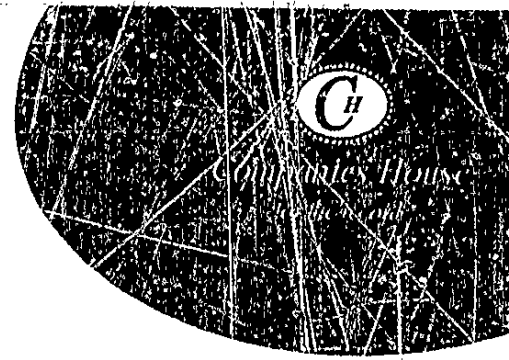




NOTICE OF ILLEGIBLE PAGES

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

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

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

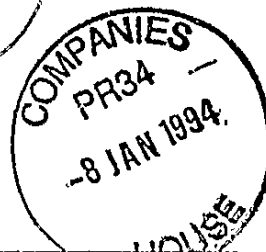
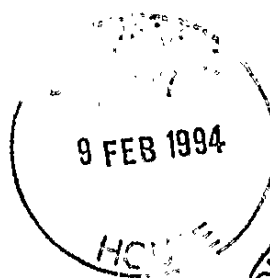


1544708

ASSOCIATION OF CROSSROADS CARE ATTENDANT
SCHEMES LIMITED

Annual Report *and* Accounts

1992-1993



CROSSROADS
CARING FOR CARERS

INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDED 31ST MARCH 1993.

	Notes	1993		1992	
INCOME	2	£	£	£	£
GRANTS					
Department of Health		130000		136660	
Welsh Office		67790		34500	
DSS re Northern Ireland		16874		17900	
London Borough Grants Committee		16672		13893	
Northern Regional Health Authority		10225		9650	
DOH re Information Officer		23793		11000	
Mersyside Regional Health Authority		51750	317104	2500	226103
DONATIONS					
General		401182		296087	
Direct Mail		21346		13308	
Anonymous		-	422528	195900	505295
OTHER INCOME					
Affiliation fees		36425		29386	
Training fees		22074		8968	
Marketing and fund raising	9	21890		23783	
Sundry income		4732		4805	
Dividends		19265		16882	
Interest from cash deposits		14044	118430	20370	104194
TOTAL INCOME		558062		835592	
EXPENDITURE					
STAFF COSTS					
Salaries and pension costs	6 & 7	490262		425498	
Travel and subsistence		77186		60416	
Recruitment costs		2469	569917	4165	490079
ESTABLISHMENT AND OFFICE COSTS					
Rent and rates		30031		24409	
Insurance		1376		1215	
Heat and light		1831		2440	
Repairs and maintenance		5647		7404	
Stationery and office sundries		18936		15093	
Telephone and fax		18882		16615	
Postage		10048		8586	
Association and executive committee expenses		15375		18911	
Professional fees	8	9955		5151	
Bank charges		42	112123	68	99892
OTHER COSTS					
National and regional training		29814		15142	
Marketing and fundraising	9	37698		37971	
Direct Mailing		19412		32674	
Public relations and media		35049		30272	
Setting up grants		-		3000	
General expenses		6001		3491	
Non recoverable VAT		19315		17132	
Special projects		7412	154701	-	139682
DEPRECIATION					
Depreciation of fixed tangible assets		10772		7340	
Loss on disposal of investments		6997	17769	2064	9404
TOTAL EXPENDITURE		854510		739057	
EXCESS OF INCOME OVER EXPENDITURE			3552	96535	
APPROPRIATION					
Transfer from/(to) designated fund			6997	(93836)	
SURPLUS FOR THE YEAR RETAINED		£10549		£2699	

BALANCE SHEET AT AT 31ST MARCH 1993.

	Notes	1993		1992	
		£	£	£	£
FIXED ASSETS	2				
Freehold property at cost			78190		78190
OFFICE FURNITURE AND EQUIPMENT					
Cost at 31st March 1992		70215		63899	
Additions		20511		7506	
Disposals		(1010)		(1190)	
Cost at 31st March 1993		<u>89716</u>		<u>70215</u>	
Accumulated depreciation at 31st March 1992		48193		40853	
Depreciation this year		10245		7340	
Accumulated depreciation at 31st March 1993		<u>58438</u>		<u>48193</u>	
Net book value			31278		22022
TANGIBLE ASSETS			109468		100212
INVESTMENTS	2		<u>417375</u>		<u>366325</u>
			526843		466537
CURRENT ASSETS					
Stock	2	9173		7824	
Debtors - sundry		16238		10769	
Cash at bank and in hand		<u>261783</u>		<u>279117</u>	
		<u>287194</u>		<u>297710</u>	
CREDITORS - AMOUNTS FALLING IN ONE YEAR					
Trade creditors		18956		14081	
Accruals and deferred income		145671		103693	
Tax and social security		-		615	
		<u>164627</u>		<u>118389</u>	
NET CURRENT ASSETS			122567		179321
TOTAL ASSETS LESS CURRENT LIABILITIES			<u>£649410</u>		<u>£645858</u>
RESERVES	4				
<i>General Fund</i>					
At 31st March 1992		150578		147879	
Surplus for year		10549		2699	
At 31st March 1993			161127		150578
<i>Designated Fund</i>	5				
At 31st March 1992		495280		401444	
Transfer (to)/from general fund		(6997)		93836	
At 31st March 1993			488283		495280
			<u>£649410</u>		<u>£645858</u>

AUDITORS' REPORT TO THE MEMBERS OF THE ASSOCIATION OF CROSSROADS CARE ATTENDANT SCHEMES LIMITED.

We have audited the financial statements on pages 2 to 7 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 1993 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.

J.R. Watson & Co.

J.R. WATSON & CO.

Chartered Accountants and Registered Auditors, 50 Hazelwood Road, Northampton.
16th July 1993.

ASSOCIATION OF CROSSROADS CARE ATTENDANT SCHEMES LIMITED
NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31ST MARCH 1993.

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 s305 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 1993 was £500098 (1992 - £366539).

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. TRUSTEES REPORT

These financial statements should be read in conjunction with the 1992/93 Review which is published separately.

4. 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.

5. DESIGNATED FUND

Anonymous donations received in 1987 and 1992 were, at the discretion of the executive committee, transferred to the designated fund. Profits and losses on investments are transferred annually to this fund. 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.

6. STAFF COSTS

	1993 £	1992 £
Wages and salaries	439118	381243
Social security costs	38827	33958
Other pension costs	12317	10297
The average number of employees was	490262	425498
39 (1992 - 46).		

No remuneration was paid to directors of the charity (Executive Committee Members).

7. 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 £12317 (1992 - £10297). All contributions due were paid during the year.

8. AUDITOR'S REMUNERATION

Remuneration of the auditors, including expenses, amounted to £2100 (1992 - £2000).

9. MARKETING

	Income £	Expenditure £
Christmas Cards	13674	17660
Advertising goods	3116	3632
Publications for sale	5100	5042
Other publications	-	9364
	£21890	£37698

10. DIRECTORS AND OFFICERS LIABILITY INSURANCE

During the year the company purchased insurance to indemnify any claims made against the directors and officers.

11. APPROVAL OF ACCOUNTS

These accounts were approved by the Executive Committee on 15th July 1993.

