice (one week) with only a list of addresses as a follow up service.

Life is extremely difficult at the moment as our home facilities for disabled living are non-existent. Our present bungalow is small, unsuitable for adaptation with stepped access to both front and rear entrances. Use of ramps are out and we have to use an ambulance chair for movement from room to room. Our present bathroom is too small for a hoist to be installed and operated so we take our son for a weekly bath to a nearby old peoples' home by kind permission of the matron.

We need to find another house, have the necessary adaptations provided, including possible accommodation for a full-time carer. All this will take time and money. The legal process for compensation is protracted. We need some form of relief now so that we are in better shape to face up to all the other tasks that lie ahead.

We look for the statutory services but to date, none have been offered. Our GP calls every few weeks to ensure we are coping and I am sure that if we crack under the strain some assistance will be forthcoming. The District Nursing Supervisor called two weeks prior to our son coming home, made an appointment to visit us the following week, failed to turn up and has not been seen since.

Yes, I am sure the services are there and perhaps the priority on over-stretched services must lie with the elderly living on their own or coping with sick spouses.

Cars is a lifetime problem. One day my wife or I will be ill. Will we then be able to cope with our son's toilet needs? Will my wife topple over with the weight of my son over balancing whilst I am out house hunting?

A Crossroads Care Attendant Scheme would alleviate so many of these worries and give the type of relief that we are seeking now.

I am saddened to hear that little progress has been made in extending Crossroads schemes into our county, which means that nothing can be offered to us in this district.

AND IN THE MEANTIME?

An example of the many letters received daily by Crossroads Care.

CROSSROADS OFFICES

HEAD OFFICE

94 Coton Road
Rugby
Warwickshire CV21 4LN
Tel: (0788) 74653

ANGLIA & ESSEX

Richard Ambury
2nd Floor
22 High Street
Burnham-on-Crouch
Essex CM0 8AA
Tel: (0621) 784495

HERTS, MIDDX & LONDON

Carol Youngs
65 Belmont Road
Uxbridge
Middlesex UB8 1QT
Tel: (0895) 70277

MIDLANDS & CENTRAL

Pauline Hart
c/o Freeman Memorial
Methodist Church
Buckingham Road
Bletchley
Milton Keynes MK3 5HH
Tel: (0908) 77161

NORTH & NORTH EAST

Jane Horn
York House
New Street
Ossett
West Yorks
Tel: (0924) 264205

NORTH WEST

Angela Owen
3rd Floor,
54/55 Hamilton Square
Birkenhead
Wirral L41 5AS
Tel: 051 647 3038

NORTHERN IRELAND

Margaret Copeland
Unit 8
Comber Road Industrial Estate
Newtownards
Co Down
Northern Ireland BT23 4RX
Tel: (0247) 815978

WALES

Pauline Adams
Watton Chambers
The Watton
Brecon
Powys LD3 7ES
Tel: (0874) 3090

Directors' Report and Accounts

