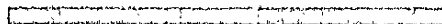
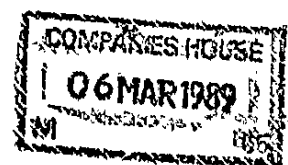
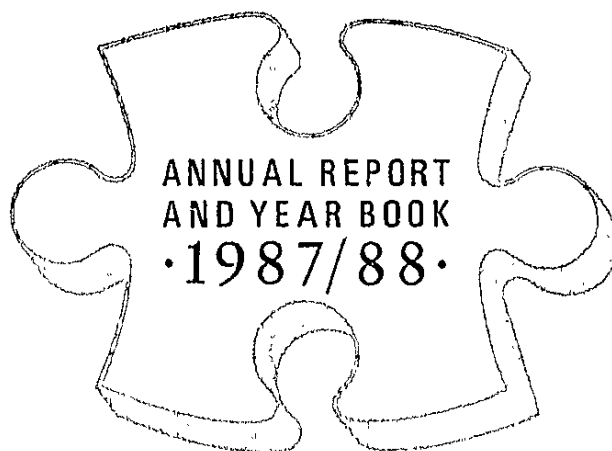


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CROSSROADS

▷ C A R E ◁

Association of Crossroads Care Attendant Schemes Limited



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THE EXECUTIVE COMMITTEE 1987/88

EXECUTIVE COMMITTEE MEMBERS

Chairman of the Association
and of the Executive
Committee
Chairman of the Warrington
Crossroads scheme
Mr. Norman Banner

Vice Chairman of the
Association and of the
Executive Committee,
Chairman of the Braintree
Crossroads Scheme
Mr. Owen Harrison

Founder Member, and Vice
Chairman of the Association
Miss J. Sankey

Worcester & District
Mrs. Laura Cale
Chairman

Dudley
Mr. Mike Carpenter
Chairman

Lambeth
Mrs. Evelyn Dunwoody
Chairman

Hillingdon
Mr. Malcolm Ellis
Committee Member

Huddersfield
Mr. Duncan Haughey
Chairman

South Belfast
Miss Aleen Herdman
Committee Member

South Tyneside
Mr. Malcolm High
Committee Member

Derwent & Wye Valleys
Mrs. Tess Hoyland
Committee Member

Wirral
Mrs. Diane Morley
Chairman

Dewsbury
Mr. J.G. Shea
Chairman

SUB COMMITTEES

FINANCE & GENERAL PURPOSES

Members
Norman Banner
Philip Bloy
Joan Cooper
Tess Hoyland
Aleen Herdman

In Attendance
The Director and/or
Administrator

FUNDRAISING & PUBLIC RELATIONS

Members
Malcolm Ellis
Evelyn Dunwoody
Owen Harrison

In Attendance
Assistant to the Director

PERSONNEL & EMPLOYMENT

Members
Evelyn Dunwoody
Malcolm Ellis
Owen Harrison
Malcolm High

In Attendance
The Director

TRAINING

Members
Mike Carpenter
Di Morley
Irene Sankey
Duncan Haughey

In Attendance
Training Adviser
Regional Officer
(selected by Director)

CO-OPTED MEMBERS

Chairman of Homes Committee
(Multiple Sclerosis Society)
Mr. Brian Wilson

Chairperson of the South
Glamorgan Crossroads Scheme
Miss Joan Cooper

Chairman of the Inverness
Crossroads Scheme
Mr. David Martin

HONORARY OFFICERS

Treasurer/Insurance Consultant
Mr. Phillip Bloy

Personnel Consultant
Mr. Albert Clark

Legal Adviser
Mr. Graham New



CHAIRMAN'S REPORT

"It has been a quiet week in Lake Wobegon..." — so begins each story in my favourite book of the last year. There is no week that the same can be said of 10 Regent Place, Rugby. Any review of your Association's work during the last twelve months must begin with reference to the new office accommodation that we have moved into. What a transformation has occurred — the old fashioned Solicitors' office to the bright and cheery Crossroads' Headquarters. I am also particularly pleased to report that the total cost of the building and almost all the cost of renovation was paid for from money specifically raised for that purpose.

The growth of your Association has continued — at the end of March 1988 there were 131 schemes and 45 steering committees. This represents a further very successful year for the Regional Officers who work so hard with steering committees and local sources of statutory finance to initiate new schemes and increasingly work to continue and increase funding for existing schemes as their original grants come to an end. Each year we are told how little money is available from County Councils, Health Authorities or other statutory sources but each year throughout the United Kingdom we prove the need for Crossroads Care.

As the Association has grown there have been two fundamental changes during the year which it is hoped will increase our overall efficiency and our responsiveness to individual schemes. The Executive Committee has, along with the rest of the Association, been dealing with a wide range of issues and decisions. This year a formal sub-committee structure has been introduced following a very thorough review of the role of the Director and the role of the Executive. Since the formation of the organisation, there has been a great deal of talent in the Executive and it is hoped that the new arrangements will harness it more effectively. We have also now implemented the election of the new Executive on the basis of regional elections. It is hoped that this will allow each scheme and each region to more closely identify with the work of the Association and anyone wishing to raise an issue at the Executive will know the member or members elected by the schemes in his region.

One of the most exciting features of the last year, was our successful application to an anonymous benefactor for core finance. The resulting gift shown in our Balance Sheet, provides us, for the very first time, with sufficient working capital to enter our new financial year with confidence that the Association will still be viable at the end of the year. It does not give us the benefit nor is it the burden of complacency because fundraising from all sources must continue more strenuously than ever to meet our annual budgeted expenditure of approximately half a million pounds, but it does give us a break from worrying

each quarter if our overheads can be met. I would like to thank our benefactor on behalf of the families who will benefit from her generosity.

The social highlight of our year was the Spring Fayre at Rugby School so efficiently organised by Julia Scott and her team, preceded by a concert the evening before. This was but one of the fundraising efforts during the year which have resulted in the very healthy figure for "donations" received contained in our Income and Expenditure Accounts. I was also delighted to attend a very successful evening in Cardiff organised by the Welsh Crossroads schemes and attended by the Under-Secretary of State for Wales. I have again attended some of the regional meetings during the last year and after a number of delays (including my taxi being stopped for dangerous driving!) I was pleased to meet with representatives of our Scottish schemes in Inverness to discuss our development within Scotland.

At the end of the financial year, the Executive Committee received with great regret the resignation of Pat Osborne, our Director. It is impossible to pay sufficient tribute to Pat for the amount and quality of work for which she has been responsible. She will be greatly missed by us all and we wish her well in her new post.

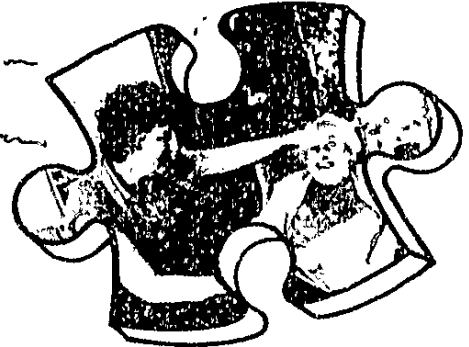
Finally, I would like to give my usual thanks to the officers and members of the Executive, and to compliment the rest of the staff of the Association. Together with our Director, they have again been responsible for greatly increasing the number of people receiving Crossroads Care.

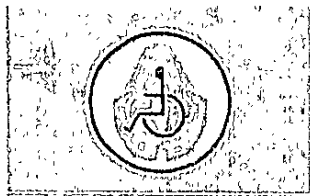
N L Banner

N L BANNER
Chairman

N L Banner

P J Harrison
Vice
Chairman





TREASURER'S REPORT

This year has to be described as one of growth, together with a degree of change. The major change during the year was the move of the National Office to new premises, an undertaking made possible by the provisions set aside in previous years accounts added to the excellent sum of £46,574 raised in this year. The purchase and refurbishment and subsequent move to 10 Regent Place was accomplished with expedition and little interruption to the work of the Association.

The Director's efforts have, this year, been rewarded with an exceedingly generous donation to be applied to the administrative work of the Association. This gift — £391,669 at the date of transfer — comes from an anonymous donor who was concerned that the money was used by an organisation offering practical help to carers. Our task now is to plan the work for the next 2/3 years with care, to fulfil the wishes of the donor and use that time to strengthen the existing administrative structure of the organisation and provide a sure foundation for stability and growth into the 1990s.

This past year has again seen a considerable growth in the number of schemes affiliated to the Association and with that rise, an increase in the administrative workload at the National office. To meet that growth much work has been done to increase the level of statutory funding and it will be seen in the accounts that in particular, the contribution of the London Boroughs Grants Committee has risen and now represents 75% of the funding for the year 1987/88 for the London region. The general level of donations and fundraising has also risen, most notably in respect of the £46,000 raised specifically for the purchase of the new premises as mentioned earlier, and thanks for this is due to Pat Osborne and Julia Scott for all their hard work in this respect.