Evelyn Dunwoody - Chair

Bill Ridley - Treasurer

Evelyn Dunwoody
William J. Ridley

**EXPENDITURE ANALYSIS FOR THE YEAR ENDED
31st March 1993.**

	General Office £	Appeals £	Open Training £	North £	North West £	East & York £	Central £	Anglia £	London £	South East £	South West £	N. Ireland £	Wales £	Region £	Young People £	Other £
GRAND TOTAL																
Salaries	94628	63919	29859	16838	27112	21816	26882	25072	32896	36708	28682	28227	87601	14119	23467	480
Expenses	11326	9690	3972	2765	9125	4593	1842	4099	5262	1948	19121	2854	7767	1340	4256	77
Recruitment expenses	0	0	671	0	67	0	224	0	565	0	0	0	244	84	67	2
	110954	73609	34502	19603	36202	26408	29028	29080	38713	40656	31793	28091	45762	25182	23310	558
DEPARTMENT & OFFICE COSTS																
Rent and Rates	656	59	56	800	2767	1162	2880	1833	10608	700	5228	2166	1626	498	1205	30
Insurance	150	0	0	88	593	88	206	88	88	88	201	88	88	0	0	0
Heat and Light	685	319	273	0	159	0	0	0	0	0	250	0	19	0	110	0
Repairs & Maintenance	2043	850	862	0	147	172	236	575	14	194	54	8	430	0	122	0
Stationery & Office sundries	5245	2014	1511	267	1259	490	1171	1112	971	1490	474	940	935	188	918	15
Telephone	3318	2666	946	633	1372	1074	1914	845	1366	617	746	383	2773	517	612	24
Postage	3316	1790	1670	76	526	308	482	369	195	352	116	171	440	73	164	10
Executive & Association	15375	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Professional Fees	5459	0	0	0	566	309	5	0	0	0	192	0	3193	0	0	0
Bank Charges & VAT	42	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	15989	7698	5318	1941	7299	3593	4964	4907	13240	3318	5219	3756	9468	1273	3180	112
Other Costs																
Training	551	942	3580	4766	11	3242	4349	3425	4725	734	64	56	2753	2	108	29
Marketing and Fundraising	4741	29352	0	0	0	0	0	0	0	0	0	0	80	3575	0	37
Direct Mailing	0	19412	0	0	0	0	0	0	0	0	0	0	0	0	0	19
Public Relations & Media	1062	13507	0	0	0	192	0	0	30	0	2	100	56	0	121	33
General Expenses	1254	1487	1086	27	187	115	663	68	293	49	74	110	318	0	360	0
Special Projects	0	0	0	0	0	0	0	0	0	0	0	0	0	0	412	7
Non-Recoverable VAT	1935	6724	838	622	649	747	1062	861	1457	422	462	488	1764	138	145	19
Contra's & Head Office Levy	0	0	118634	11514	11514	11514	11514	11514	11514	11514	11514	11514	11514	3494	0	0
Depreciation & Asset Disposal	3581	1412	444	205	280	358	416	528	178	469	123	308	1935	181	432	10
Loss on Investments	6997	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	20051	92837	112686	17734	12641	16168	18504	16196	18107	13188	12239	12576	18350	7388	9575	172
TOTAL EXPENDITURE	166994	156450	128666	37676	52702	48469	53396	50185	68080	57162	49351	41423	73570	23795	46025	884
CAPITAL EXPENDITURE	3148	3694	1101	0	468	1158	1021	1025	120	820	25	124	6588	726	1095	20

ASSOCIATION OF CROSSROADS CARE ATTENDANT SCHEMES LIMITED

NOTE TO THE ACCOUNTS FOR THE YEAR ENDED 31st MARCH 1993.

Notes	1993	1992
£	£	£
2	73190	73190

FIXED ASSETS

Freehold property at cost		
Office furniture and equipment	70315	63899
Cost at 31st March 1992	20511	5306
Additions	(1010)	(1190)
Disposals	89716	70215
Cost at 31st March 1993		
Accumulated depreciation at 31st March 1992	48193	40853
Depreciation this year	10345	7340
Accumulated depreciation at 31st March 1993	58438	48193
Net book value	31278	25032

TANGIBLE ASSETS

	109468	100212
--	--------	--------

INVESTMENTS

	417325	366325
--	--------	--------

CURRENT ASSETS

Stock	9173	7824
Debtors - sundry	16238	10269
Cash at bank and in hand	261713	279117
	287194	29710

CREDITORS - AMOUNTS FALLING IN ONE YEAR

Trade creditors	18956	14081
Accruals and deferred income	145671	103693
Tax and social security	14427	815
	164254	118389

NET CURRENT ASSETS

	123367	179321
--	--------	--------

TOTAL ASSETS LESS CURRENT LIABILITIES

	669410	665353
--	--------	--------

RESERVE

General Fund	150578	147579
At 31st March 1992	10549	2499
Surplus for year	161127	150578
At 31st March 1993		

DEBT-FINANCED FUND

At 31st March 1992	495280	401444
Transfer from/in general fund	(6997)	93536
At 31st March 1993	488283	495280

AUDITORS' REPORT TO THE MEMBERS OF THE ASSOCIATION OF CROSSROADS CARE ATTENDANT SCHEMES LIMITED.

We have audited the financial statements of the Association of Crossroads Care Attendant Schemes Limited for the year ended 31st March 1993 and we are pleased to report that we have been satisfied that the accounts are true and fair and have been prepared in accordance with the Companies Act 1985 (except that the depreciation has been calculated on a straight line basis).

We have also audited the financial statements of the Association of Crossroads Care Attendant Schemes Limited for the year ended 31st March 1992 and we are pleased to report that we have been satisfied that the accounts are true and fair and have been prepared in accordance with the Companies Act 1985 (except that the depreciation has been calculated on a straight line basis).

We have also audited the financial statements of the Association of Crossroads Care Attendant Schemes Limited for the year ended 31st March 1991 and we are pleased to report that we have been satisfied that the accounts are true and fair and have been prepared in accordance with the Companies Act 1985 (except that the depreciation has been calculated on a straight line basis).

We have also audited the financial statements of the Association of Crossroads Care Attendant Schemes Limited for the year ended 31st March 1990 and we are pleased to report that we have been satisfied that the accounts are true and fair and have been prepared in accordance with the Companies Act 1985 (except that the depreciation has been calculated on a straight line basis).

We have also audited the financial statements of the Association of Crossroads Care Attendant Schemes Limited for the year ended 31st March 1989 and we are pleased to report that we have been satisfied that the accounts are true and fair and have been prepared in accordance with the Companies Act 1985 (except that the depreciation has been calculated on a straight line basis).

We have also audited the financial statements of the Association of Crossroads Care Attendant Schemes Limited for the year ended 31st March 1988 and we are pleased to report that we have been satisfied that the accounts are true and fair and have been prepared in accordance with the Companies Act 1985 (except that the depreciation has been calculated on a straight line basis).

We have also audited the financial statements of the Association of Crossroads Care Attendant Schemes Limited for the year ended 31st March 1987 and we are pleased to report that we have been satisfied that the accounts are true and fair and have been prepared in accordance with the Companies Act 1985 (except that the depreciation has been calculated on a straight line basis).

ASSOCIATION OF CROSSROADS CARE ATTENDANT SCHEMES LIMITED



ASSOCIATION OF CROSSROADS CARE ATTENDANT SCHEMES LIMITED

Annual Report and Accounts

1992-1993

1. CONTINGENCIES

The Company is liable to purchase and does not have a valid capital. It is a company registered with the Charity Commission under the provisions of the Charities Act 1960. Accordingly the company's accounts are prepared in accordance with the Companies Act 1985 and the Charities Act 1960.

2. ACCOUNTING POLICIES

a) BASIS OF ACCOUNTING
The accounts have been prepared using the historical cost convention. Depreciation is calculated on a straight line basis over the expected useful life of the asset. Assets are valued at cost less accumulated depreciation. Gains and losses on disposals are calculated on a straight line basis over the expected useful life of the asset. The company's accounts are prepared in accordance with the Companies Act 1985 and the Charities Act 1960.

b) DEPRECIATION
Depreciation is provided to cover off the cost of assets less their residual value at the end of their useful life. The rate of depreciation is calculated on a straight line basis over the expected useful life of the asset. The company's accounts are prepared in accordance with the Companies Act 1985 and the Charities Act 1960.

c) INVENTORIES
Inventories, which include stock and sundry assets, are valued at cost. The cost of stock is determined by reference to the purchase price. The company's accounts are prepared in accordance with the Companies Act 1985 and the Charities Act 1960.

d) STOCKS
Stocks, which include stock and sundry assets, are valued at cost. The cost of stock is determined by reference to the purchase price. The company's accounts are prepared in accordance with the Companies Act 1985 and the Charities Act 1960.

e) TAXATION
The company's accounts are prepared in accordance with the Companies Act 1985 and the Charities Act 1960. The company's accounts are prepared in accordance with the Companies Act 1985 and the Charities Act 1960.

f) RESERVES
The reserves and profits of the company are shown in the statement of financial position at the end of each financial year. The company's accounts are prepared in accordance with the Companies Act 1985 and the Charities Act 1960.

g) DISBURSED FUNDS
The company's accounts are prepared in accordance with the Companies Act 1985 and the Charities Act 1960. The company's accounts are prepared in accordance with the Companies Act 1985 and the Charities Act 1960.

h) STAFF COSTS
The company's accounts are prepared in accordance with the Companies Act 1985 and the Charities Act 1960. The company's accounts are prepared in accordance with the Companies Act 1985 and the Charities Act 1960.

