

**ASSOCIATION OF CROSSROADS CARE ATTENDANT SCHEMES LTD**

**ANNUAL REPORT FOR THE YEAR ENDED 31 MARCH 1998**

Registered Number 1544708

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# ASSOCIATION OF CROSSROADS CARE ATTENDANT SCHEMES LTD

## DIRECTORS' REPORT FOR THE YEAR ENDED 31 MARCH 1998

The Directors present their report and the audited financial statements for the year ended 31 March 1998.

### Constitution

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

It is a charity, number 282102, registered with the Charity Commissioners under the provisions of the Charities Act 1960. Accordingly the company is potentially exempt from tax on its charitable activities under the provisions of S505 of the Income and Corporation Taxes Act 1988 applying to charities.

### Principal Activities

The principal activity of the company is "caring for carers".

### Trustees' Report

This year's accounts are consolidated as it is the first year in which Crossroads Enterprises Ltd has been trading. This company was formed so that Crossroads merchandise could be sold and any profits covenanted over to the Association.

In relation to this year's financial performance the financial statements show a net outgoing of resources of £155,254. £242,786 relating to the restricted funds with money being held over from previous years for this years activities. The Association's unrestricted activities shows a net incoming of resources of £87,532 (consolidated figure).

The current level of the general fund stands at £355,614 (consolidated figure) which means that we have more than achieved our last years aim of four months revenue expenditure. Therefore we feel that the Association has sufficient funds available to adequately fulfil our obligations as our assets are available to cover any shortfalls.

This situation has been achieved as a result of an increase in "known income", in the form of affiliation fees and our appeals team reaching their targets in the following areas - trusts, corporates, general donations and legacies. In addition expenditure was reduced by certain posts being frozen to ensure that the Association was able to compensate for any decline in voluntary income.

## ASSOCIATION OF CROSSROADS CARE ATTENDANT SCHEMES LTD

### Trustees' Report cont

The Association is addressing the year 2000 problem by identifying a specific budget of £6,000 for I T provision to replace the equipment which may be affected. We are also undertaking discussions with various corporates about the possibility of equipment being donated.

We are pleased that the measures taken have resulted in the Association being in a far more stable financial position than we were twelve months ago and we can use this as a base from which we can build to further develop our operational activity.

### Legal and Administrative Information

|                   |                                                                                                 |
|-------------------|-------------------------------------------------------------------------------------------------|
| Registered Office | 10 Regent Place<br>Rugby<br>Warwickshire<br>CV21 2PN                                            |
| Company Secretary | Richard S Lennon FCIS                                                                           |
| Auditors          | Coopers & Lybrand<br>Cumberland House<br>35 Park Row<br>Nottingham<br>NG1 6FY                   |
| Solicitors        | Shoosmiths & Harrison<br>PO Box 2<br>Compton House<br>Abington Street<br>Northampton<br>NN1 2LR |
| Bankers           | Barclays Bank Plc<br>PO Box 11<br>North Street<br>Rugby<br>Warwickshire<br>CV21 2AN             |

## ASSOCIATION OF CROSSROADS CARE ATTENDANT SCHEMES LTD

### Legal and Administrative Information (cont)

Investment advisors                      Henderson Crosthwaite Limited  
32 St Mary At Hill  
London  
EC3P 3AJ

### Investment Powers

Henderson Crosthwaite Limited have the discretion to trade on our behalf however, at any time the Association can remove this discretion and specify what shares or gilts are to be sold or bought.

### Directors

The directors of the company who served during the year ended 31 March 1998 are listed below:-

|                    |                              |                  |
|--------------------|------------------------------|------------------|
| Mike Carpenter     | Resigned 5.12.97             |                  |
| Denise Fagg        | Resigned 3.11.97             |                  |
| Ezra Bennett       |                              |                  |
| Irene Boyd         |                              |                  |
| Pamela Buxton      | Resigned 18.5.97             |                  |
| Stuart Coates      | Resigned 3.11.97             |                  |
| Joan Cooper MBE    |                              |                  |
| Daphne Costello    |                              |                  |
| Margaret Crighton  |                              |                  |
| Mary Davies        |                              |                  |
| Kathleen Dowgun    | Resigned 1.5.97              |                  |
| Lawrence Shurman   | (Chair)                      | Resigned 24.4.97 |
| Elaine Gould       |                              |                  |
| Margaret Hardman   | (Chair) Appointed 24.4.97    |                  |
| Colin Madeley      |                              |                  |
| Peter Mayer        |                              |                  |
| Derek Perry        |                              |                  |
| William Ridley     | (Treasurer) Resigned 27.8.97 |                  |
| Steven Shaw Wright | Resigned 3.11.97             |                  |
| George Smith       |                              |                  |
| Isabel Walkinshaw  | Resigned 2.6.97              |                  |