The expenditure in the year under review reflects the costs associated with the increase in the number of schemes and the need to recruit more staff to maintain the high standard of service and support to all regions. A number of costs were exceptional and relate directly to the purchase of the new premises. Repairs, renewals and maintenance includes costs which could not be capitalised and which arose from the move to 10 Regent Place while the bank charges relate to overdraft costs incurred whilst funding the purchase. The challenge remains!

We will need an income of £350,000 to cover our anticipated expenditure during the current year.

We are confident that the challenge can be met.

Thanks must be extended to the hard working accounts staff and congratulations on the excellent way in which they have responded to the growing challenges of the work of the organisation.

We can look forward to the future with confidence that we have a firm foundation to enable the work of Crossroads Care to continue to reach out to those in need.

PHILIP BLOY
TREASURER

JOAN CURBISHLEY
ADMINISTRATOR

16.5.88

ASSOCIATION OF CROSSROADS CARE ATTENDANT SCHEMES LIMITED

Income & Expenditure Account for the Year ended 31st March 1988

		1987/88		1986/87
	£	£	£	£
INCOME				
GRANTS				
D.H.S.S.	75000		75000	
Welsh Office	12611		11522	
D.H.S.S. re Northern Ireland	13575		12540	
London Borough Grants Committee	15640		4975	
Mersey Regional Health Authority	3000		3000	
West Yorkshire Grants	1000	120826	—	107037
DONATIONS				
General	96102		116381	
Building	36574		—	
Percy Bilton Charity (Building)	10000	142676	—	116381
OTHER INCOME				
Affiliation Fees	7601		5763	
Training	8926		5176	
Fundraising (see note)	25997		14834	
Sundry Receipts	1316		614	
Interest Received	8457		8009	
Dividend Received	3898		—	
VAT Recovered	6239	62434	1912	36308
		<u>325936</u>		<u>259726</u>
EXPENDITURE				
STAFF COSTS				
Salaries & Pensions	175571		129952	
Travel & Subsistence	24219	199790	17936	147888
ESTABLISHMENT & OFFICE CHARGES				
Rent & Rates	7686		6166	
Insurances	681		907	
Heat & Light	1386		1229	
Repairs, Renewals & Maintenance	7984		1049	
Stationery & Printing	12830		9254	
Telephone	10114		8228	
Postages	3555		2725	
Association & Executive Committee Expenses	5142		3381	
Professional & Consultancy Charges	3066		8327	
Bank Charges	1717		—	
Staff Advertising	5667	59828	—	41266
OTHER EXPENDITURE				
Training	12453		6474	
Fundraising (see note)	19845		6926	
Promotional Expenses	11654		7998	
Sundry Payments	1841	45793	1275	22673
DEPRECIATION		6238		4381
		<u>311649</u>		<u>216208</u>
Transfer to Building & Maintenance Fund	—		33000	
Surplus for the Year	14287	14287	10518	43518
		<u>325936</u>		<u>259726</u>

Note:- Fundraising

	INCOME	EXPENDITURE
Advertising Goods	2882	2032
National Raffle	4287	1645
Christmas Cards & Appeal	5366	3490
Events (Spring Fayre etc.)	10119	4294
Literature & Publicity	3343	8384
	<u>25997</u>	<u>19845</u>

ASSOCIATION OF CROSSROADS CARE ATTENDANT SCHEMES LIMITED

Regional Expenditure Analysis

FOR THE YEAR ENDED 31st MARCH 1988

	National Office	National Training Project	North & North East	North West	Midlands & Central	Anglia Essex	Berks Surrey Sussex Kent	Greater London	Wales	Northern Ireland	Total
	£	£	£	£	£	£	£	£	£	£	£
STAFF COSTS											
Salaries & Pensions	61157	10374	11914	11805	13321	13683	7835	17220	13790	14472	175571
Travel & Subsistence	3378	2003	2629	2007	2120	3145	1423	1606	2866	3042	24219
	64535	12377	14543	13812	15441	16828	9258	18826	16656	17514	199790
ESTABLISHMENT & OFFICE CHARGES											
Rent & Rates	1468	—	617	833	585	699	—	1519	800	1165	7686
Insurances	439	—	25	67	25	25	25	25	25	25	681
Heat & Light	794	—	—	321	—	—	—	—	—	271	1386
Repairs, Renewals & Maintenance	7225	59	162	131	44	147	—	54	162	—	7984
Stationery & Printing	8547	446	318	920	665	365	319	316	384	550	12830
Telephone	4830	3	739	463	764	508	274	772	823	938	10114
Postage	2590	—	107	142	176	136	40	40	170	154	3555
Association & Executive Committee Expenses	5079	—	13	—	—	15	13	15	7	—	5142
Professional & Consultancy Charges	3066	—	—	—	—	—	—	—	—	—	3066
Bank Charges	1717	—	—	—	—	—	—	—	—	—	1717
Staff Advertising	5667	—	—	—	—	—	—	—	—	—	5667
	41422	508	1981	2877	2253	1895	671	2741	2371	3103	59828
OTHER EXPENDITURE											
Training	1314	5248	543	923	469	1107	477	416	1871	85	12453
Fundraising	18204	—	233	233	243	233	—	233	233	233	19845
Promotional Expenses	5174	—	810	810	810	810	810	810	810	810	11654
Sundry Payments	1475	—	—	—	—	9	30	309	9	9	1841
	26167	5248	1586	1966	1522	2159	1317	1768	2923	1137	45793
DEPRECIATION											
	3897	131	201	385	327	393	209	81	262	352	6238
TOTAL	136021	18264	18311	19040	19549	21275	11455	23416	22212	22106	311649

ASSOCIATION OF CROSSROADS CARE ATTENDANT SCHEMES LIMITED

Balance Sheet AS AT 31st MARCH 1988

	£	1987/88 £	£	1986/87 £
FIXED ASSETS				
Property at Cost (incl. alterations)		78190		
Office Furniture & Equipment at Cost	24715		15992	
Addition less Sales	11809		8723	
	<u>36524</u>		<u>24715</u>	
Less:- Accumulated Depreciation	(11572)		(7191)	
Depreciation this Year	(6238)	18714	(4381)	13143
INVESTMENTS				
Acquisition Value	391699		—	
Less:- Realised (Market Value £313066)	(79432)	312267	—	—
CURRENT ASSETS				
Stock	11431		7025	
Debtors and Payments in Advance	4466		17315	
Cash Funds	117366		93304	
	<u>133263</u>		<u>117644</u>	
Less:- CURRENT LIABILITIES				
Sundry Creditors	(4582)	128681	(3606)	114038
Net Assets		<u>537852</u>		<u>127181</u>
Represented by:-				
GENERAL FUND				
Surplus at 1st April 1987	82181		83663	
Transfer from Building Fund	31616		(12000)	
Surplus for the Year	<u>14287</u>	128084	<u>10518</u>	82181
Building & Maintenance Fund				
Surplus at 1st April 1987	45000		—	
Appropriated this year	—		33000	
Transfer from General Fund	—		12000	
Transfer to General Fund	<u>(31616)</u>	13384	<u>—</u>	45000
Endowment Fund				
Donation	391699		—	
Profit from Investments	<u>4685</u>	<u>396384</u>	<u>—</u>	<u>—</u>
		<u>537852</u>		<u>127181</u>

Approved by Members of the Executive Committee on 5th May 1988 N. L. Banner, O. Harrison

**Statement of Source and Application of Funds
FOR THE YEAR ENDED 31st MARCH 1988**

	£	1988 £	£	1987 £
FUNDS OBTAINED FROM OPERATIONS				
Net Surplus Income over Expenditure		14287		43518
Endowment Fund		391699		—
Profit from Investments		<u>4685</u>		<u>—</u>
		410671		43518
USE OF FUNDS				
Fixed Assets	83761		4342	
Investments	312267		—	
Stock Increase	<u>4406</u>	(400434)	<u>1457</u>	(5799)
		<u>10237</u>		<u>37719</u>
CHANGES IN CAPITAL				
Debtors and Payments in Advance Decrease	(12849)		15277	
Creditors Increase	(976)		(1644)	
Cash Funds Increase	<u>24062</u>	<u>10237</u>	<u>24086</u>	<u>37719</u>

REPORT OF THE AUDITORS TO THE MEMBERS

We have audited the Financial Statements of the Association of Crossroads Care Attendant Schemes Limited, a Company limited by guarantee, not having a share capital and a registered charity.

The Company in common with many others of similar size and organisation derives a certain proportion of its income from voluntary donations which cannot be fully controlled until they are entered in the accounting records and are not therefore susceptible to independent audit verification.

Subject to the preceding paragraph the Financial Statements 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 Financial Statements give a true and fair view of the state of affairs as at 31st March 1988 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, 12th May 1988.

5
CROSSROADS CARE



▷ DONATIONS ◁

We would like to thank all those who gave to Crossroads Care in 1987/88. We list below the major corporate bodies from whom we received donations.