	1993	1992
Wages and salaries	49118	41123
Social security	11123	10123
Other personnel costs	12317	10123
The above figures are expenses for the year ended 31st March 1993.	72558	61369

i) FINANCIAL COSTS
The company's accounts are prepared in accordance with the Companies Act 1985 and the Charities Act 1960. The company's accounts are prepared in accordance with the Companies Act 1985 and the Charities Act 1960.

j) AUDITORS' REMUNERATION
The company's accounts are prepared in accordance with the Companies Act 1985 and the Charities Act 1960. The company's accounts are prepared in accordance with the Companies Act 1985 and the Charities Act 1960.

k) MAINTENANCE
The company's accounts are prepared in accordance with the Companies Act 1985 and the Charities Act 1960. The company's accounts are prepared in accordance with the Companies Act 1985 and the Charities Act 1960.

	1993	1992
General Fund	150578	147579
At 31st March 1992	10549	2499
Surplus for year	161127	150578
At 31st March 1993		

l) DIRECTORS AND OFFICERS LIABILITY INSURANCE
The company's accounts are prepared in accordance with the Companies Act 1985 and the Charities Act 1960. The company's accounts are prepared in accordance with the Companies Act 1985 and the Charities Act 1960.

m) ASSETS AT THE ACCOUNTS
The company's accounts are prepared in accordance with the Companies Act 1985 and the Charities Act 1960. The company's accounts are prepared in accordance with the Companies Act 1985 and the Charities Act 1960.

n) TAXATION
The company's accounts are prepared in accordance with the Companies Act 1985 and the Charities Act 1960. The company's accounts are prepared in accordance with the Companies Act 1985 and the Charities Act 1960.

o) DEPRECIATION
The company's accounts are prepared in accordance with the Companies Act 1985 and the Charities Act 1960. The company's accounts are prepared in accordance with the Companies Act 1985 and the Charities Act 1960.

p) STOCKS
The company's accounts are prepared in accordance with the Companies Act 1985 and the Charities Act 1960. The company's accounts are prepared in accordance with the Companies Act 1985 and the Charities Act 1960.

q) INVENTORIES
The company's accounts are prepared in accordance with the Companies Act 1985 and the Charities Act 1960. The company's accounts are prepared in accordance with the Companies Act 1985 and the Charities Act 1960.

HOUSE

48 JAN 1993

J.R. WATSON & Co.

Chartered Accountants and Registered Auditors, 50 Harrison Road, Northampton.

For 1993.

1544708

CROSSROADS

CARING for CARERS

REGIONAL EXPENDITURE ANALYSIS FOR THE YEAR ENDED
31st MARCH 1993.

Notes	1993		1992	
	£	£	£	£
130000			136640	
6740			34500	
1684			11900	
1662			11891	
10235			9650	
2343			11000	
51750	31704		2529	25610
491182		256037		
21346		13308		
-	422238	195900	50529	
36425		29386		
225734		8768		
31190		23783		
4232		4805		
19265	118490	16882		
14944		20370	10419	
	81062		83559	
6.5%	490262	425498		
	27186	60416		
	2469	4165	490075	
Costs	30031	24409		
	1376	1215		
	1831	2440		
	6637	704		
	19736	13073		
	11852	16615		
	10048	8386		
	13523	18911		
	9935	5151		
	42	11313	68	949925
	29814	15142		
	37698	37971		
	18412	32724		
	35049	30252		
	6001	3000		
	19115	3491		
	7412	17132	139682	
de assets	10772	7340	9404	
liabilities	6997	2064		
	84610		39037	
EXPENDITURE	3552		96335	
fund	6997		(93346)	
GRAND	410649		7599	

[illegible]

BALANCE SHEET AT AT 31st MARCH 1993.

	Notes	1993	1992
		£	£
FIXED ASSETS	2		
Freehold property at cost		73190	73190
OFFICE FURNITURE AND EQUIPMENT			
Cost at 31st March 1992		70215	68989
Additions		20511	2306
Disposals		(1010)	(1190)
Cost at 31st March 1993		89716	70215
Accumulated depreciation at 31st March 1992		48193	42823
Depreciation this year		10245	7340
Accumulated depreciation at 31st March 1993		58438	48193
Net book value		31278	22022
TANGIBLE ASSETS			
INVESTMENTS	2		
		109468	100212
		417375	366325
		526843	466537
CURRENT ASSETS	2		
Stock		9173	7824
Debtors - sundry		16238	10769
Cash at bank and in hand		25173	27917
		387194	39710
CREDITORS - AMOUNTS FALLING IN ONE YEAR			
Trade creditors		18956	14081
Accruals and deferred income		145671	103693
Tax and social security		16462	615
		174089	118369
NET CURRENT ASSETS			
		122567	17921
TOTAL ASSETS LESS CURRENT LIABILITIES		£69910	£64358
RESERVES	4		
General Fund		150578	147879
At 31st March 1992		10549	2699
Surplus for year		16127	150578
At 31st March 1993			
Disposited Fund	5		
At 31st March 1992		493280	401444
At 31st March 1993		488283	91816
TOTAL ASSETS LESS CURRENT LIABILITIES		£69910	£64358

COMPANIES ACT 1985
Section 234
1-8 JAN 1994
10/12/93

For the purposes of the Companies Act 1985, the accounts have been prepared on a basis which complies with the provisions of the Act.

In our opinion the financial statements give a true and fair view of the state of affairs of the Association at 31st March 1993 and of the results of its operations for the year then ended and have been prepared in accordance with the provisions of the Companies Act 1985 except that no depreciation has been provided on freehold property.

For the purposes of the Companies Act 1985, the accounts have been prepared on a basis which complies with the provisions of the Act.

For the purposes of the Companies Act 1985, the accounts have been prepared on a basis which complies with the provisions of the Act.

J.R. WATSON & CO.
Chartered Accountants and Registered Auditors, 10 Hatfield Road, Northampton.
14th July 1993.

ASSOCIATION OF CROSSROADS CARE ATTENDANT SCHOLES LIMITED
NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31st MARCH 1993.

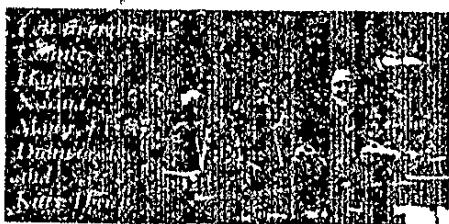
- 1. CONSTITUTION**
 The Company is limited by guarantee and does not have a share capital. It is a charity registered with the Charity Commission under the provisions of the Charities Act 1960. The registered office is at the premises of 5555 at the bottom of Corporation Road, 1993, 1994, 1995, 1996, 1997, 1998, 1999, 2000, 2001, 2002, 2003, 2004, 2005, 2006, 2007, 2008, 2009, 2010, 2011, 2012, 2013, 2014, 2015, 2016, 2017, 2018, 2019, 2020, 2021, 2022, 2023, 2024, 2025, 2026, 2027, 2028, 2029, 2030, 2031, 2032, 2033, 2034, 2035, 2036, 2037, 2038, 2039, 2040, 2041, 2042, 2043, 2044, 2045, 2046, 2047, 2048, 2049, 2050, 2051, 2052, 2053, 2054, 2055, 2056, 2057, 2058, 2059, 2060, 2061, 2062, 2063, 2064, 2065, 2066, 2067, 2068, 2069, 2070, 2071, 2072, 2073, 2074, 2075, 2076, 2077, 2078, 2079, 2080, 2081, 2082, 2083, 2084, 2085, 2086, 2087, 2088, 2089, 2090, 2091, 2092, 2093, 2094, 2095, 2096, 2097, 2098, 2099, 2100, 2101, 2102, 2103, 2104, 2105, 2106, 2107, 2108, 2109, 2110, 2111, 2112, 2113, 2114, 2115, 2116, 2117, 2118, 2119, 2120, 2121, 2122, 2123, 2124, 2125, 2126, 2127, 2128, 2129, 2130, 2131, 2132, 2133, 2134, 2135, 2136, 2137, 2138, 2139, 2140, 2141, 2142, 2143, 2144, 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3639, 3640, 3641, 3642, 3643, 3644, 3645, 3646, 3647, 3648, 3649, 3650, 3651, 3652, 3653, 3654, 3655, 3656, 3657, 3658, 3659, 3660, 3661, 3662, 3663, 3664, 3665, 3666, 3667, 3668, 3669, 3670, 3671, 3672, 3673, 3674, 3675, 3676, 3677, 3678, 3679, 3680, 36

INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDED
31ST MARCH 1993.

