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AUDITORS' REPORT TO THE MEMBERS OF THE

ASSOCIATION OF CROSSROADS CARE ATTENDANT SCHEMES LIMITED

We have audited the financial statements on pages 2 to 6 in accordance with Auditing Standards.

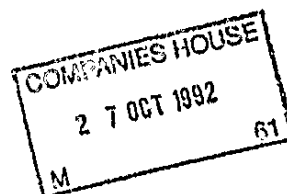
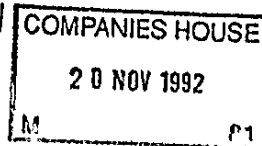
In our opinion the financial statements give a true and fair view of the state of affairs of the company at 31st March 1992 and of its surplus for the year then ended and have been prepared in accordance with the Companies Act 1985 except that no depreciation has been provided on freehold property.

JR W. G.

J. R. WATSON & CO.

Chartered Accountants & Registered Auditor,
50, Hazelwood Road,
Northampton.

17th July, 1992



ASSOCIATION OF CROSSROADS CARE ATTENDANT SCHEMES LIMITED

BALANCE SHEET AS AT 31st, MARCH 1992

	Notes	1992	1991
		£	£
FIXED ASSETS	2		
Property at cost		78190	78190
Office furniture and equipment			
Cost at 31st March 1991		63899	54105
Additions		7506	9793
Disposals		(1190)	-
Cost at 31st March 1992		<u>70215</u>	<u>63898</u>
Accumulated depreciation at			
31st March 1991		40853	33172
Depreciation this year		<u>7340</u>	<u>7681</u>
Accumulated depreciation at			
31st March 1992		<u>48193</u>	<u>40853</u>
Net book value		22022	23045
TANGIBLE ASSETS		100212	101235
INVESTMENTS	2	366325	237903
		<u>465537</u>	<u>339138</u>
CURRENT ASSETS			
Stock	2	7824	16904
Debtors - sundry		10769	10851
Cash at bank and in hand		<u>279117</u>	<u>232323</u>
		<u>297710</u>	<u>260078</u>
CREDITORS: Amounts falling due			
within one year			
Trade creditors		14081	33687
Accruals and deferred income		103693	13969
Tax and social security		615	237
		<u>118389</u>	<u>49893</u>
NET CURRENT ASSETS		179321	210185
TOTAL ASSETS LESS CURRENT LIABILITIES		<u>£645858</u>	<u>£549323</u>
RESERVES	3		
GENERAL FUND			
At 31st March 1991		147879	144848
Surplus for year		<u>2699</u>	<u>3031</u>
At 31st March 1992		150578	147879
DESIGNATED FUND	4		
At 31st March 1991		401444	409113
Transfer from/(to)			
general fund		<u>93836</u>	<u>(7669)</u>
At 31st March 1992		495280	401444
		<u>£645858</u>	<u>£549323</u>

X *Buyer* X

ASSOCIATION OF CROSSROADS CARE ATTENDANT SCHEMES LIMITED

INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 31st MARCH 1992

	Notes	1992		1991	
		£	£	£	£
INCOME	2				
GRANTS					
Department of Health		136660		106562	
Welsh Office		34500		20982	
DSS re Northern Ireland		17900		14977	
London Borough Grants Committee		13893		16672	
Northern Regional Health Authority		9650		9100	
DOH re Information Officer		11000		18690	
Merseyside Regional Health Authority		2500	226103	-	186983
DONATIONS					
General		296087		332808	
Direct Mail		13308		2645	
Anonymous		195900	505295	-	335453
OTHER INCOME					
Affiliation fees		29386		19117	
Training fees		8968		7429	
Marketing and fund raising	8	23783		26244	
Sundry income		4805		772	
Value added tax		-		(4623)	
Dividends		16882		19251	
Interest from cash deposits		20370	104194	27533	95723
TOTAL INCOME			835592		618159
EXPENDITURE	2				
STAFF COSTS					
Salaries and pension costs	5	425498		367495	
Travel and subsistence		60416		53579	
Recruitment costs		4165	490079	4066	425140
ESTABLISHMENT AND OFFICE COSTS					
Rent and rates		24409		17593	
Insurance		1215		987	
Heat and light		2440		1388	
Repairs and maintenance		7404		4025	
Stationery and office sundries		15093		9470	
Telephone and fax		16615		13116	
Postage		8586		6240	
Association and executive committee expenses		18911		9845	
Professional fees	6	5151		3607	
Bank charges		68	99892	89	66360
Carried forward			£589971		£491500

ASSOCIATION OF CROSSROADS CARE ATTENDANT SCHEMES LIMITED

INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 31st MARCH 1992

	Notes	1992		1991	
		£	£	£	£
Brought forward			589971		491500
OTHER COSTS					
National and regional training		15142		13178	
Marketing and fundraising	8	37971		30394	
Direct mailing		32674		19945	
Public relations and media		30272		34605	
Setting up grants		3000		3200	
Sundry expenses		3491		2170	
Non recoverable VAT		<u>17132</u>	139682	<u>12455</u>	115947
DEPRECIATION					
Depreciation of fixed tangible assets		7340		7681	
Loss on disposal of investments		<u>2064</u>	9404	<u>7669</u>	15350
TOTAL EXPENDITURE			<u>739057</u>		<u>622797</u>
EXCESS/(DEFICIT) OF INCOME OVER EXPENDITURE			96535		(4638)
APPROPRIATION					
Transfer (to)/from designated fund			(93836)		7669
SURPLUS FOR THE YEAR RETAINED			<u>£ 2699</u>		<u>£3031</u>

ASSOCIATION OF CROSSROADS CARE ATTENDANT SCHEMES LIMITED

NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31st MARCH 1992

1. CONSTITUTION

The company is limited by guarantee and does not have a share capital.