Abbey National
 Alexanders Discount
 Anglia Building Society
 A P Bank
 Bank of England
 BASS plc
 Be ham Charitable Settlement
 BP
 British Alcan Charitable Trust
 Crepe Weavers (1983) Ltd.
 Delta Electronics
 The Economist
 Enkalon Trust
 Equity and Law
 Esselte Letraset
 Fenwick Ltd.
 Donald Forrester Charitable Trust
 The Godinton Charitable Trust
 Grand Metropolitan
 The Hambland Foundation
 ICI plc
 IMI plc
 International Thomson plc
 The Mary James Trust
 Kalamazoo plc
 Beatrice Laing Trust
 Lilley Industries Ltd.
 Lloyds Bank
 Members of Lloyds and Lloyds Brokers
 Lonrho plc
 J.F. and E.A. Measures Charity
 The Mercers' Company
 Samuel Montagu and Co. Ltd.
 Multiple Sclerosis Society
 Nationwide Anglia
 The Nestle Charitable Trust
 Northern Foods
 The Paget Charitable Trust
 Prudential Corporation
 Racal Electronics
 Rothschild and Co.
 Royal Trust Company of Canada
 Francis C. Scott Charitable Trust
 Shell UK
 Streatham and Blain
 TI Corporate Services
 TSB Northern Ireland
 Twenty-Seven Foundation
 Unilever plc
 The Harold Hyam Wingate Foundation
 Yorkshire Bank

A major fundraising project for the year was the funding of the new headquarters building. The target figure for the building and refurbishments was £72,800. Our thanks go to the following donors for their contributions towards raising £58,550 so far, leaving a balance of £14,250:—

Anonymous	£10,000
Barclays Bank	£12,000
Percy Bilton Charity	£10,000
British Telecom	£ 2,000
Esmee Fairbairn Trust	£ 1,000
Laing Charitable Trust	50
Reed International	£ 1,000
Rio Tinto Zinc	500
Smith's Charity	£ 8,000
Welton Foundation	£ 2,000
Wolfson Foundation	£10,000
Legacy — Moira Shuttleworth	£ 2,000



Registered Office: 10 Regent Place,
 Rugby, Warwickshire CV21 2PN.
 Telephone: Rugby (0788) 73653



DIRECTOR'S REPORT

Having read all the reports to prepare them for the printer, once again one cannot help being left with a feeling of absolute awe when realising the truly staggering year that this has again been for Crossroads Care. And yet when one considers the caliber of all the truly dedicated people, all busy about their work and all in so many different ways contributing relentlessly to the cause of trying to bring some semblance of normality into lives fraught with problems and cares, we should not really continue to be surprised.

1987/88 was a year during which twenty-nine schemes came on stream, approximately three times the amount we usually have, and the amount of steering committees, forty-five, has remained steady, as new steering committees have appeared on the list to take the place of those which have come off it to become new schemes. You will notice a common theme of concern contained in the reports of the Regional Officers — that of the continuing heartache of funding, or lack of it, and the need to keep diligently and quietly working with statutory and voluntary organisations. This year seems to have been harder than ever because the issues that arise seem to be more complex, and yet Crossroads Care has continued to grow.

I would like to pay particular tribute to the voluntary members of the Management Committees who are having to face more and more moral dilemmas in their decision making. To give dedicated staff pay increases often means a cutback in services, and yet the staff should have those increases as apart from the fact that we want to keep and honour good workers, the families who we help need to know that we are good employers and value our staff.

The Executive Committee, too, have had many more complicated issues to grapple with, and I would like to convey my sincere thanks to them. They are people who often hold down a full time job themselves, or who have very busy lives caring for other people in some way or another, who are also on local Crossroads schemes' management committees, and who, over and above all that, have given so much of their time, working through difficult and sometimes unpopular decisions. We have almost completed the documentation on an Equal Opportunities Policy and are working towards the best way of implementation and a monitoring procedure. Our Legal Adviser, Graham New, and our Personnel consultant, Albert Clark have shifted an enormous amount of work in connection with the Model Rules, the Memorandum and Articles of Association, review of Association contracts of employment and have readily been available to answer numerous queries, most of which seem horrendously complicated to me until I speak to them.

This year has also been one of achievement for our staff in terms of personal development. Our Training Adviser, Tricia Holmes, has completed her Care Competency Programme course.

Julia Scott, who began with Crossroads in 1984 as my secretary, was encouraged to develop her obvious flair for fundraising and public relations skills during the year. Julia successfully undertook and completed her Institute of Charity Fund Raising Managers' Foundation course. She has completed an overview of our fundraising methods and techniques and fundraising is now a very much more structured and integral part of the work of headquarters. Good administration is a vital part of a well run charity as it is the oil which enables the wheels to keep turning.

Administration — Training — Fundraising — all those are very necessary ingredients for the back up and support needed all the way along the line, and this year has seen a definite strengthening in all three areas.

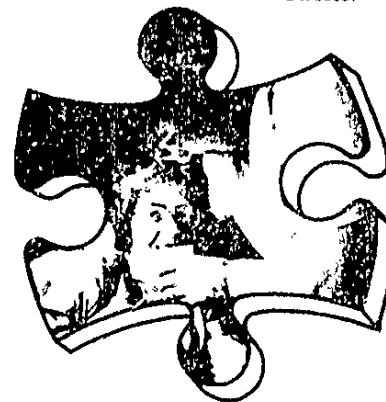
Each year we have 2,500 Annual Reports published and they go to our donors, government departments, voluntary organisations, schemes, staff and families. Through these pages I would like to take this opportunity of thanking you all.

Crossroads stands for all that is good and all that is worth fighting for. Please help that to progress and continue, for the sake of those families we still need to reach.

Whilst being embroiled in the legislation, the committees, the meetings, the discussions, and when everything feels just that little bit over the top, keep in sight the original intentions of Crossroads. Do not forget the fun and the laughter, and the love.

Pat Osborne

PAT OSBORNE
Director



CROSSROADS CARE

Pauline Adams — Regional Officer
Wales



In the last report from Wales we were waiting expectantly for the funding of an additional five schemes, which would double the Crossroads coverage in the Principality. Now those extra schemes have begun to operate and already seem a part of the established network. The impact of this development has been felt more intensely in the north where Delyn has now been joined by a second scheme in Clywd for Alyn and Deeside and one in Gwynedd for Aberconwy. This means that meetings for co-ordinators and care attendants in North Wales can be planned locally and provide a structure of self help and support which was not previously available.

In South Wales, we were delighted to have new schemes in West Glamorgan and Torfaen in Gwent. This means that there are now seven schemes in the South. The specialist scheme in Penarth for the carers of elderly mentally infirm people is beginning to attract a lot of interest from other areas and it is proving to be a very worthwhile venture. We hope during this coming year to begin a systematic evaluation of this pioneering project.

The steering committees in Brecon, Ynys Mon and Meirionnydd are still active. It seems very likely that Colwyn Bay and Blaenau Gwent will both have steering committees by mid-summer 1988.

The Chairmen's Group has continued to meet since its formation in July 1986. This group has of course doubled in size and is proving to be a tangible base for support between schemes and a united voice working for Crossroads in the Principality. During 1988, the Chairmen's Group intends to look at its own structure and clarify its own 'terms of reference'. It was this group that met to elect the member invited to be co-opted for 1987/88 on to the Association Executive Committee. The person elected was Miss Joan Cooper, Chairman of the South Glamorgan Crossroads Scheme and also, presently, Chairman of the Chairmen's Group.

In April 1987, the Welsh Office funded the first residential conference for Crossroads in Wales at

the University College of Wales, Aberystwyth. The main theme of the conference was understanding the needs of elderly people. Having a residential event also made an excellent opportunity for committee members and Crossroads staff to share problems and progress. The next conference will be held in June 1988.

It must be said that apart from the excitement of funding for the new schemes the highlight of the year for Wales was an important publicity event held at Dyltyn House near Cardiff in September 1987. This event was a Palm Court Evening attended by Mr. Ian Grist, M.P., Parliamentary Under Secretary of State and the Minister responsible for Health and Social Services in Wales. Other guests represented potential funding bodies in the private and public sectors, including Chairmen and Directors of Social Services. We were very pleased that Mr. Norman Banner and Mrs. Laura Cale, Chairman of the Worcester Scheme, were able to be present. Members and Co-ordinators worked very hard to mount an exhibition and guests were left with a favourable impression of Crossroads work in Wales.

In February 1988 the Minister, Mr. Ian Grist, had an even closer encounter with Crossroads during a visit to Dyfed. After calling at the Crossroads office in Llanelli to meet the Chairman and Co-ordinator, Mr. Grist accompanied a Care Attendant on a visit to a family receiving care. The Minister made his visit without any accompanying officials so the contact was very informal and the dependant relative, the carer and the Care Attendant were delighted that they could talk freely about their situation. This was a unique opportunity for a Government Minister to hear at first hand about the benefits of Crossroads Care.