	1993	1992
INCOME		
Grants	£	£
Government of Health	133006	136660
Widening Unit	6790	34130
ESF re Northern Ireland	18874	17900
London Regional Health Committee	18672	13891
Northern Regional Health Authority	10233	9650
ESF re London and Eastern Cheshire	23793	11000
Merseyside Regional Health Authority	31700	226103
Donations		
General	401102	296087
Direct Staff	21346	199600
Anonymous	42353	561295
Office & Home		
Administration fees	36425	29356
Training fees	23074	5968
Marketing and fund raising	21890	2781
Sundry income	5733	4833
Bank interest	15245	16882
Interest from cash deposits	1604	20310
Total Income	118430	104194
EXPENDITURE		
Staff Costs		
Salaries and pension costs	40262	425498
Travel and subsistence	27182	60416
Retirement costs	246	4165
Establishment and Office Costs		
Rent and rates	30031	24409
Insurance	476	1215
Heat and light	1811	2440
Repairs and maintenance	5647	7404
Sundry and office sundries	18936	15093
Telephone and fax	18882	16615
Postage	10048	8386
Associations and seminars	15375	18911
Professional fees	9045	3151
Bank charges	42	68
Other Costs		
Unemployment and training	23814	13142
Marketing and fund raising	3768	3771
Direct Marketing	19412	12674
Public relations and media	33049	30272
Sundry projects	6001	3000
General expenses	19315	3491
Non recoverable VAT	2412	17132
Depreciation		
Depreciation of fixed tangible assets	10772	7740
Loss on disposal of investments	6997	2084
Total Expenditure	534510	73937
EXCESS OF INCOME OVER EXPENDITURE	352	9631
Appropriation		
Transfer from/to designated fund	6997	(93816)
Surplus for the Year Retained	21049	2497

REGIONAL EXPENDITURE ANALYSIS FOR THE YEAR ENDED
31ST MARCH 1993.

	National	Office	Appeal	Training	North	West	York & Lanc	East of England	London	South East	South West	N. Ireland	Wales	Bed	Young	Total
STAFF COSTS																
Salaries	40262	59915	29519	15118	27103	23815	26602	20671	11249	16208	16482	2227	37441	14009	3786	490262
Expenses	11134	2000	3972	2743	5123	4874	3461	400	3182	3444	2111	284	7757	1040	416	77186
Retirement expenses	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
ESTABLISHMENT & OFFICE COSTS																
Rent and Rates	11094	59915	34502	16401	23742	17708	20655	20600	36733	19416	31791	25071	45732	18132	33110	169991
Insurance	616	59	56	820	2747	1142	2061	1833	10646	500	3226	2166	1620	495	1205	35001
Heat and Light	1811	319	273	18	503	82	206	82	22	88	201	18	19	0	0	1376
Repairs & Maintenance	445	480	842	0	159	0	0	7	14	194	34	8	400	0	0	1817
Sundry & Office Sundries	2245	2014	1511	267	1239	483	306	575	14	194	34	8	400	0	0	2042
Telephone	3318	2464	446	632	1572	1074	8814	345	1365	971	1490	434	911	183	912	18936
Postage	3316	1790	1670	70	356	206	422	349	195	232	316	112	440	73	164	10048
Associations & Seminars	15375	0	0	77	346	349	0	0	0	0	192	0	0	0	0	15375
Professional Fees	9045	0	0	0	0	0	0	0	0	0	0	0	0	0	0	9045
Bank Charges & VAT	42	0	0	0	0	0	0	0	0	0	0	0	0	0	0	42
Other Costs																
Training	35979	7491	3318	1541	709	3393	2064	4007	13240	3318	3219	3736	9448	1273	3109	115123
Marketing and Fundraising	561	942	3180	4764	11	2342	2061	2061	4726	74	64	56	2733	0	106	29614
Direct Marketing	476	2012	0	0	0	0	0	0	0	0	0	0	30	0	0	3768
Public Relations & Media	1811	1811	1046	27	187	115	643	65	203	49	2	100	318	0	120	35049
Sundry Projects	1941	673	818	0	649	0	0	0	0	0	0	0	0	0	0	6001
Non Recoverable VAT	19315	0	0	0	0	0	0	0	0	0	0	0	0	0	0	19315
General Expenses	3501	1412	446	205	210	318	1416	528	178	449	123	305	1793	0	432	19315
Depreciation & Asset Disposal	6997	0	0	0	0	0	0	0	0	0	0	0	0	0	0	6997
Loss on Investments	2001	1913	-11268	17134	1241	16168	8504	16306	18107	11182	12219	15706	18380	788	4975	172468
TOTAL EXPENDITURE	16494	114410	-7346	37676	27702	41449	51796	50333	64800	37182	40231	41423	28570	25791	44062	544208
CAPITAL EXPENDITURE	3148	3006	1101	0	448	1138	3821	1025	120	820	21	134	6388	756	1095	20513



Report from the Chair

So when I am asked what I see for Crossroads in the future, I reply, "More. More care hours per scheme and more schemes per region."

AS THE NEW CHAIR OF Crossroads, this is my first report and, of course, I shall begin it by paying tribute to my predecessor, Norman Banner, who chaired Crossroads for ten years. It was a decade of exponential growth of schemes throughout the United Kingdom; it is no mean task to pick up the reins from the hands of such a leader. We were delighted that Norman agreed to become our President and that Len Matthews, as a founder of Crossroads, became a Patron.

Sir Roy Griffiths, architect of the new Community Care Act, has also honoured the Association by joining our distinguished list of Patrons. Although outside the time covered by this Review, I should like to report that Ian Croft, our Director, has left the Association. During the five years Ian was with us, scheme numbers increased dramatically and our financial base more than doubled. We wish Ian all success for the future.

Ten years ago, we were still explaining what a 'carer' was. Five years ago, we needed to explain what

a Crossroads service was. Today, to those who ask why Crossroads is still not a household name, we must explain about our waiting lists. Everyone thanks us when a higher profile brings higher financial returns; no one thanks us when increased awareness engenders a demand for an already stretched or non-existent service.

MORE ...

So when I am asked what I see for Crossroads in the future, I reply, "More. More care hours per scheme and more schemes per region." And when I am asked how, I must reply, "More" again. We must encourage our schemes to ask for more money, with more flexibility, from more funders.

MORE JOINT FUNDING...

Carers fall into the grey area between health and social services, and if they aren't to disappear into that great divide we must continue to encourage funding from both arms of the statutory services and campaign for the continuance of some form of joint funding.



MORE PARTNERSHIPS WITH OTHER CHARITIES...

Other voluntary organisations are possible partners not competitors. We shall work hard to ensure that our national partnerships increasingly

produce local benefits.

MORE PARTNERSHIPS WITH INDUSTRY...

The increased participation of the world of commerce in community good works is a trend which will be encouraged. Many businesses have seen the sense, as well as the humanity, of helping Crossroads. We will continue to approach the business world for financial assistance, help in kind and to draw upon their wealth of management expertise. We want to make sure that more businesses understand that Crossroads is a good investment.

MORE CONSOLIDATION...

As the awareness of carer need has grown, so too has the demand for Crossroads services. In fact, many community care plans now use 'crossroads' as a generic term for carer relief. This demand has put great pressure on our Regional Officers. We recognise that the regional network must be strengthened and we wish to increase the kind and amount of services available from the national and regional offices to our schemes.

I must emphasise that our office in Rugby is not large and generously staffed. We rely on a small, dedicated group of workers and more support for this essential organisational core is a priority for the future.

MORE DEVELOPMENT...

Whilst we consolidate we must continue to develop - *it is unacceptable to have whole parts of the country without a Crossroads service.*

If these huge tasks are not to demoralise us, we should remember that we are far from the only relief offered to carers. We have colleagues in both the statutory and voluntary sectors with whom we share this commitment. We can encourage the use of volunteer sitting services (with whom most schemes already work

well) as long as they are not a replacement of the paid and trained care attendant service. We can promote helplines, support groups and workers, good practice in day care and longer term respite. And we can continue to work closely with all the professionals whose statutory work we supplement and complement. There are many pieces to the jigsaw of successful community care and I believe that it is part of our job to see that we all fit together.