It is a charity registered with the Charity Commissioners under the provisions of the Charities Act 1960. Accordingly the company is exempt from tax under the provisions of S505 of the Income and Corporation Taxes Act 1988 applying to charities.

2. ACCOUNTING POLICIES

(a) Basis of accounting

The accounts have been prepared using the historical cost convention.

Income and expenditure are accounted for using the accruals basis except for investment income which is accounted for when received. Grants and donations received for specific projects or periods of time are matched to the related expenditure. Such amounts not expended or committed at the year end are included in deferred income. This represents a change of accounting policy because previously income was not matched to related expenses.

(b) Depreciation

Depreciation is provided to write off the cost of office furniture and equipment over the expected useful lives of the assets using the reducing balance method and an annual rate of 25%.

No depreciation is provided on freehold property.

(c) Investments

Investments, which consist of quoted UK equities and fixed interest stocks, are valued at cost. The market value of the investments at 31st March 1992 was £366539 (1991 - £245756)

(d) Stocks

Stocks, which consist of goods for resale and consumable stores, are valued at the lower of cost and net realisable value. Cost is defined as the invoiced price.

3. RESERVES

The income and property of the company must be applied solely to the promotion of its objects and accordingly the reserves are not distributable.

4. DESIGNATED FUND

An anonymous donation received in 1987 was, at the discretion of the executive committee, transferred to the designated fund. Profits and losses on investments are transferred annually to this fund as has part of an anonymous donation received this year. The use of the fund is unrestricted but it is intended that it should be used for future development in connection with the Association's objects.

ASSOCIATION OF CROSSROADS CARE ATTENDANT SCHEMES LIMITED

NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31st MARCH 1992

5. STAFF COSTS

	1992	1991
	£	£
Wages and salaries	381243	326053
Social security costs	33958	29570
Other pension costs	10297	11872
	<u>£425498</u>	<u>£367495</u>

The average number of employees was 46 (1991 - 43).

Director's remuneration included above amounted to £27167 (1991 - £23002)

6. PENSION COSTS

A defined contributions scheme is operated for employees of the company. The assets of the scheme are held separately from those of the company in independently administered funds. The pension cost charge represents contributions payable by the company to the fund and amounted to £10297 (1991 - £11872). All contributions due were paid during the year.

7. AUDITORS' REMUNERATION

Remuneration of the auditors, including expenses, amounted to £2000 (1991 - £2000).

8. MARKETING

	Income	Expenditure
	£	£
Christmas cards	15256	12725
Advertising goods	1809	1446
Publicity material	6718	19919
Fundraising	-	3881
	<u>£23783</u>	<u>£37971</u>

9. APPROVAL OF THE ACCOUNTS

These accounts were approved by the Executive Committee on 16th July 1992.