The other key areas of work in the region have been with a 'National Advisory Group on the Care of the Elderly' and the 'Wales Carers Campaign'. Both of these groups are made up by people from the major voluntary organisations in Wales working with informal carers and elderly people.

The year has been exciting and productive. My thanks to all those members and staff from Crossroads in Wales whose help and support have made it so successful and rewarding.

**Margaret Copeland — Regional Officer
Northern Ireland**



1987/88 has seen the extension of Crossroads Care into three new areas. The Armagh/Dungannon Scheme, receiving financial support from the Southern Health and Social Services Board and the East Antrim Scheme, funded as a pilot scheme by the Northern Health and Social Services Board became operative in October 1987 and November 1987 respectively. October 1987 also saw the extension of the North Belfast Scheme into West Belfast, additional finance being made available from the Eastern Health and Social Services Board.

There are now seven Crossroads schemes in the Province providing practical help and support to disabled people and their carers. During the year a steering committee was formed in the Lisburn area and an application for grant aid has been submitted to the Eastern Health and Social Services Board. News of this application is eagerly awaited.

The year has been one of challenge as well as growth. The increased interest referred to in last year's report has been maintained, indeed there is a great recognition that Crossroads Care could be a 'flexible' component in Health and Social Services Boards' policies of Community Care. This interest has been built on and discussions about Crossroads Care have been held in all areas of the Province where there are at present no Schemes. It is always vital to remember that Crossroads schemes cannot work in isolation. Schemes must and do work closely with Community Nursing and Social Services staff and other voluntary organisations.

Study Days for Co-ordinators and Care Attendants have been held during the year. These days give the personnel the opportunity to meet each other, share ideas and problems as well as learn about a specific topic. Regional meetings for members of Crossroads Management Committees continue to be held and these meetings provide a useful forum for discussion and the exchange of ideas.

The dedication of the Crossroads personnel and the commitment of the Office Bearers and members of Management Committees is outstanding. To all

the people who make the schemes the success which they are, to all those who have helped with training of staff and to the people who share the realisation that Crossroads can, and in seven areas does, provide the versatile help and support so much needed by disabled people and carers, my grateful thanks. The help and support so generously given by Crossroads colleagues, Chairmen of schemes and people working in other statutory services and voluntary organisations has been invaluable and has helped to make the year most memorable.

The Crossroads network in the Province is growing. This growth will bring its own challenges but I look forward to 1988/89 and with the continued support of the many people with whom I am regularly in contact, I feel that these challenges will be met. I sincerely hope that in the not too distant future more people will have the choice of Crossroads Care and that through the development of Crossroads the needs of disabled people and their carers will be further highlighted.





REGIONAL REPORTS

Mary Ede — Regional Officer
Anglia & Essex



1987 was a year of change for the Region. It was not without sadness, that the schemes said farewell to Richard Ambury, who had been involved with and responsible for the success of Crossroads in the Anglia, Essex and Kent region. Not only did that region lose their Development Officer and the regional base in Essex, but also the County of Kent, which amalgamated with Berkshire, Surrey and Sussex to create a new region.

I joined Crossroads in October, as Regional Officer, creating a new regional base in Suffolk. Since then it has been my privilege to get to know many people who are involved with the organisation, and who are committed to providing the essential ingredient which can make community care a reality. May I thank you for your friendship, kindness and hospitality.

Study days have been organised for Co-ordinators and Care Attendants and this will continue on a regular basis. Representatives from the Management Committees met together for a one day conference and I am hopeful that a similar gathering will take place on an annual basis. Seven regional study days have been set up for Co-ordinators and Care Attendants during this year, however many schemes now employ large numbers of staff, and it will become increasingly more difficult to guarantee that everyone has an opportunity to attend one each year.

During the Autumn, I was pleased to be involved in the Inaugural Meetings of Norwich City, West Suffolk (extension into Sudbury and District), Suffolk Coastal, Thetford and Great Yarmouth. I am grateful to the established schemes who gave their valuable time and shared their expertise with the new staff and committee members. Suffolk, like Cambridgeshire, now has schemes giving total cover and in Norfolk, Crossroads Schemes are available to approximately 50% of the population. Kings Lynn are likely to be the next area in this county to form a steering committee. In Essex, Tendring are evaluating their statutory services in order to

establish whether the needs of the carers are being met.

Some established schemes are evaluating their service provision or are in the throes of doing so. The conclusions so far clearly show that the Crossroads philosophy has been successfully applied in providing a service that enables the disabled person to remain at home, in the community, among friends and relatives they know, but at the same time offering a flexible and reliable support to the carer, giving them respite and space that they need in order to carry on the caring role.

In this region, the concept of Crossroads Care, which is illustrated by the good practice of the existing schemes, is being highlighted by the media in this Region. However, by raising public awareness, we create an increased demand for services, which are already operating at or above the limit of financial resources.

I look forward to working closely with Management Committees and Co-ordinators, as well as representatives from the statutory and voluntary sectors, in uniting and strengthening Crossroads Care in Anglia and Essex.

Pauline Hart — Regional Officer
Midlands & Central



The past year has been an exciting one with a great deal of activity. The total number of schemes in the region has increased to twenty one — three of these newly formed in Aylesbury, Panshanger (Welwyn Garden City) and Wolverhampton. The fourth being the transfer of South West Herts from the London Region. On paper this looks neat and tidy but the number of times that the funding for the new schemes was in doubt, was I think an indication of the difficulties being encountered by funding bodies in implementing new projects and picking up tapering monies of joint finance committed in previous years. As a representative of voluntary organisations on a joint consultative committee I am personally aware of the funding problems being encountered. Nevertheless, as will be seen from other pages of this report, a record number of schemes was set up during the past year. Applications for funding have been submitted for the Wycombe and Chiltern areas of Buckinghamshire. Although the two schemes have been given priority over all other bids it is unlikely that funding will be available in 1988/89.

Steering committees are working towards submitting applications for finance for 1989/90 in South Oxfordshire, Melton Mowbray, Oundle and Kettering (previous applications in Kettering have been unsuccessful).

Visits have been made and/or firm interest expressed by groups in Coalville, Kidderminster, Loughborough, Shrewsbury, Redditch, Stafford and Stoke-on-Trent.

The major changes which have occurred in existing schemes have resulted from increased funding being obtained. This has enabled the following developments to take place; the extension of care hours, extension of schemes' boundaries, the appointment of a joint or deputy co-ordinator.

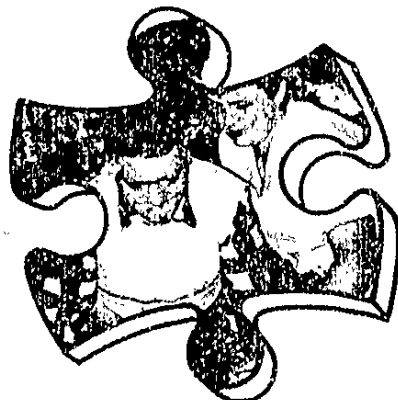
Study days for co-ordinators and care attendants have featured prominently in my diary with the greatest concentration being on the subject of

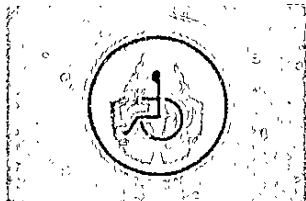
AIDS. I am indebted to Warwickshire Health Authority for sparing their medical staff, AIDS counsellor and training officer to speak at these days. This has certainly led to a greater understanding of the subject by care attendants and allayed anxieties. My thanks are also extended to Stoke Mandeville Hospital Spinal Unit for their generous assistance in hosting several training days during the year. These have provided valuable insight for care attendants in their work with people with spinal injuries.

As both size of the region and the number of schemes have increased so have the demands made upon study days. In the forthcoming year the programme will be re-structured to cater for a greater number of care attendants on a more local level. I am very aware that schemes need to conserve their funds in order to give care to the families, it would however be shortsighted to do this to the exclusion of training. Apart from the knowledge acquired at study days there is also much to be gained from meeting with other schemes and identifying with the national organisation.

Members of management committees have met twice during the year and have discussed subjects such as Regional Representation, Equal Opportunities Policy and Evaluation of Schemes by Funding Bodies.

Finally, I would once again like to thank everyone concerned with schemes and steering committees for all their help and friendship during the year. This has greatly assisted me in my work and has provided another satisfying and enjoyable year.





REGIONAL REPORTS

Jane Horn — Regional Officer
North & North East



I've decided not to start my report with "another stimulating and eventful year", because there have inevitably been many frustrating experiences, as well as many positive ones.

When you have a simple, economical, effective and efficient scheme such as Crossroads to offer, at a time when pressures on caring families and people with disabilities living in the community are widely recognised, why is it such a struggle to have that special blend of Crossroads care provided in areas where there is little or no provision? There are many possible answers, but some of them must include the unprecedented financial pressures on Health Authorities and Local Authorities, and the anxieties which they both feel about continuing existing provision, let alone finding money for new developments. Nonetheless, I offer no apology for pushing to the fore the needs of people with a disability, and their carers, as they have every right to be allocated a slice of the community support cake.

