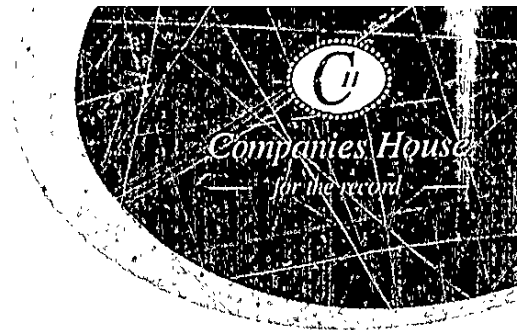




NOTICE OF ILLEGIBLE DOCUMENT ON THE MICROFICHE RECORD

Companies House regrets that the microfiche record for this company, contain some documents, which are illegible.

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

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



AWARDED FOR EXCELLENCE

Chairman's Report



Left to right: Ian Cridit, Director of Crossroads; Virginia Bottomley MP, Minister of State for Health; and Norman Banner, Chairman of Crossroads at the Brent Crossroads Scheme. (Photo: Damien Horan).

The challenges for Crossroads Care this year have been the publication firstly of the White Paper "Caring for People" and then the Government Bill. In this year of change we have used, to great effect, our media consultant to publicise our response to the government proposals. Our coverage in the national press, and many local journals, our TV appearances and our interviews on radio, have all highlighted our profile. Our Parliamentary Consultant, with the Director, has been involved in influencing and lobbying our legislators. Our Regional Officers have been involved at grass-roots level in agreeing contracts with local authorities and health authorities and planning the even greater emphasis on contracts and packages of care for next year. Our local schemes have had to adjust to the changes and seem to have done so very successfully. The Association is delighted at the way schemes have identified the issues emerging from the White Paper and have already addressed them in the context of their own services. Although the Association and its schemes are well-prepared for the implementation of the government proposals we are still very concerned about the financial implications. There is a need to protect community care budgets and to increase resources in order to put into practice the government proposals. We support the concept of cost-effectiveness – but that must not be a euphemism for cheapness – cost effectiveness also implies a quality of service. We accept the need for monitoring, in fact we welcome it, as long as the monitoring of services includes formal procedures involving the views of disabled

people and carers. We also welcome the opportunity of renegotiating our Section 64 Grant taking into account the value to the government of our schemes, our training programme and the known and proven quality of our service. Value for money is not an alien concept to us. We provide the value, we must assume that the government will help to provide the money along with our other funding sources.

It has been, as I said, a year of change; changes of staff, changes in our profile, and the changes created by the White Paper. These are all of great significance – equally so are the changes already taking place within the schemes as local management committees assume new responsibilities, e.g. night sitting services and assistance to bed schemes; and all within the original aims and concepts of Crossroads Care. There is great strength in the autonomy of member schemes and the sharing of ideas at regionally organised meetings allows other schemes to share the ideas and innovations of their neighbours.

I think, inherent in my report so far, is the concept of progress. In addition to all the work undertaken by the Association at national level and by its existing schemes, we have been pleased to welcome 25 new schemes this year, and each year more steering committees come into being. Progress can also be seen in our accounts. The efforts of our fundraiser produced an income from fund-raising well above budget and allowed the Association this year to make a small surplus of income over expenditure in spite of the increased costs of running our regional network and our head office. We are delighted that our enhanced public image also gave us the opportunity of welcoming Virginia Bottomley to our scheme in Brent and discussing with her the demands and needs of community care. We thank her for taking the time to come and see us and for talking to carers, care attendants and representatives of both the local management committee and the Association.

I would like to make particular mention this year of the financial assistance given to the Association by the Multiple Sclerosis Society. Over the years this generous contribution has helped the Association immensely and in the period of this grant aid we have already more than doubled the number of schemes and most existing schemes have themselves grown in their funding base and in the scope of care that they have been able to provide. This type of financial assistance produces a direct correlation to the increased quantity and quality of Crossroads Care that the Association is able to provide.

COMPANIES HOUSE

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across the United Kingdom – I would like to thank them for helping us to achieve this. I also thank all the other donors who have made our work possible.

I have heard during the year criticism that the Association is growing too big. I hope that you will agree that, having read this report and the rest of the Annual Review, our growth has been for the good; we must have a national presence, national influence and uniform procedures and a regional network under which the autonomous and innovative Crossroads Schemes can grow and flourish. We will never grow for the sake of growth but only to improve the service that we provide.