I have been privileged to visit the homes of carers around the country. It is an instructive experience to spend even a few hours with people who have had their lives changed by Crossroads. I shall continue to set aside time for these visits; if I have local ammunition for my national battles, I am buoyant for each activity I undertake on behalf of Crossroads. I should like to thank all the carers, coordinators, care attendants and management committees who have taken the time to share their experiences with me.

There is not enough space to thank all the people who have done service for Crossroads over the years and during this year in particular. Whether we give our time voluntarily on management committees or the National Executive, or whether we are paid for our work, we recognise in each other a commitment to carers which increases our stamina, doubles our efforts and keeps us going through difficulties and complexities which we sometimes think are only sent to try us.

All of us are certainly united when we thank the carers who are selflessly and steadfastly determined to ensure a dignified and comfortable life for the people for whom they are caring.

Evelyn Dunwoody

Evelyn Dunwoody
CHAIR OF CROSSROADS

Evelyn Dunwoody

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CROSSROADS Review

1992/1993



CROSSROADS
CARING FOR CARERS



Report from the Chair

So when I am asked what I see for Crossroads in the future, I reply, "More. More care hours per scheme and more schemes per region."

AS THE NEW CHAIR OF Crossroads, this is my first report and, of course, I shall begin it by paying tribute to my predecessor, Norman Banner, who chaired Crossroads for ten years. It was a decade of exponential growth of schemes throughout the United Kingdom; it is no mean task to pick up the reins from the hands of such a leader. We were delighted that Norman agreed to become our President and that Len Matthews, as a founder of Crossroads, became a Patron.

Sir Roy Griffiths, architect of the new Community Care Act, has also honoured the Association by joining our distinguished list of Patrons. Although outside the time covered by this Review, I should like to report that Ian Croft, our Director, has left the Association. During the five years Ian was with us, scheme numbers increased dramatically and our financial base more than doubled. We wish Ian all success for the future.

Ten years ago, we were still explaining what a 'carer' was. Five years ago, we needed to explain what

a Crossroads service was. Today, to those who ask why Crossroads is still not a household name, we must explain about our waiting lists. Everyone thanks us when a higher profile brings higher financial returns; no one thanks us when increased awareness engenders a demand for an already stretched or non-existent service.

MORE ...

So when I am asked what I see for Crossroads in the future, I reply, "More. More care hours per scheme and more schemes per region." And when I am asked how, I must reply, "More" again. We must encourage our schemes to ask for more money, with more flexibility, from more funders.

MORE JOINT FUNDING...

Carers fall into the grey area between health and social services, and if they aren't to disappear into that great divide we must continue to encourage funding from both arms of the statutory services and campaign for the continuance of some form of joint funding.



Mary Drummond, Chair of Crossroads.

MORE PARTNERSHIPS WITH OTHER CHARITIES...

Other voluntary organisations are possible partners not competitors. We shall work hard to ensure that our national partnerships increasingly

produce local benefits.

MORE PARTNERSHIPS WITH INDUSTRY...

The increased participation of the world of commerce in community good works is a trend which will be encouraged. Many businesses have seen the sense, as well as the humanity, of helping Crossroads. We will continue to approach the business world for financial assistance, help in kind and to draw upon their wealth of management expertise. We want to make sure that more businesses understand that Crossroads is a good investment.

MORE CONSOLIDATION...

As the awareness of carer need has grown, so too has the demand for Crossroads services. In fact, many community care plans now use 'crossroads' as a generic term for carer relief. This demand has put great pressure on our Regional Officers. We recognise that the regional network must be strengthened and we wish to increase the kind and amount of services available from the national and regional offices to our schemes.

I must emphasise that our office in Rugby is not large and generously staffed. We rely on a small, dedicated group of workers and more support for this essential organisational core is a priority for the future.

MORE DEVELOPMENT...

Whilst we consolidate we must continue to develop - *it is unacceptable to have whole parts of the country without a Crossroads service.*

If these targets are not to demoralise us, we should remember that we are far from the only relief offered to carers. We have colleagues in both the statutory and voluntary sectors with whom we share this commitment. We can encourage the use of volunteer sitting services (where most schemes already work

well) as long as they are not a replacement of the paid and trained care attendant service. We can promote helplines, support groups and workers, good practice in day care and longer term respite. And we can continue to work closely with all the professionals whose statutory work we supplement and complement. There are many pieces to the jigsaw of successful community care and I believe that it is part of our job to see that we all fit together.

I have been privileged to visit the homes of carers around the country. It is an instructive experience to spend even a few hours with people who have had their lives changed by Crossroads. I shall continue to set aside time for these visits; if I have local ammunition for my national battles, I am buoyant for each activity I undertake on behalf of Crossroads. I should like to thank all the carers, coordinators, care attendants and management committees who have taken the time to share their experiences with me.

There is not enough space to thank all the people who have done service for Crossroads over the years and during this year in particular. Whether we give our time voluntarily on management committees or the National Executive, or whether we are paid for our work, we recognise in each other a commitment to carers which increases our stamina, doubles our efforts and keeps us going through difficulties and complexities which we sometimes think are only sent to try us.

All of us are certainly united when we thank the carers who are selflessly and steadfastly determined to ensure a dignified and comfortable life for the people for whom they are caring.

Evelyn Dunwoody

Evelyn Dunwoody
National Executive, CROSSROADS

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Patron Sylvia Mayall pictured with Evelyn Dunwoody

Introducing Crossroads

Crossroads exists to provide home-based care attendant services to relieve carers and to enable disabled people to stay in their own homes.

WAITING FOR HELP

At no time can we sit back and relax. Not when we think about the plight of the thousands of people, many of them elderly or frail themselves, who desperately need help with caring tasks.

CARING FOR CARERS. Crossroads pioneered community care when it started its first Care Attendant Scheme in Rugby in the early seventies, anticipating today's national care in the community policies by 20 years. Crossroads continues to lead the way in providing high quality, practical support for people looking after a disabled relative or friend at home. As the country has responded to the philosophy of care in the community the demand for Crossroads services has expanded dramatically; the numbers of schemes increasing from 144 to 212 over the last four years. Crossroads highly respected 'model of care' is based on the understanding that support should be tailored to suit the individual's carer. Assessments of the carer's needs are held at home and plans are geared to fit changes as they occur. In effect, each care attendant takes on the role of the 'family carer'.



Photo: Sara Hannant

These are just two examples of the need for Crossroads support.

JOAN IS 65 and has multiple sclerosis. For the last 12 years all her personal care has been done by her husband Jim, but his spine is now severely damaged by all the lifting. As a result, Jim may soon need to use a wheelchair himself. Because Jim can no longer look after Joan, she will soon have to go into permanent residential care. There is no place for Jim so they will have to live apart. They are both heartbroken. A Crossroads scheme in their area could have helped.

STEPHEN IS 10. He looks after his mum who is disabled. He is an only child and his father has left the family home. Stephen does most of the work around the house and a good deal of the cooking. He shops too. A care attendant from the local Crossroads scheme comes in daily to help Stephen's mum to dress, wash and again in the evening to undress and wash. Stephen doesn't have much time for himself - or for being a child.

Crossroads provides over
million hours of care to
22,000 families regularly.

Speaking up for Carers

*For many carers the NHS
and Community Care Act
was something of
a disappointment.*

W

HILST THE ADVICE from government to local authorities says that the views of carers should be taken into account, carers do not have a right to a separate assessment of their own needs. Nor are they automatically entitled to any services such as respite care.

It would appear that there is a shift in emphasis from care in the community to care by the community; the contribution of informal carers becoming ever more important. This shift is not being matched by explicit attention to the needs of carers.

In the words of Dr M Nolan, of the Health Studies Research Division of the University of Wales, when he addressed the Crossroads AGM in October 1992 on this subject, "For the balance to be redressed, there must be positive discrimination in favour of carers." Dr Nolan has argued that, "Valid assessment can only occur within the context of an on-going relationship with the situation and expertise of the carer being taken into account."

Crossroads is committed to focussing attention on carers' needs. The basis of our support is that each carer is offered both initial and on-going assessments which consider the home situation, the carer's employment and their skills, problems and needs.