ASSOCIATION OF CROSSROADS CARE ATTENDANT SCHEMES LIMITED

REGIONAL EXPENDITURE ANALYSIS

FOR THE YEAR ENDED 31st MARCH 1992

	National office £	Appeals £	Ops & Trg £	North £	N West £	Tr £	Central £	Anglia £	London £	S East £	S West £	N Ire £	Wales £	R & I £	Nat Total £
STAFF COSTS															
Salaries	95169	37045	32182	12048	24067	22951	25454	29115	34543	33681	19486	22905	23566	13282	425498
Expenses	11861	1818	3629	3426	4476	4317	3311	3950	2830	4292	5905	3613	5990	998	60416
Recruitment expenses	15	1301	-	-	-	-	-	117	-	495	84	-	2153	-	4165
	107045	40168	35811	15474	28543	27268	28765	33182	37373	38468	25475	26518	31709	14280	490079
ESTABLISHMENT & OFFICE COSTS															
Rent and rates	725	56	73	1400	750	1148	2751	2657	8992	500	3097	1405	815	-	24409
Insurance	299	-	-	71	71	71	71	71	71	71	234	71	114	-	1215
Heat and light	740	330	251	-	372	-	-	-	-	-	190	125	432	-	2440
Repairs and maintenance	3349	577	664	19	221	74	932	409	366	22	209	429	133	-	7404
Stationery and office sundries	3193	897	782	403	940	811	1331	942	641	1611	397	1352	827	966	15093
Telephone and fax	3312	727	967	887	975	1067	1388	1276	1607	891	583	567	2098	270	15615
Postage	3601	1028	1019	203	378	262	307	435	181	275	122	186	451	138	8586
Executive & Association Committee expenses	18291	71	522	-	-	-	-	-	-	27	-	-	-	-	18911
Professional fees	4330	318	-	-	-	-	488	-	-	-	-	-	15	-	5151
Bank charges	68	-	-	-	-	-	-	-	-	-	-	-	-	-	68
	37908	4044	4278	2983	3707	3433	7268	5790	11858	3397	4832	4135	4885	1374	99892
OTHER COSTS															
Training	427	882	4582	1278	557	1025	1755	880	1076	1077	179	197	1198	29	15142
Marketing and fund raising	5270	32701	-	-	-	-	-	-	-	-	-	-	-	-	37971
Direct mailing	-	32674	-	-	-	-	-	-	-	-	-	-	-	-	32674
Publicity, media and PR	28796	1405	-	-	-	62	-	9	-	-	-	-	-	-	30272
Setting up grants	-	-	200	-	1600	200	-	-	-	400	200	-	400	-	3003
Library and video	65	506	303	-	38	48	4	27	5	7	5	9	61	39	1117
Sundry expenses	941	658	429	-	22	81	31	130	4	-	-	36	42	-	2374
Non recoverable VAT	7606	884	1618	542	310	625	981	698	726	782	278	521	1047	214	17132
Depreciation	1985	852	225	274	613	173	756	787	198	352	156	593	876	-	7340
Loss on investments	2064	-	-	-	-	-	-	-	-	-	-	-	-	-	2064
	47154	70562	7357	2094	3440	2214	3027	2531	2009	2618	818	1356	3624	282	149086
TOTAL EXPENDITURE	192107	114774	47446	20551	35690	32915	39060	41503	51240	44483	31125	32009	40218	15936	739957

CHAIRMAN'S REPORT

1991/1992



CROSSROADS

CARING FOR CARERS

100 Regent Street, London W1B 4LD
Telephone: 01-479 0000

One person in eight is a carer. By the end of the century it is likely that number will have become one in five.

As we approach the final implementation of the National Health Service and Community Care Act we have a growing responsibility, not only for the six million adult carers in Britain but also for the unknown number of young carers.

We are the largest national organisation providing practical help for carers. Eighteen years ago when Crossroads was set up it was a wonderfully pioneering organisation, caring in the community - none of that has changed. We are still at the front.

This year we published an excellent guide for voluntary organisations and statutory authorities "Contracts at the Crossroads" and the research was sponsored by the Nuffield Provincial Hospitals Trust. It is proving invaluable as schemes and social service departments enter into contracts which will ensure that Crossroads schemes continue to deliver a quality service, give value for money, maintain their independence and autonomy and provide more care hours. We were delighted that the document was launched at the Royal Festival Hall by Sir Roy Griffiths, the architect of the new community care legislation.

We have also been the instrument of a pioneering project with Mersey Regional Health Authority, which has been set up to identify and help young carers. This pilot has been vital as part of the accelerating need to support young carers.

I am delighted to report that the Association now has over 200 schemes in the UK, remarkably we have doubled our size during the last five years. Each new scheme represents an enormous amount of work by our Regional Officers as they respond to local initiatives and help to meet the needs. Crossroads gets better known each year and there is great confidence in the Crossroads model.

Despite the financial restraints imposed on local authority spending many existing schemes have been able to increase their funding and therefore their ability to deliver more hours of care. But our growth has got to continue because the need for Crossroads is going to increase substantially in the future.

Crossroads took some big steps this year in raising its public profile. I was delighted to be invited to 12 Downing Street to collect a cheque from the Prime Minister raised by the Conservative Party Golf Tournament.

The work of Julia Scott, Monica Hart and latterly Gusie Hearsey has resulted in Crossroads being promoted on radio, tv and magazines and in the press. This year's literary competition was judged by Esther Rantzen, who also presented the prizes.

We were also delighted when Mrs John Major joined Baroness Masham, Baron Ashley and the Hon Alf Morris MP as a patron of Crossroads. A reception at 10 Downing Street hosted by Mrs Major was a key part of our 18th Birthday celebrations. Representatives from each region, staff from the national office and members of the executive committee mingled with main funders, supporters and stars of stage and screen for a lively party.

This growing public profile not only informs the world about what we do, it also helps to increase our funding base. And I would like to thank all the celebrities, all the companies and all the trusts who have given us their support this year. As the country continues to suffer from the recession I am pleased to report that our statutory and voluntary income has risen over the past year.

I was very sorry to receive the resignation of our Vice Chairman, Owen Harrison, because of ill health. Owen had sat on the executive since its beginnings. His quiet counsel at meetings and his leadership of the Personnel Sub-Committee will be sadly missed.

I would like to thank all the staff, the officers and the members of the executive for their work during the year. Crossroads is all about care, and all those involved care very much about the organisation and its future. We must use the remainder of our coming of age year to remind people of our past success and to confirm the current strength of the Association. We must all reaffirm our commitment to carers and those they care for.

Norman L. Banner
Chairman