In the last twelve months we have completed the staffing of our new regional network, and in Rugby our excellent Head Office team has been strengthened. I thank them all for their work during the year and I also thank all the Executive and especially the Chairmen of Sub-Committees. It has been a very busy year – a year of challenge, of change, but of progress.

I would like to end with a comment on the White Paper which states that "the government acknowledges that the great bulk of community care is provided by friends, family and neighbours". This care must not be treated as the cheap option – these carers who are so often isolated by their individual responsibilities must have the support they need, not as charity but as a right, and a right that is financially adequate to turn it from government policy or a mere ideal into a reality. Nothing less will do if together we are to create a reality of community care.

Norman L. Banner
Norman L. Banner
Chairman

Crossroads helps carers who are looking after people of any age and with any type of disability and many schemes also give support to disabled people who wish to live independently.

The Crossroads of Opportunity

Caring for People

As the largest national voluntary organisation offering a care attendant service in the home, the radical changes taking place in the whole field of personal social services are of major importance to Crossroads.

The government's proposals "Caring for People" and the subsequent National Health Service and Care in the Community Bill have received our thorough scrutiny and key issues for Crossroads have been identified.

- We are urging local authority social services departments, who will now take the lead in designing care in their communities, to consult with Crossroads schemes, carers and disabled people when planning services. We will also continue to put forward the view that services should be planned for a minimum of three years at a time.

- Crossroads believes that quality of service must be a major concern for local authorities when they make contracts with voluntary organisations who are operating caring services. We will continue to argue that the right of inspections by local authorities should be extended to include domiciliary services as well as residential accommodation operated by voluntary and independent providers.

- We are ready to respond to local authorities who will be turning to 'contracting' with voluntary agencies as a means of developing their community care services.

- We are pressing for carers to have the right of assessment. The new legislation will require local authorities to assess and respond to the needs of users; we believe that the carers' interests should be taken into account when the family's needs are assessed.

Balance Sheet
As at 31 March 1990

	1989/90		1988/89	
	£	£	£	£
Fixed Assets				
Property at Cost (incl. alterations)		78190		78190
Office Furniture & Equipment at Cost	51351		36524	
Additions less Sales	2754		14827	
	54105		51351	
Less: Accumulated Depreciation	(28195)		(17810)	
Depreciation this year	(6977)	20933	(8385)	25156
Investments				
Acquisition value	364035		312267	
Acquisition less Realisation (Market Value £402706)	30945	394980	51768	364035
Current Assets				
Stock	13674		14044	
Debtors & Payments in Advance	11383		14612	
Cash Funds	66242		54709	
	91299		83365	
Less: Current Liabilities				
Sundry Creditors	31441	59858	(13370)	69995
Net Assets		553981		537376
Represented by:				
General Fund				
Surplus at 1st April 1989	135882		128084	
Transfer from Building Fund	-		13384	
Surplus for the year	8966	144848	(5586)	135882
Building & Maintenance Fund				
Surplus at 1st April 1989			13384	
Transfer to General Fund		-	13384	-
Endowment Fund				
Surplus at 1st April 1989	401494		396384	
Profit from Investments	7619	409113	5110	401494
		553981		537376

Approved by Members of the Executive Committee on 6 June 1990
M. Carpenter
N. L. Banner

[Handwritten signatures]
CHAIRMAN
DIRECTOR

Statement of Source & Application of Funds
For the Year Ended 31 March 1990

	1990		1989	
	£	£	£	£
Source				
General Fund		8966		(5)
Profit from Investments		7619		5
		16585		(1)
Application				
Fixed Assets	(4223)		(6442)	
Investments	30945		51768	
Stock Increase	(370)		2613	
Debtors Increase	(3229)		10146	
Creditors Decrease	(18071)	5052	(8789)	52
Movement in Net Liquid Funds		11533		(62)

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 31 March 1990 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.

6th June 1990

M. L. PRIEST & CO.
CHARTERED ACCOUNTANTS

[Handwritten signature]

Association of Crossroads Care Attendant Schemes Limited

10 Regent Place, Rugby, Warwickshire CV2 2PN
Telephone: Rugby 07831 573853

A company limited by guarantee, registered in England No. 1544708
Charity registration No. 282162