*"Crossroads has blazed a trail which
other organisations would do well
to follow"*

Virginia Bottomley, MP, Secretary of State for Health



Photo: Sara Hammond

STUDIES AND SURVEYS

Care for Carers

Early in April 1993 during the early stages of the implementation of the NHS and Community Care Act, a questionnaire was sent out to all Crossroads schemes.

THE AIM WAS TO TAKE a 'snapshot' of the new pattern of support to be provided by social services departments to people caring for a relative or friend at home. The main findings were:



Photo: Sara Edmunds

- Most Crossroads schemes were still 'in the dark about possible contracts'.
- Most arrangements for 1993/94 are no more than a continuation of existing arrangements between the schemes, local authorities, health authorities and joint funding systems.
- Most arrangements for 1993/94 will finance the same amount of 'caring for carers'. A substantial number of schemes do not know how much care they will be able to provide this year. Some know they will only be able to provide less, while others believe they will be able to provide more.
- Good relationships between schemes and local authorities still exist, but there are signs of strain in new 'purchaser/provider' situations.
- Most schemes were optimistic despite their uncertainties.
- Resources for carers may suffer because of the authorities' emphasis on meeting the need for residential care.
- Despite a year's delay in the implementation of the Act, the required partnership between local authorities, health authorities and the voluntary sector is extremely patchy and still a distant prospect in many districts.

Full details of this enquiry are available from Crossroads National Office at Rugby.

STUDIES AND SURVEYS

Looking Forward to Looking After

*A pioneering survey
from Crossroads.*

IN SPRING 1993, CROSSROADS commissioned Rodney Hedley (formerly of the London School of Economics) to survey people at work to find out their views on caring. In total 1078 people in work were surveyed.

84% of the people surveyed do not expect to have to give up work to care,

78% of the people surveyed have no direct experience of caring,

18% of carers had taken time off work in the last month to care.

WHY THE SURVEY?

We had a number of questions to which we sought answers:

■ We knew from a previous survey that 54% of carers had had to give up work and that 40% of full time carers wanted to return to full time employment. Now we wanted to know whether people in employment were aware of how caring might affect them and their families if the situation were to arise.

■ Now that the National Health Service and Community Care Act has become law, we wanted to know how much people who were not carers knew of the services on offer, and who they would turn to if they were in need.

■ With the enormous growth of the elderly population (the number of people aged over 85 is set to increase by two thirds in the next 20 years) we asked respondents if they had made any plans for looking after elderly parents.

■ The welfare state is undergoing fundamental changes and we are now entering a mixed economy of welfare, so we wanted to know whether people had made plans for their own care in the future.

■ We wanted to know how far people thought government should be responsible for providing care services. We also asked if they would be prepared to pay higher taxes to secure services, or whether they saw care as a 'private arrangement'.

■ We wanted to understand how caring was perceived in terms of women and men stereotypes and asked respondents for their views on whether men or women should be carrying out the caring tasks.

WE FOUND:

78% of the people surveyed had no direct experience of caring.

84% did not expect to have to give up work to care.

68% of workers simply did not envisage the situation arising where they will have to care for someone.



Only 33% were aware of the financial benefits available to carers and their dependents.

77% thought that caring should be shared by both men and women, although men were less likely to think this and the bias to women as carers was marked.

22% had taken out insurance policies to cover long term illness for their families and themselves.

8% said they had a condition that would affect their own ability to care.

6% thought they would eventually need a carer themselves.

THE CARE GAP

We conclude that there is a 'care gap'. People do not fully understand the way caring may affect them or the 'risk' of becoming a carer and what that involves. To bridge this expectation gap, the report called for employers, staff associations and trades unions to work together to make employees more 'care aware'.

Crossroads is grateful to the Nuffield Provincial Hospitals Trust who funded this project.

Commitment to Quality

*Our objective is to provide
the care service people want
and at the time that
suits them.*

EVERY CROSSROADS scheme aims to give the best possible quality of service. This commitment is enshrined within Crossroads philosophy and the practical procedures adopted by the schemes to provide a first class service delivered by skilled staff. Our objective is to provide the care service people want and at the time that suits them. The assurances we give are that we are capable, trained, skilled, reliable and caring. These very high standards are not easily achieved.

The following 'quality indicators' show how Crossroads standards are set:

MEETING CARERS' NEEDS

Our commitments to carers emphasise that it is they who determine how we provide support. We state that the service will be:

FLEXIBLE.

The service will be provided at a time to suit the carer and family, not the organisation.

TAILORED.

The service will carry out the tasks needed by the carer and family, not tasks that are convenient for the organisation.

SKILLED.

The service will be undertaken by staff who are appropriately trained and skilled.

RELIABLE.

The service will be there when expected and will not let the family down.

CARING.

The service has a deep understanding of the stresses and strains of being a carer and has respect for those who carry out caring tasks.

The implications of these commitments are extensive:

THE COST OF QUALITY

FLEXIBLE SERVICES

Clearly if we provide a service tailored to meet carers' needs at the time they want it, then there is a financial implication. Staff salaries for late night work, weekends and bank holidays are, quite rightly, higher than at other times. A flexible service also means that the organisation of staff is more complex and so management and administration costs are higher.

TRAINING.

Good training is vital and an essential cost for all schemes. Our programme ranges from induction sessions for new staff to training to update skills as demanded by new legislation and from National Vocational Qualifications to training for volunteers who are charity trustees and members of management committees.



SUPERVISION AND SUPPORT.

Providing a team of skilled care workers is only part of our commitment to quality. We also need to support such staff, ensuring they carry out their work effectively. Crossroads commitment to equal opportunities shows we take our personnel work seriously and our policy on Comments and Complaints means we are always alert if things go wrong.

Continued from page 8.

The financial implications of these aspects of our service have to be handled effectively:

COST EFFECTIVENESS

Crossroads sees cost-effectiveness as another indicator of quality, but we have never believed in sacrificing quality to economic expediency. Nor are we dogmatic about our national 'model of care'. This model can be adapted to suit local conditions and needs but the emphasis is always on striving for quality. Consequently, it is not possible to make a bald statement about what is a reasonable cost of an hour of care - the very flexibility of the service prevents this.

STAFF COSTS.

Crossroads schemes complement existing services. This means that demand for support will vary and some schemes more than others will experience a high level of need for work at weekends or unsocial times. The cost of providing an hour of care in a rural area may differ from that of an hour in an inner city because of the travelling distances. Other quality indicators can affect the cost of care. For example, the cost of staff training depends upon the skills staff bring with them and the availability and cost of local training resources.

THE ROLE OF VOLUNTEERS.

A crucial part of the cost/quality equation is the work of volunteers. Those who sit on the schemes' Management Committees bring to Crossroads a wide range of free skills and experience. Those skills, linked to those of the voluntary fundraising groups, have a great impact on the quality and cost-effectiveness of our service.

...THE FUTURE.

It is no surprise that the new community care legislation stresses the need for quality assurance within the new contractual arrangements between the statutory and voluntary sectors. Crossroads, with its commitment to the interests of carers, is prepared and able to respond.

Crossroads Longest Serving Care Attendant

*I thoroughly enjoy my work
and love caring for all
my clients.*

JANET'S STORY.

During the year, Crossroads decided to try and find its longest serving care attendant. Janet Kitchen, who works for the Daventry scheme, emerged as the front runner so we asked her to tell us about her life working with Crossroads.

"I started working for Crossroads on 1st April 1978; a very cold day with snow showers. I went around with the local district nurse for a week to gain experience. Having had no previous nursing training I was very green and nervous. My previous job as a police officer did help me though as I had been used to unexpected sights and accidents. The last 15 years have gone by very quickly and I have gained many friends and lost many (ie clients I have helped care for), and I am still supporting one of my original carers. When I joined there were only two care attendants to cover the whole Daventry area, so a lot of travelling was involved. I thoroughly enjoy my work and love caring for all my clients. I hope that I make their lives a little easier."

Janet, who has been married for 27 years and has four grown-up children also finds time to enjoy L... .. gardening, walking and looking after her three grandchildren.

200th Scheme Launch

*Crossroads doubles its
capability to help carers.*

A SPECIAL RECEPTION was held in London in October 1992 to mark the launch of Crossroads 200th Scheme based at Wigan and Leigh. Tim Yeo MP (then Parliamentary Under Secretary of State at the Department of Health) congratulated Crossroads on its performance; doubling its size and capacity to help carers.