With the advent of Durham District Crossroads in July, joining Calderdale, Castle Morpeth, Derwent & Wye Valleys, Dewsbury & District, Huddersfield, Mansfield & Ashfield, South Tyneside and Tynedale, we now have nine Schemes in total, and are joined by the two Cumbrian Schemes, and the Scottish Schemes for Study Days and Management Committee meetings. It has been a pleasure to work with the Co-ordinators and Committees of all these schemes and I would like to record my thanks to Glennyss Gowers for her work as Co-ordinator of Dewsbury & District Crossroads, and to wish her well in her retirement (early, as she hastened to point out!) with her husband in Suffolk. I am very pleased to report that the Castle Morpeth scheme has received funding to extend into Pegswood and Morpeth, and we are hoping that Tynedale will soon be able to extend to cover Bellingham and Haltwhistle.

Fourteen steering committees help to keep me very busy, with Broxtowe (Notts.) and Darlington

being the most recent additions. I am grateful to all the committed members of these steering committees who, often against great odds, fail to become disheartened, and continue working towards soundly funded Crossroads schemes. For the future, interest in Crossroads is being shown in Gateshead, Sunderland, Peterlee, Rotherham and, most recently, Chesterfield.

Thanks are due to my colleagues nationally for their support and encouragement, to Jean Farthing who provides flexible, good-humoured clerical help, and a particular word of thanks to our Training Adviser for her skilful and valued input into the region's lively training programme, which this year included stimulating sessions on AIDS, Caring for Elderly People, Alzheimer's, Public Speaking and the Role of Management Committees. Training in its broadest sense is of great importance and of benefit to Care Attendants, Co-ordinators, Regional Officers and Management Committee Members when they meet together on different occasions to focus on their vital roles as part of the Crossroads network — but most importantly training affects the quality of service Crossroads provides.

The next year promises to be "stimulating and eventful" with the advent of regionalisation, and this region looks forward to playing its part in extending and helping to maintain the high standard of Crossroads Care — "Reaching out and Meeting the Need" — helping more people under pressure.

Angela Owen — Regional Office,
North West



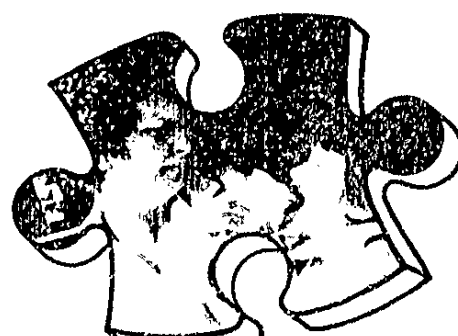
- Recognizing we are still, after all, simply replicating the carer
- Recognizing the carer and disabled person's wishes/needs are of paramount importance and should continue to be respected

1987/88 has proved to be my busiest year yet. Five new Co-ordinators have been appointed, four in new schemes which included Ribble Valley, Hyndburn, Chester and Vale Royal. I am also delighted that a scheme is about to be launched in the Isle of Man — a sixth country for Crossroads. Seven new steering committees have been formed during the year in Isle of Man, Chorley, South Manchester, North Sefton, South Sefton, Bolton and Halton. There are also many other areas of interest in the region.

As a result of the steady expansion of the area, the format for Care Attendant Study Days has recently been re-structured. After consultation with the schemes, the area was divided into two sections, this will bring the number of Care Attendants attending future study days to a manageable level, and will also save travelling time and expense. I am extremely grateful, as always, for the help and support of Co-ordinators and Management Committee members in my region, acknowledging that they are all very busy people, they never fail to assist in any way and have been particularly helpful when required to give guidance to new schemes.

Many local authorities are now aware of the needs of carers and radical changes are being implemented including the gradual conversion of the Home Help Service to Home Care. In the North West 11 out of 15 schemes operate in Home Care areas. Albeit the job description of Home Care staff and Crossroad's Care Attendants are almost identical, the service delivery is not. No matter how par excellence local services are, be they statutory Home Care; day care; short-term care or voluntary sector care, Crossroads continues very successfully to fill the gaps, irrespective of how large or small.

During 1987/88 there have been many new developments in Crossroads, both regionally and nationally. However, I am confident the basic structure on which the whole Crossroads organisation was founded, will remain in tact.





REGIONAL REPORTS

Fay Purnell — Regional Officer
Berks, Surrey, Sussex & Kent



My first six months in post have been both interesting and challenging. Kent posed the first challenges with three new schemes to launch in a matter of weeks. These were followed fairly rapidly by the unexpected funding of a new initiative in Newbury. A great deal of my time has been spent meeting Co-ordinators and attending Management Committee meetings, at which I have been made most welcome.

I have spent many hours on the M25 and feel my car could almost manage it alone.

There are 16 schemes in this newly defined region, 3 steering committees and a number of areas of interest. The schemes are, 2 in Berkshire, 4 in Surrey, 2 in Sussex and 8 in Kent. Areas of new activity are chiefly Surrey and Sussex. In Surrey we are very pleased that Spelthorne which has had a steering committee since 1984 was funded from April 1st, and the neighbouring borough of Runnymede has a steering committee working hard.

In Sussex the two schemes, namely Brighton and Seaford & Eastbourne, which were pump primed with funding from the Consortium for Carers are now also receiving some statutory funding. Peacehaven & Newhaven steering committee have worked very hard on their application for Joint Finance. There is however a possibility of a reduction in Joint Finance available in this area and as the Consortium for Carers project finishes this year there is some concern about future funding. Nevertheless on a positive note Carers do have a high profile in East Sussex and Crossroads schemes are regarded favourably by the statutory services.

We held the first meeting for Management Committees in Berks, Surrey & Sussex in November, all schemes were represented and the workshops organised by Tricia Holmes were most appreciated. A similar meeting was held in Kent. In May the first Regional Management meeting will be held at Westminster Cathedral Conference Centre, when employment issues will be addressed. A study day

on AIDS was held in September. This was for Co-ordinators and Care Attendants jointly with the London region. It was a day packed with information and discussion and was well attended and very well received. Further study days are planned on the subjects of Stroke, Epilepsy, and Conflict and Aggression. Co-ordinators continue to meet regularly to discuss problems and share ideas with one another.

I would like to thank my colleagues for the help, support and encouragement they have given to me during my first months as Regional Officer. Thanks must also go to those supporters of Crossroads who have given so much help in time and expertise during the year, it is most appreciated.

My congratulations go to the schemes for the tremendous work they do, with energy and enthusiasm. I could only wish their efforts were always supported by adequate funds. Shortage of funds and the uncertainty from year to year seems to be the biggest problem they have to tackle, but they rarely lose heart or the determination to enable so many families to benefit from 'Crossroads Care'.

Carol Youngs — Regional Officer
Greater London



This year has seen a number of changes not the least of which was the re-organisation of the regional structure which allowed for Greater London and its 33 London Boroughs to become a region on its own, rather than be combined as in the past with surrounding Shire Counties.

Another change was a move of office premises from Uxbridge in the London Borough of Hillingdon, to Victoria in the London Borough of Westminster. Even the move itself was not without some trauma when the presence of a street market outside the office in Strutton Ground, meant a wait of 4 hours before the furniture could be unloaded, after the market had closed.

These new offices however, are very centrally situated, and provide a most useful venue for both co-ordinator meetings, Executive sub-committee meetings and an alternative workplace for any of the headquarters staff who need to be in London frequently.

A new event in the region was the first Regional Management Committee Forum, held in Brixton during October 1987. This was well attended and the general feedback was very positive, ensuring that this will become a regular six monthly event, taking on board all the suggested improvements and ideas. The presence of four members of the Executive including the Chairman together with the Director was much appreciated for this the first such meeting.

Within the Greater London Region there are currently 18 schemes and 8 (soon to be 9) steering committees. To date none of these eight bids placed have been notified of successful funding for this year, although from last year's experience we know that some will not be notified until later in the summer.

Funding problems have sadly been a notable feature for existing schemes as well this year. One steering committee had written confirmation of funding agreed, only to have it cancelled because of a "no new projects" rule implemented by the

funding authorities, in the light of their own financial restraints.

Existing, well established, schemes are also facing the prospects of real cut backs in funding either this year or next, and figures of from 4% to 10% are being discussed openly with the added doubt that inflation proofing will not always be automatic.

The cry "there is no money" has been a familiar one heard ever since I became involved with Crossroads, but every year there have been new schemes off the ground to disprove the theory. This year, only one scheme has received any increased funding and the others have stood still in funding terms meaning increased waiting lists for many schemes.