**Income & Expenditure Account
For the Year Ended 31 March 1990**

	1989/90		1988/89	
	£	£	£	£
Income				
Grants				
D.H.S.S.	80000		80000	
Welsh Office	17000		16826	
D.H.S.S. re. Northern Ireland	17554		13585	
London Borough Grants C'ttee	16031		12586	
Northern Region H.A.	8700	139285	—	122997
Donations				
General		242775		160902
Other Income				
Affiliation Fees	15664		9840	
Training	7303		7495	
Marketing & Fundraising (see note)	7543		13281	
Sundry Receipts	338		82	
Investment Income	31138		41611	
VAT Recovered	8009	90001	(3890)	68419
		<u>472061</u>		<u>342318</u>
Expenditure				
Staff Costs				
Salaries & Pensions	267587		218503	
Travel & Subsistence	36084		29534	
Staff Recruitment	7635	311306	4776	252807
Establishment & Office Charges				
Rent & Rates	12882		9400	
Insurances	1741		1879	
Heat & Light	1290		1122	
Repairs, Renewals & Maintenance	2708		3169	
Stationery & Printing	13874		10067	
Telephone	10454		9061	
Postages	4605		3282	
Association & Executive				
Committee Expenses	15088		13722	
Professional & Consultancy				
Charges	4122		2594	
Bank Charges	—	66764	1320	55616
Other Expenditure				
Training	12779		9449	
Marketing & Fundraising (see note)	31068		16730	
Media & Public Relations	21315		2957	
Setting up grants	5600		—	
Sundry Payments	2951		1960	
Hire of Equipment	4335	78048	—	31096
Depreciation		6977		8385
		<u>463095</u>		<u>347904</u>
Surplus for the Year		<u>8966</u>		<u>(5586)</u>
		<u>472061</u>		<u>342318</u>
Note: Marketing & Fundraising	INCOME		EXPENDITURE	
Advertising Goods	4680		3991	
Christmas Cards	19927		6705	
Publicity & Fundraising	—		9672	
Publications	2936		10700	
	<u>27543</u>		<u>31068</u>	

**REGIONAL EXPENDITURE ANALYSIS
FOR THE PERIOD ENDED 31ST MARCH 1990**

	National Office £	Fund- Raising £	North & North East £	North West £	Midlands & Central £	Anglia Essex £	South East £	Greater London £	Wales £	Northern Ireland £	South West £
Staff Costs											
Salaries & Pensions	97151	16213	11095	9446	22166	25204	17236	30304	16057	15618	6100
Travel Expenses	7618	1201	3769	1142	3427	4594	2825	2265	3699	3908	1000
Staff Expenses	7602	—	33	—	—	—	—	—	—	—	—
	<u>112371</u>	<u>17414</u>	<u>14897</u>	<u>10588</u>	<u>25593</u>	<u>29798</u>	<u>20061</u>	<u>32569</u>	<u>19766</u>	<u>19726</u>	<u>8100</u>
Establishment Office Charges											
Rent & Rates	936	105	—	1067	675	2333	500	3600	1042	994	1000
Insurance	816	—	110	109	110	110	109	109	115	129	1000
Heat & Light	775	—	—	144	—	—	—	—	—	331	—
Repairs & Maintenance	2708	—	—	—	—	—	—	—	—	—	—
Stationery & Printing	9002	42	518	336	967	885	525	209	576	513	—
Telephone	4281	—	644	334	834	1053	844	799	798	702	—
Postage	3148	—	116	89	373	238	174	151	156	147	—
Association Executive Committee Expenses	12098	—	—	—	—	—	—	—	—	—	—
Professional Consultancy Costs	4122	—	—	—	—	—	—	—	—	—	—
	<u>40876</u>	<u>147</u>	<u>1388</u>	<u>2079</u>	<u>2959</u>	<u>4619</u>	<u>2152</u>	<u>4868</u>	<u>2612</u>	<u>2816</u>	<u>2000</u>
Other Expenditure											
Transport	1354	591	469	517	1530	1809	1203	2135	1324	1719	—
Making & Advertising	10700	20368	—	—	—	—	—	—	—	—	—
Media Publications	21315	—	—	—	—	—	—	—	—	—	—
Set-up Costs	200	—	400	600	1000	200	400	400	800	800	—
Sundry Payments	1324	857	119	21	194	10	17	89	54	252	—
Hire of Equipment	4335	—	—	—	—	—	—	—	—	—	—
	<u>39228</u>	<u>21816</u>	<u>988</u>	<u>1138</u>	<u>2784</u>	<u>2019</u>	<u>1620</u>	<u>2624</u>	<u>2178</u>	<u>2771</u>	<u>8000</u>
Depreciation	4151	—	113	216	235	662	357	192	493	388	—
TOTAL	<u>196626</u>	<u>39377</u>	<u>17386</u>	<u>14021</u>	<u>31572</u>	<u>37098</u>	<u>24190</u>	<u>40253</u>	<u>25039</u>	<u>25701</u>	<u>118000</u>