*pictured are Ian
Crawford,
Director of
Crossroads until
June 1993, Tim
Yeo MP (center)
and Norman
Banner (left)
President of
Crossroads.
Photo: UPPA*

There are 7 million carers in Britain today.

Funding the Future

The continued support of individuals, companies and trusts is vital to the work of Crossroads and to the quality of service we provide to carers.

AT A TIME OF recession we become even more aware of the value of this support and of the need to have a broadly based fundraising strategy which will enable us to face the future with equanimity. This we have done by spreading our expectations as widely as possible so that we are not too heavily dependent on one area of support.



Stella Halsey, Chairwoman of the Sutton Crossroads Scheme, with her mother, Margaret, and her sister, Miranda, in the Sutton Crossroads Scheme.

The Family Policy Studies Centre has estimated that informal care in the UK is worth £25 billion a year.

We have also had considerable success with innovative funding agreements with Rank and Allied Dunbar who have contracted to provide funding over a period of years. In fact, funders from industry and trusts are increasingly likely to see the value of agreements which span at least two years and as much as five.

Clearly, this type of funding makes Crossroads more secure and able to

take a strategic approach to its plans for the future.

It is very important for the fundraising team at national office to constantly look for new opportunities to expand our financial support so that we can continue to generate the growth in the number of schemes and consequently the number of carers who will get the help they need and deserve.

The number of people over retirement age in Britain will increase from around 9 million to more than 12 million in the next 30 years.

At least 10,000 children under 16 are for disabled parents

Thank you

Crossroads thanks all its donors including:

WINNING TRADITIONS

British Gas plc has published a book of 125 mouth-watering recipes selected from hundreds of entries in a competition run in conjunction with BBC Good Food Magazines. The icing on the cake has been the generous offer of British Gas to donate to Crossroads £1 for every book sold. The book was launched with a cake made by actress turned icing specialist Jane Asher.



Pictured with Jane Asher are Lord Croft, Vice President of Crossroads and Bob Frazar, British Gas Director of Customer Services. Photos: Denise Langley

ALLIED DUNBAR CHARITABLE TRUST LTD

THE BARING FOUNDATION

BARCLAYS BANK PLC

THE CHILDWICK TRUST

THE CLOVER TRUST

DONALD FORRESTER CHARITABLE TRUST

GARFIELD WESTON FOUNDATION

ESSEITE LETRASSET LTD

HENRY SMITH CHARITY

THE INDEPENDENT BROADCASTING TELETHON TRUST LTD

THE LANKELLY FOUNDATION

MARKS & SPENCER PLC

MIDLAND BANK PLC

THE MOORES FAMILY CHARITY FOUNDATION

THE NUFFIELD PROVINCIAL HOSPITALS TRUST

THE RANK FOUNDATION

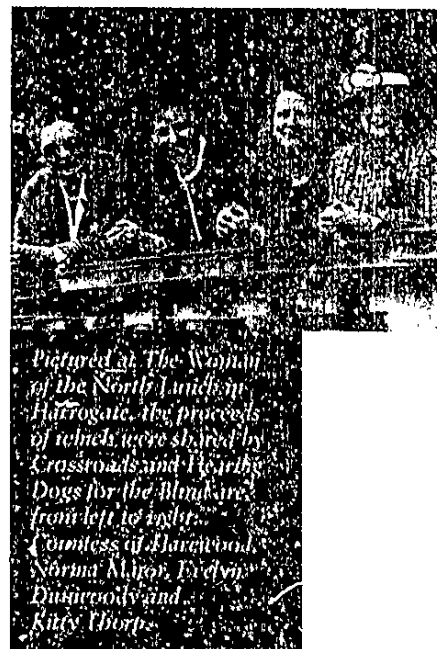
TESCO CHARITY TRUST

B R WALKER

THE WELLCOME FOUNDATION LTD



Patron, Norma Major, busting reception for Crossroads at 10 Downing Street in May attended by supporters and celebrities. Pictured here with Pauline Hart, Regional Officer Central.



Pictured at The Woman of the North Lunch in Harrogate, the proceeds of which were shared by Crossroads and Hearing Dogs for the Blind are, from left to right, Countess of Harwood, Norma Major, Evelyn Dunsire and Kitty Thorn.

"Crossroads gives me peace of mind and I can continue to work full time."

What they say about Crossroads

Photo: Sara Flannery



"When your service started, it revolutionised our attitude to looking after our daughter. We had found it increasingly hard to get competent and reliable help and I, in particular, was feeling trapped and exhausted. Being able to have a trustworthy team of helpers has given us freedom and peace of mind. Thank you."

"We have been delighted with the service we have received so far and it is a lovely thought to know we can count on you in times of distress. There are times when I wonder how long I can cope, I'm 87 in April and the joints are becoming stiff. Thank you so much for your kindness and consideration."

"Without Crossroads it would be very hard going."

"Mum is much happier the day the Crossroads lady comes."

"An extremely caring community service and much appreciated."

Abbreviated Accounts

ASSOCIATIONS OF CROSSROADS CARE ATTENDANT SCHEMES LIMITED INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDED 31ST MARCH 1993.

	1992/93		1991/92	
INCOME	£	£	£	£
Grants		317104		226103
Donations		422528		505295
Other Income		118430		104194
		<u>858062</u>		<u>835592</u>
EXPENDITURE				
Staff costs	569917		490079	
Establishment and Office costs	112123		99892	
Other expenditure	154701		139682	
Depreciation	<u>17769</u>	<u>854510</u>	<u>9404</u>	<u>739057</u>
Surplus for year		3552		96535
Transfer from/(to) designated fund		6997		(93836)
SURPLUS FOR THE YEAR RETAINED		<u>10549</u>		<u>2699</u>

ASSOCIATIONS OF CROSSROADS CARE ATTENDANT SCHEMES LIMITED BALANCE SHEET AS AT 31ST MARCH 1993.

	1993		1992	
FIXED ASSETS	£	£	£	£
Property at cost	78190		78190	
Fixtures and fittings	<u>31278</u>	109468	<u>22022</u>	100212
INVESTMENTS		417375		366325
CURRENT ASSETS	287194		297710	
CURRENT LIABILITIES	<u>(164627)</u>	<u>122567</u>	<u>(118389)</u>	<u>179321</u>
NET ASSETS		<u>649410</u>		<u>645858</u>
Represented by:-				
GENERAL FUND		161127		150578
DESIGNATED FUND		<u>488283</u>		<u>495280</u>
		<u>649410</u>		<u>645858</u>

Approved by Members of the Executive Committee 15th July 1993.

Evelyn Dunwoody
Bill Ridley

The information above has been extracted from the audited accounts for the year ended 31st March 1993. A copy of the audited accounts is available on request.

The Regional Network

ANGLIA/ESSEX

Regional Officer: *Jenny Leitch*

The Community Hospital
Radwinter Road
Saffron Walden
Essex
CB11 3HY
Telephone: 0799 522949

SCHEMES:

Basildon
Braintree & District
Breckland
Brentwood & District
Broadland
Cambridge City
South and East Cambridge
Castle Point
Chelmsford
Colchester
Downham Market & District
Epping Forest
Fakenham & District
Fenland
Great Yarmouth & District
Harlow
Huntingdonshire
Ipswich & District
Kings Lynn & District
Maldon & District
North East Norfolk
South Norfolk
Norwich City
Peterborough
Rochford
Southend
Suffolk Coastal
Mid Suffolk
West Suffolk
Tendring#
Thetford and Wayland
Thurrock
Uttlesford
Waveney

CENTRAL

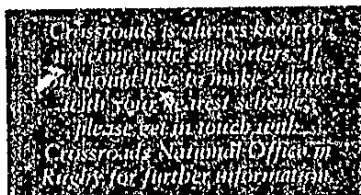
Regional Officer: *Pauline Hart*

Assistant Regional Officer:
Susan Millea (Since April 1993)

28 High Street
Winslow
Bucks
MK18 3HF
Telephone: 0296 712805

SCHEMES:

Aylesbury
East Birmingham
Bicester#
Central/South Birmingham
West Birmingham
Buckingham/Winslow & District
South & East Bucks
Coventry
Daventry
Dudley
Elstree Borehamwood & Radlett
South West Herts
Milton Keynes
Northampton