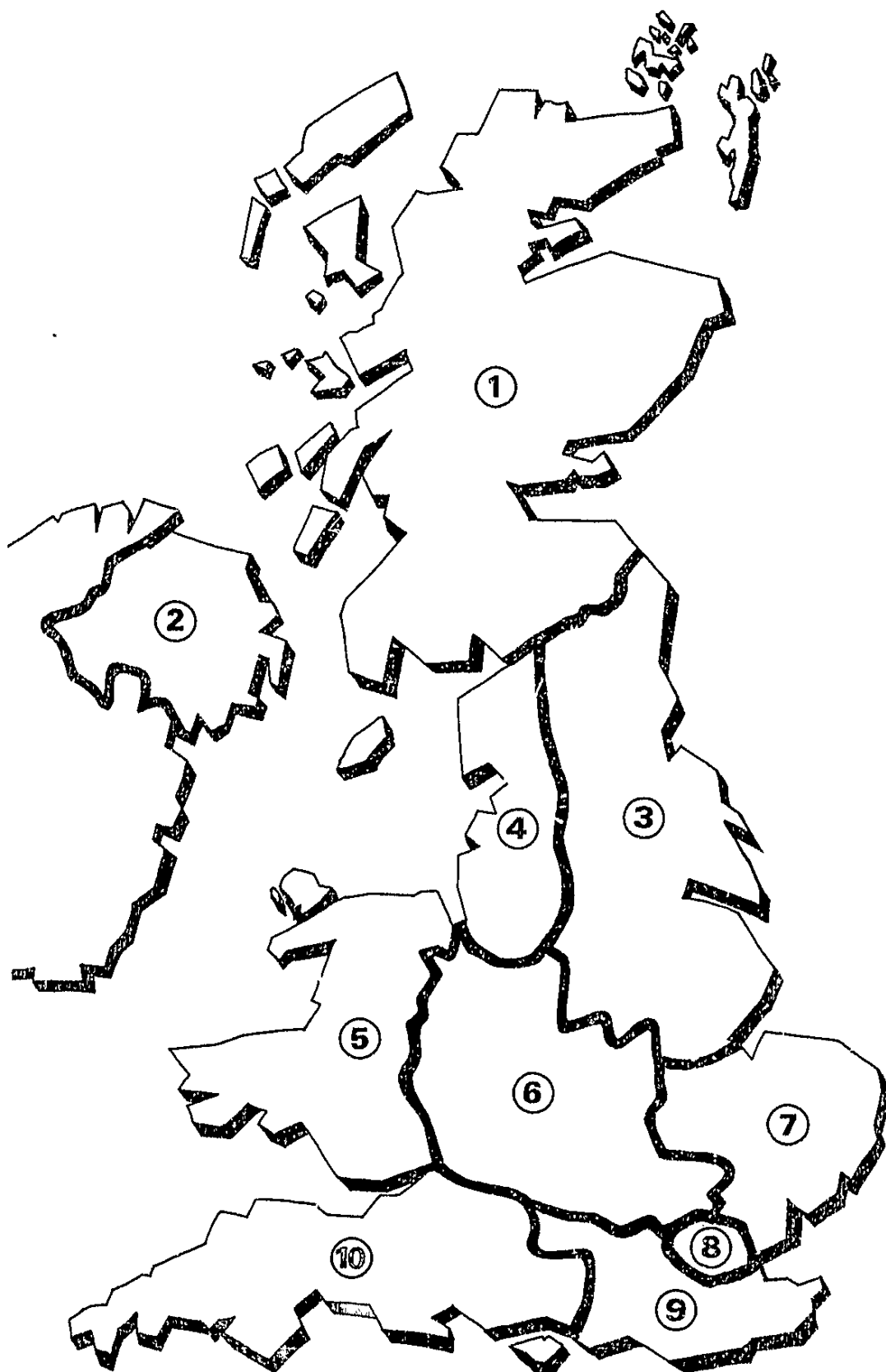
In spite of what seems to be quite gloomy prospects, the Crossroads spirits are in surprisingly good shape. Steering Committee members continue to have an impressive enthusiasm which is quite infectious, and as always it has been a real pleasure to work with them all over this year.

Similarly, those quite new Management Committees who are facing funding problems sooner rather than later, are just as impressive and committed to the future of the scheme for their families as any more established scheme, and the relevant funding authorities have certainly got some daunting adversaries to confront over the future months.

Co-ordinators have continued to meet bi-monthly during the year and this is proving as always a very useful form of support and exchange of ideas and views. I should like to thank the small group of co-ordinators who worked together with me over several months on a draft Equal Opportunities Policy. It was a daunting prospect made almost pleasurable by the good humour and good ideas, aided by the constant supply of coffee and tea.

The combined study day on AIDS and HIV Infection was a great success and the speakers were of the high standard required to make these days informative. Subject matter requested this year includes "Aggression and Conflict", so beware the funding authorities!

A final note to add this year is that this will be my last Annual report before I move on to pastures new, as National Development Officer with Contact-a-Family, a charity supporting families of children with special needs. I leave with a lot of sadness, but so many good memories and very good friends made, that Crossroads will always have a very special place in my heart, just as it does in all those families who receive support from each and every scheme throughout the country. May Crossroads go from strength to strength in the coming years.



SCHEMES — REGIONALISED

① SCOTLAND · 3

Inverness
Livi, gston

Skye & Lochalsh

② NORTHERN IRELAND · 7

Armagh & Dungannon
Belfast East & Castlereagh
Belfast North & West
Belfast South

Craigavon
East Antrim
North Down & Ards

③ NORTH & NORTH EAST · 9

Calderdale
Castle Morpeth
Derwent & Wye Valleys (Derbys)
Dewsbury
Durham District

Huddersfield
Mansfield & Ashfield
South Tyneside
Tynedale

④ NORTH WEST & ISLE OF MAN · 14

Blackburn/Darwen
Carlisle & Eden District
Chester
Hyndburn
Ribble Valley
Rochdale
St Helens

Salford
Stockport
Vale Royal
Warrington
West Cumbria
West Lancs
Wirral

⑤ WALES · 11

Aberconwy
Alyn & Deeside
Arfon
Delyn
Islwyn
Llanelli

Newport & District
Penarth
South Glamorgan
Torfaen
West Glamorgan

⑥ MIDLANDS & CENTRAL · 21

Aylesbury
Birmingham (First)
Cheltenham
Coventry
Daventry
Dudley
Milton Keynes
Northampton
North Warwickshire
Nuneaton & Bedworth
Oxford

Panshanger
Rugby
Sandwell
Solihull
South Northants
South West Herts
Stratford-upon-Avon & District
Warwick & District
Wolverhampton
Worcester & District

⑦ ANGLIA & ESSEX · 29

Basildon
Braintree & District
Breckland
Brentwood
Broadland
Cambridge City
Cambridge South & East
Castle Point
Chelmsford
Colchester
Epping Forest
Fakenham & District
Fenland
Great Yarmouth
Harlow & District

Huntingdonshire
Ipswich & District
Maldon & District
Mid-Suffolk
Norwich City
Peterborough
Rochford
Southend
Suffolk Coastal
Thetford
Thurrock
Uttlesford
Waveney (Lowestoft)
West Suffolk (Bury St Ed's)

⑧ GREATER LONDON · 17

Brent
Camden
Croydon
Enfield
Hackney
Hammersmith & Fulham
Hillingdon
Islington
Kensington & Chelsea

Lambeth South West
Merton
Newham
Richmond-on-Thames
Southwark
Sutton
Waltham Forest
Wandsworth & Putney

⑨ BERKSHIRE, SURREY, SUSSEX, KENT · 16

Bracknell & District
Brighton & District
Chatham
Hartford & Gravesham
Gillingham & Rainham
Guildford
Newbury & District
Rochester
Seaford & Eastbourne

Sheppey
Sittingbourne
Spelthorne
Tandridge
Tonbridge, Edenbridge &
Sevenoaks
Tonbridge Wells
Woking

⑩ SOUTH WEST · 1

Exeter

⑪ HOLLAND · 4

Amsterdam
Emmeloord

Gorinchem
Maastricht

STEERING COMMITTEES — REGIONALISED

NORTHERN IRELAND · 1

Lisburn

NORTH & NORTH EAST · 14

Airedale
Bradford
Broxton
Darlington
Derby
Grimsby
Harrogate
Hull
Leeds 10
Lincolnshire North
Newark
Nottingham Inner City
Scunthorpe
York

NORTH WEST & ISLE OF MAN · 8

Bolton
Chorley
Halton
Isle of Man
Macclesfield
Manchester South
Sefton North
Sefton South

WALES · 4

Brecon
Carmarthen
Meirionnydd
Ynys Mon

MIDLANDS & CENTRAL · 5

Chilterns
High Wycombe
Melton Mowbray
North Birmingham
South Oxfordshire

GREATER LONDON · 8

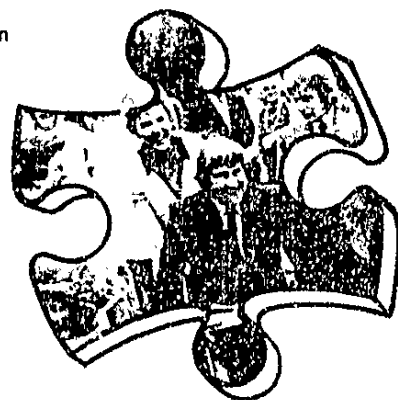
Barking
Bexley
Bromley
Havering
Kingston
Lambeth East
Lambeth North
Lewisham

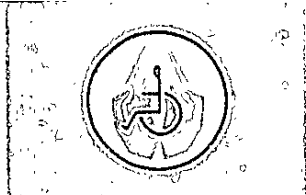
BERKSHIRE/SURREY/ SUSSEX/KENT · 3

Ashford
Peacehaven & Newhaven
Runnymede

SOUTH WEST · 1

East Devon





FUNDRAISING REPORT

A YEAR OF GROWTH AND CHANGE

The past year has seen the most rapid growth of Crossroads schemes in the history of the organisation.

Throughout the UK, 29 new schemes were brought into operation. As you can imagine, the extra work involved placed an enormous strain upon our limited workforce and resources.

The year saw a welcome increase in contributions from trust funds, commerce and industry. If our work is to continue to grow and develop, we must extend our support in these areas.

Our heartfelt thanks must go to the Department of Health and Social Security in England, Northern Ireland and the Welsh Office for their continued support.

Equally as important, of course, we rely upon donations, covenants and legacies and thanks to all who donated in this way.

Public awareness is vital to our growth of support as well as promoting understanding about the special needs of carers. It is for this reason that we are holding our first National Care Week from 29th April to 6th May 1989, when Crossroads schemes will be working in tandem with headquarters in organising fundraising and promotional events.

We need your help as much as ever and I urge you to offer it. Help us to give carers the break they need and deserve, ensuring a better quality of life so that they and their families can look forward to the future with optimism.

Julia Scott

JULIA SCOTT
Assistant to the Director — Appeals



Norman Banner (left) and Julia Scott (far right) with members of the Executive Committee receiving a microwave oven from John Carvell for the new Rugby Headquarters.

FUNDRAISING EVENTS

The major fundraising event of 1987 was a Spring Fayre held at Rugby School over the week-end of 9th/10th May, 1987.



A "Crossroads Family Concert" was held at the school on the Saturday evening and many talented artistes from the schemes performed a varied programme.

We will all remember this special "Crossroads" evening for a long time to come.



Amy Claricoates who played the cello and piano. Her family receive Crossroads Care from the scheme in Northampton.

The day of the Spring Fayre dawned sunny and bright and managed to stay that way for most of the day!

We were lucky to have guest appearances from Marti Caine and Jane Rossington (of the Crossroads programme) along with the Mayor of Rugby, Cllr. Pru Miller and her Consort.

Many people dressed in Victorian and "Alice in Wonderland" costumes, these being the two main themes for the day.

We were very encouraged by the support of many local groups and the event raised the grand sum of £6,000 clear profit.

The following are a selection of photographs of the different events which took place on the day and prior to the occasion.



Time for a chat with Marti Caine



The Dunchurch W.I. making jam tarts for the Queen of Hearts Stall



Jane Rossington signing autographs



Galliford plc of Wolvey kindly loaned their stagecoach for the day



Contestants for the fun run



Pat Osborne, Director with Alice in Wonderland (Isabel Bristow)

HOW YOU CAN HELP

1. ORGANISE AN EVENT

Arrange an event where you know you'll have fun and at the same time raise funds. Coffee morning, barbecue, jumble sale, garden party, and so on.

2. INVOLVE SCHOOLS

Ask your local school to hold an event for Crossroads.

3. MARATHONS OR RECORDS

Take part in a Marathon or attempt a record. Anyone can do it but it is advisable to check with your doctor. Handicapped people as well as able-bodied can take part.

4. KEEP UP TO DATE

As a supporter of Crossroads, we will send you regular news of Crossroads in our newsletter.

5. CARE AT CHRISTMAS

Think of carers at Christmas. Buy our Christmas cards and ask your friends to buy them too.

6. SHOW YOU CARE

Make a donation — however large or small. Show this Annual Report to friends and in your place of work. Remember Crossroads in your Will.



CROSSROADS TRAINING

Tricia Holmes — Training Adviser



The publication of the report identifying the training needs of Crossroads' co-ordinators in January, 1987 provided the basis for the work in which I have been involved during 1987-88. The conclusions and recommendations of the report identified some distinct areas of work.

Initially this involved discussions with Regional Officers focussing on the development of training opportunities for co-ordinators and Management Committee members specifically in each region in the light of the recommendations and the wider issues raised within the report.

With regard to training opportunities for Co-ordinators the events run at a national level — namely the day for newly appointed co-ordinators and assistant co-ordinators, and the residential event focussing on their training role — are to be extended during 1988 to include a course for experienced co-ordinators. The regional programmes will continue to develop with the Regional Officers and I working together as appropriate.

The co-ordinator working group continued to meet during the year the main achievement being in revising the care attendants' job description. I would like to extend thanks not only to the members of the working group, but also to their scheme's care attendants who helped in clarifying the current tasks undertaken, and to the Management Committees who commented so constructively on the drafts produced by the working group.

The year has seen developments in the support available to Management Committees. Workshops were piloted in the North & North East region to enable Management Committee members to explore and clarify their own role, the demands and stresses of their role, and employees/families expectations of Management Committees. At last year's Annual General Meeting the topic was further discussed. Overall these sessions were successful — as ever there was more to discuss than

time allowed, but I hope the workshops will initiate and encourage individual schemes to set aside time to consider the responsibilities and boundaries of their roles, and through a greater understanding establish effective channels of communication between the Management Committee and co-ordinator.

The wider issues identified within the Co-ordinators report confirmed that newly formed Management Committees would benefit from having access to some written guidelines on their responsibilities as employers. A pack for Management Committees is in the process of being written and currently consists of papers covering the:—

- overall responsibility of the Management Committee as local policy makers within the Association framework as employers and accountability to the funding body
- composition of the Committee
- role of three honorary officers — Chairperson, Secretary and Treasurer

Further sections to be written and linked to the four sub-committees being established by the Executive Committee — as described on the inside front cover.

A Management Committee working group has been established representative of the regions to assist in the formulation of appropriate content material. I would like to thank the members of the group for their enthusiasm in sharing their own experiences as employers within the Association framework, and for generously giving their time and commitment to this project.

In my report last year I talked of hopes of an increasing emphasis on the process of review in following-up training events and in the implementation of individual progress reviews of employees. Achievement in this area has been extremely limited, but the issue is being discussed throughout the organisation, so in itself that is a positive move forward. It is intended within the Management Committee pack to explore the issue of evaluation and monitoring of the schemes service provision, and this will also include formats to enable progress review of co-ordinators, and care attendants.

Finally, I would like to take the opportunity to thank all members of the Association and schemes for their continued enthusiasm and commitment towards training, and particularly the Regional Officers for their support during the past twelve months.

CROSSROADS OFFICES

HEAD OFFICE

10 Regent Place
Rugby
Warwickshire CV21 2PN
Tel: (0788) 73653

ANGLIA & ESSEX

Henniker House
Kerrison
Thorndon
Nr Eye
Suffolk IP23 7JQ
Tel: (0379) 71619

BERKS, SURREY, SUSSEX

& KENT (from June '88)
Milford Hospital
Tuesley Lane
Godalming
Surrey GU7 1UF
Tel: (0483) 426476

GREATER LONDON

16/18 Strutton Ground
London SW1P 2HP
Tel: 01 222 6858/6862

MIDLANDS & CENTRAL

c/o Freeman Memorial
Methodist Church
Buckingham Road
Bletchley
Milton Keynes MK3 5HH
Tel: (0908) 270233

NORTH & NORTH EAST

York House
New Street
Ossett
West Yorkshire WF5 8BW
Tel: (0924) 264205

NORTH WEST

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

NORTHERN IRELAND

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

WALES

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



CROSSROADS

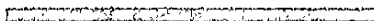
▷ C A R E ◁

Association of Crossroads Care Attendant Schemes Limited

Registered Office: 10 Regent Place, Rugby, Warwickshire CV21 2PN.
Telephone: Rugby (0788) 73653

PATRONS: The Baroness Masham of Ilton • The Rt. Hon. Jack Ashley, CH, M.P. • The Rt. Hon. Alfred Morris, M.P.
PRESIDENT: Dr. Richard Hudson-Evans • CHAIRMAN: Norman L. Ganner
A company limited by guarantee. Registered in England No. 1544708. Charity Registration No. 282102

Designed and produced by Kay Associates (Rugby). Printed by Steers Printing (Rugby)