SOUTH NORTHANTS

Nuneaton & Bedworth
Oxford
South Oxfordshire
Rugby
Sandwell
Solihull
Stevenage#
Stratford upon Avon & District
Warwick & District
North Warwickshire
Welwyn Garden City
Wolverhampton
Worcester & District
Wycombe District

STEERING COMMITTEES:

Walsall
Thame/Chinnor/Wheatley

LONDON

Regional Officer: *Janet Byrne*

Information & Training Officer:
Joy Alldritt (From February 1993)

Rooms 608/609
Charitybase
50 Westminster Bridge Road
London SE1 7QY
Telephone: 071 721 7664

(Part-funded by the London
Boroughs Grants Committee)

SCHEMES:

Barnet Care Attendant Scheme
Bexley
Brent
Camden
Croydon
Enfield
Harrow#
Hammersmith & Fulham
Havering
Hillingdon
Islington
Kensington & Chelsea
Kingston upon Thames
Lambeth
Lewisham
Merton
Newham
Redbridge
Richmond upon Thames
Southwark
Sutton
Tower Hamlets
Waltham Forest
Wandsworth

STEERING COMMITTEES:

Hounslow
Faling

NORTH

Regional Officer: *Brian Foster*
(until July 1993)

The Fairnington Centre
Hexham General Hospital
Corbridge Road
Hexham
Northumberland
Telephone: 0434 600479

SCHEMES:

Carlisle & Eden District
Castle Morpeth
West Cumbria
Durham District
Fasingwa District
Gateshead
South Tyneside
Tynedale

STEERING COMMITTEES:

Aspatia
Bishop Auckland
Chester-le-Street
Darlington
Gateshead Palliative Care Group
Kewick
North Tyneside
Teesdale & Weardale
Washington

NORTH WEST

Regional Officer: *Norma Hartshorn*

Assistant Regional Officer:
Janet Owens (From May 1993)

34 Hoyle Road
Birkenhead
Wirral
L41 7BX
Telephone: 051 670 1307

SCHEMES:

Blackburn/Darwen
Bolton
Burnley & District
Bury
South Cheshire
Chester
Chorley & South Ribble
Ellesmere Port & Neston
Halton
Hyndburn
Isle of Man
Knowsley
West Lancs
The First Liverpool
Macclesfield
Manchester South
Potteries Number 1
Ribble Valley
Rochdale
St Helens & District
Salford
Sefton
North Shropshire
North Staffordshire#
Stockport
Vale Royal
Warrington
Wigan & Leigh

PATRONS

The Baroness Masham of Ilton
The Rt Hon the Lord Ashley of Stoke
Sir Roy Griffiths
The Rt Hon Alfred Morris MP
Mrs Norma Major
Mr Leonard Matthews OBE

PRESIDENT

Norman L Banner
(from October 1992)

ASSOCIATION & EXECUTIVE COMMITTEE CHAIR

Evelyn Dunwoody
(from October 1992)

ASSOCIATION & EXECUTIVE COMMITTEE VICE CHAIRS

Mike Carpenter (from October 1992)
Tess Hoyland (from October 1992)

EXECUTIVE COMMITTEE

Patricia Adams
Iris Doland
Stuart Connes
Joan Cooper
Jamie Cowan
Kathleen Dowgan
Malcolm Ellis
Diana Elsmore
Denise Fagg
Alan Heald
Paul Johnston* (Treasurer until
February 1993)
William P. Ridley* (Treasurer from
February 1993)
Kay Russell
George Smith
Ann Starkey
Harry Turner
Arthur Wood

*Notes: * denotes those members who
have served for less than a full year.*

EXECUTIVE SUB-COMMITTEES CHAIRS

EXECUTIVE BOARD

Evelyn Dunwoody

CARE PRACTICE/TRAINING

Mike Carpenter

FINANCE/FUNDRAISING

Denise Fagg

PERSONNEL

Harry Turner

COMPANY SECRETARY

Graham New

DIRECTOR

Ian Croft (until June 1993)

ASSISTANT DIRECTOR - OPERATIONS

Ann Walker (until September 1992)
Frank McCormick
(from March 1993)

ADMINISTRATOR

Joan Curbishley

APPEALS DIRECTOR

Gussie Hearsey (until July 1993)

RESOURCES & INFORMATION OFFICER

Mary Ede (from December 1992)
Regionally based; tel 0449 781616

COMPUTER DEVELOPMENT PROJECT

Dariusz Rowlands
(April - October 1993)
Regionally based; tel 0296 712805



CROSSROADS
CARING FOR CARERS

CROSSROADS

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A Company Limited by guarantee, registered in England No. 1544708
Charity Registration No. 282102

Review produced by Anita Mannell, designed by Ellis Grange

Wurral
Wrekin

STEERING COMMITTEES:
Blackpool, Wyre & Fylde
East Straths
Lichfield/Tamworth
Manchester Central
Manchester North
Newcastle under Lyme
Shrewsbury & Atcham
South Shropshire
Stafford
Trafford

NORTHERN IRELAND

Regional Officer: *Dorothy Holding*

Bryson House
38-40 Ormeau Road
Belfast
BT7 4EA
Telephone: 0232 310603

SCHEMES:
East Antrim
Armagh & Dungannon Area
Ballymena & District
Banbridge & District
East Belfast
North & West Belfast
South Belfast
Causeway
Craigavon
North Down & Ards
Downpatrick & District
Lisburn & District
Newry & Mourne

SCOTLAND

The National Association now has an agreement with Crossroads Scotland to provide mutual support to its affiliated schemes.

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or:
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SCHEMES:
Badenoch & Strathspey
Bathgate & Whirburn
Inverness
Livingston & District
Skye & Lochalsh
Sutherland

SOUTH EAST

Regional Officer: *Jacqui Wharrad*
Assistant Regional Officer Training:
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SCHEMES:
Bracknell & District
Brighton & District
Canterbury & Thanet
Chatham

Dartford & Gravesham
Elmbridge
Gillingham & Rainham
Guildford
Hastings & Rother
Hove

South East Kent
Lewes & District
Maidstone
Mole Valley
Newbury & District
Reading#
Reigate, Banstead & Horley
Rochester
Runnymede
Seaford, Eastbourne & Wealden
Sheppey
Sittingbourne
Slough
Spelthorne
Tandridge
Tonbridge, Edenbridge & Sevenoaks
Tonbridge Wells
Windsor
Woking
Worthing

STEERING COMMITTEE:
Wokingham District

SOUTH WEST

Regional Officer: *Hilary Pegler*
(until April 1993)

60 Bridge Street
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TA1 1UD
Telephone: 0823 279212

SCHEMES:
Bristol South
Cheltenham & District
Cirencester Care Square
East Devon
Exeter
Frenchay
East Kennet#
Southmead & District
Stroud & District#
Weston Super Mare & District

STEERING COMMITTEES:
Bath
Penwith
Tiverton
Mendip
Taunton Deane/West Somerset
Thamesdown
North Wiltshire

TRENT & YORKSHIRE

Regional Officer: *Anne Godfrey*

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SCHEMES:
Airedale & Bradford
Barnsley#
Buxton
Calderdale
Chesterfield & N.E. Derbyshire
Derby & South Derbyshire
Derwent & Wye Valleys
Dewsbury & District
Grimsby, Cleethorpes & Immingham

Huddersfield
South Leeds
Notis North
Rotherham
Selby#
Central Sheffield
York

STEERING COMMITTEES:

Craven
Doncaster
Kewash
Harrogate
Holderness
Hull
Louth
Nottingham City
Scunthorpe
South Derbyshire Dales

WALES

Regional Officer: *Judith Jones*

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NORTH WALES

Assistant Regional Officer:
Catherine Bassett

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Alyn & Deeside
*Arfon
Blaenau Gwent
Carmarthen
Ceredigion
Chepstow & Caldicot
Colwyn Bay
Cynon Valley
Delyn
South Glamorgan
West Glamorgan
Islwyn
Llanelli
Monmouth
Newport & District
Pembrokeshire
Porthcawl
Penarth
Rhuddlan
Torfaen
Ynys Mon
Wrexham Maelor

STEERING COMMITTEES:

Brecon
Rhayader
South Glamorgan Over 75s
Vale of Clwyd

These schemes have affiliated since 31st March 1993, and before 30th June 1993.

* Although Arfon (Wales) has been included, it is not affiliated.

Number of schemes at 31 March 1993: 212.
Number of steering committees: 45.