ASSOCIATION OF CROSSROADS CARE ATTENDANT SCHEMES LIMITED

INCOME & EXPENDITURE ACCOUNT FOR THE YEAR ENDED 31st MARCH 1988

	£	1987-8	£	1986/87
<u>INCOME</u>				<u>£</u>
<u>Grants</u>				
D.H.S.S.	75000		75000	
Welsh Office	12611		11522	
D.H.S.S. re Northern Ireland	13575		12540	
London Borough Grants Committee	15640		4975	
Mersey Regional Health Authority	3000		3000	
West Yorkshire Grants	1000	120826	-	107037
<u>Donations</u>				
General	96102		116381	
Building	36574		-	
Percy Bilton Charity (Building)	10000	142676	-	116381
<u>Other Income</u>				
Affiliation Fees	7601		5763	
Training	8926		5176	
Fund Raising (see note)	25997		14834	
Sundry Receipts	1316		614	
Interest Received	8457		8009	
Dividend Received	3898		-	
VAT Recovered	6239	62434	1912	36308
		325936		259726
<u>EXPENDITURE</u>				
<u>Staff Costs</u>				
Salaries & Pensions	175571		129952	
Travel & Subsistence	24219	199790	17936	147838
<u>Establishment & Office Charges</u>				
Rent & Rates	7686		6166	
Insurances	681		907	
Heat & Light	1386		1229	
Repairs, Renewals & Maintenance	7984		1049	
Stationery & Printing	12830		9254	
Telephone	10114		8228	
Postages	3555		2725	
Association & Executive Committee Expenses	5142		3381	
Professional & Consultancy Charges	3066		8327	
Bank Charges	1717		-	
Staff Advertising	5667	59828	-	41266
<u>Other Expenditure</u>				
Training	12453		6474	
Fund Raising (see note)	19845		6926	
Promotional Expenses	11654		7998	
Sundry Payments	1841	45793	1275	22673
<u>Depreciation</u>		6238		4381
		311649		216208
Transfer to Building & Maintenance Fund	-		33000	
Surplus for the Year	14287	14287	10518	43518
		335936		259726

Note:- Fund Raising

Advertising Goods	2882
National Raffle	4287
Christmas Cards & Appeal	5366
Events (Spring Fayre etc.)	10119
Literature & Publicity	3343
	25997

INCOME

EXPENDITURE

COMPANIES HOUSE
06 MAR 1988
6

ASSOCIATION OF CROSSROADS CARE ATTENDANT SCHEMES LIMITED

REGIONAL EXPENDITURE ANALYSIS

FOR THE YEAR ENDED 31st MARCH 1988

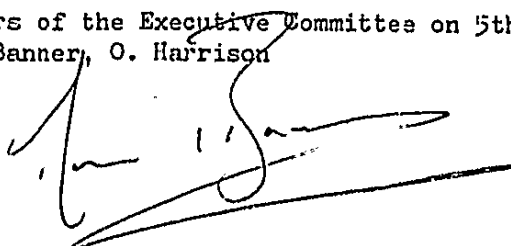
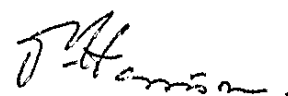
	National Office £	National Training Project £	North & North East £	North West £	Midlands & Central Essex £	Anglia Essex £	Berks, Surrey, Sussex Kent £	Greater London £	Wales £	Northern Ireland £	Total £
<u>Staff Costs</u>											
Salaries & Pensions	61157	10374	11914	11805	13321	13683	7835	17220	13790	14472	175571
Travel & Subsistence	3378	2003	2629	2007	3145	3145	1423	1606	2866	3042	24219
	64535	12377	14543	13812	15441	16328	9258	18826	16656	17514	199790
<u>Establishment & Office Charges</u>											
Rent & Rates	1468	-	617	835	585	699	-	1519	800	1165	7686
Insurances	439	-	25	67	25	25	25	25	25	25	681
Heat & Light	794	-	-	321	-	-	-	-	-	271	1386
Repairs, Renewals & Maintenance	7225	59	162	131	44	147	-	54	162	-	7984
Stationery & Printing	8547	446	318	920	665	365	319	316	384	550	12830
Telephone	4830	3	739	463	764	508	274	772	823	938	10114
Postage	2590	-	107	142	176	136	49	40	170	154	3555
Association & Executive Committee Expenses	5079	-	13	-	-	15	13	15	7	-	5142
Professional & Consultancy Charges	3066	-	-	-	-	-	-	-	-	-	3066
Bank Charges	1717	-	-	-	-	-	-	-	-	-	1717
Staff Advertising	5667	-	-	-	-	-	-	-	-	-	5667
	41422	508	1981	2877	2259	1895	671	2741	2371	3103	59828
<u>Other Expenditure</u>											
Training	1314	5248	543	923	469	1107	477	416	1871	85	12453
Fund Raising	18204	-	233	233	243	233	-	233	233	233	19845
Promotional Expenses	5174	-	810	810	810	810	810	810	810	810	11654
Sundry Payments	1475	-	-	-	-	9	30	309	9	9	1841
	26167	5248	1586	1966	1522	2159	1312	1768	2423	1137	45793
Depreciation	3897	131	201	385	327	393	209	81	262	352	6238
<u>TOTAL</u>	<u>136021</u>	<u>18264</u>	<u>18311</u>	<u>19040</u>	<u>19543</u>	<u>21275</u>	<u>11455</u>	<u>23416</u>	<u>22212</u>	<u>22106</u>	<u>511649</u>

ASSOCIATION OF CROSSROADS CARE ATTENDANT SCHEMES LIMITED

BALANCE SHEET AS AT 31st MARCH 1988

	£	<u>1987/88</u> £	£	<u>1986/87</u> £
<u>FIXED ASSETS</u>				
Property at Cost (incl. alterations)		78190		-
Office Furniture & Equipment at Cost	24715		15992	
Additions less Sales	<u>11809</u>		<u>8723</u>	
	36524		24715	
Less:- Accumulated Depreciation	(11572)		(7191)	
Depreciation this Year	<u>(6238)</u>	18714	<u>(4381)</u>	13143
<u>INVESTMENTS</u>				
Acquisition Value	391699		-	
Less:- Realised	<u>(79432)</u>	312267	-	-
(Market Value £313066)				
<u>CURRENT ASSETS</u>				
Stock	11431		7025	
Debtors and Payments in Advance	4466		17315	
Cash Funds	<u>117366</u>		<u>93304</u>	
	133263		117644	
<u>Less:- CURRENT LIABILITIES</u>				
Sundry Creditors	<u>(4582)</u>	128681	<u>(3606)</u>	114038
Net Assets		<u>537852</u>		<u>127181</u>
<u>Represented by:-</u>				
<u>GENERAL FUND</u>				
Surplus at 1st April 1987	82181		83663	
Transfer from Building Fund	31616		(12000)	
Surplus for the Year	<u>14287</u>	128084	<u>10518</u>	82181
<u>BUILDING & MAINTENANCE FUND</u>				
Surplus at 1st April 1987	45000		-	
Appropriated this year	-		33000	
Transfer from General Fund	-		12000	
Transfer to General Fund	<u>(31616)</u>	13384	-	45000
<u>ENDOWMENT FUND</u>				
Donation	391699		-	
Profit from Investments	<u>4685</u>	396384	-	-
		<u>537852</u>		<u>127181</u>

Approved by Members of the Executive Committee on 5th May 1988
N. L. Banner, O. Harrison

ASSOCIATION OF CROSSROADS CARE ATTENDANT SCHEMES LIMITED

STATEMENT OF SOURCE & APPLICATION OF FUNDS

FOR THE YEAR ENDED 31st MARCH 1988

	£	1988		1987
	£	£	£	£
<u>FUNDS OBTAINED FROM OPERATIONS</u>				
Net Surplus Income over Expenditure		14287		43518
Endowment Fund		391599		-
Profit from Investments		4585		-
		<u>410671</u>		<u>43518</u>
<u>USE OF FUNDS</u>				
Fixed Assets	83761		4342	
Investments	312267		-	
Stock Increase	<u>4406</u>	<u>400434</u>	<u>1457</u>	<u>5799</u>
		<u>10237</u>		<u>37719</u>
<u>CHANGES IN WORKING CAPITAL</u>				
Debtors and Payments in Advance Decrease	(12849)		15277	
Creditors Increase	(976)		(1644)	
Cash Funds Increase	<u>24062</u>	<u>10237</u>	<u>24086</u>	<u>37719</u>

REPORT OF THE AUDITORS TO THE MEMBERS

We have audited the Financial Statements of the Association of Crossroads Care Attendant Schemes Limited, a Company limited by guarantee, not having a share capital and a registered charity.

The Company in common with many others of similar size and organisation derives a certain proportion of its income from voluntary donations which cannot be fully controlled until they are entered in the accounting records and are not therefore susceptible to independent audit verification.

Subject to the preceding paragraph the Financial Statements 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 Financial Statements give a true and fair view of the state of affairs as at 31st March 1988 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.

41 Regent Street,
Rugby.

12th May 1988


M. L. PRIEST & CO.
CHARTERED ACCOUNTANTS