## ASSOCIATION OF CROSSROADS CARE ATTENDANT SCHEMES LTD

### Directors (cont)

Steven Jeffrey

David Parker

Bernard Graham

Peter Carmichael

Resigned 22.12.97

Graham Bradshaw

Appointed 3.11.97 (Vice Chair) from 3.11.97

Peter Gallant

Appointed 3.11.97

Rita Godwin

Appointed 3.11.97

Patricia Ann Mullender

Appointed 3.11.97

Peter Senker

Appointed 3.11.97

### Insurance of Directors

The company maintains insurance for the directors in respect of their duties as directors of the company.

|                | 1998 | 1997 |
|----------------|------|------|
|                | £    | £    |
| Insurance Cost | 251  | 285  |

### Directors' Responsibilities

The directors are required by UK company law to prepare financial statements for each financial year that give a true and fair view of the state of affairs of the company and the group as at the end of the financial year and of the financial activities of the company and of the group for that period.

The directors confirm that suitable accounting policies have been used and applied consistently and reasonable and prudent judgements and estimates have been made in the preparation of the financial statements for the year ended 31 March 1998. The directors also confirm that applicable accounting standards have been followed and that the financial statements have been prepared on the going concern basis.

The directors are responsible for keeping proper accounting records, for safeguarding the assets of the company and of the group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

### Auditors

A resolution to re-appoint the auditors, Coopers & Lybrand, will be proposed at the annual general meeting.

### **By order of the board**

*R. S. Lennon*

**R S Lennon FCIS**

**Company Secretary**

## **ASSOCIATION OF CROSSROADS CARE ATTENDANT SCHEMES LTD**

### **Report of the auditors to members of the Association of Crossroads Care Attendant Schemes Limited**

We have audited the financial statements on pages 6 to 20.

#### **Respective responsibilities of directors and auditors**

As described on page 4, the company's directors are responsible for the preparation of the financial statements. It is our responsibility to form an independent opinion, based on our audit, on those statements and report our opinion to you.

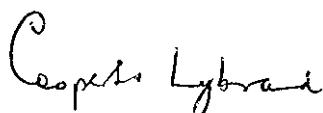
#### **Basis of opinion**

We conducted our audit in accordance with Auditing Standards issued by the Auditing Practices Board. An audit includes examination, on a test basis, of evidence relevant to the amounts and disclosures in the financial statements. It also includes an assessment of the significant estimates and judgements made by the directors in the preparation of the financial statements and of whether the accounting policies are appropriate to the company's circumstances, consistently applied and adequately disclosed.

We planned and performed our audit so as to obtain all the information and explanations which we considered necessary in order to provide us with sufficient evidence to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or other irregularity or error. In forming our opinion we also evaluate the overall adequacy of the presentation of information in the financial statements.

#### **Opinion**

In our opinion the financial statements give a true and fair view of the state of affairs of the company and the group at 31 March 1998 and of the net expenditure of the group and net movement in funds of the company and the group for the year then ended and have been properly prepared in accordance with the Companies Act 1985.



**Coopers & Lybrand  
Chartered Accountants and Registered Auditors  
Nottingham**

*29 July 1998*

**ASSOCIATION OF CROSSROADS CARE ATTENDANT SCHEMES LTD**

**CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES FOR THE YEAR**  
**ENDED 31 MARCH 1998**

**INCOMING RESOURCES**

|                          | Unrestricted<br>Funds<br>£ | Restricted<br>Funds<br>£ | Total Funds<br>31.03.98<br>£ | Total Funds<br>31.03.97<br>£ |
|--------------------------|----------------------------|--------------------------|------------------------------|------------------------------|
| Grants                   | 111,553                    | 689,550                  | 801,103                      | 763,265                      |
| General Donations        | 165,305                    | 29,565                   | 194,870                      | 351,856                      |
| Corporate Funding        | 462,607                    | 127,349                  | 589,956                      | 358,361                      |
| Membership Fees          | 312,800                    | 28,625                   | 341,425                      | 73,068                       |
| Dividends                | 24,227                     | -                        | 24,227                       | 46,274                       |
| Interest                 | 7,943                      | 1,332                    | 9,275                        | 990                          |
| Merchandising            | 54,718                     | -                        | 54,718                       | 45,245                       |
| Training                 | 56,517                     | 6,742                    | 63,259                       | 54,478                       |
| Sundry Income            | 12,921                     | -                        | 12,921                       | 9,683                        |
| Management Fee           | 118,900                    | -                        | 118,900                      | 92,918                       |
| Total incoming resources | 1,327,491                  | 883,163                  | 2,210,654                    | 1,796,138                    |

**RESOURCES USED**

**Direct Charitable Expenditure**

|                        |         |         |           |           |
|------------------------|---------|---------|-----------|-----------|
| Special Projects       | 29,430  | 149,852 | 179,282   | 233,808   |
| Salaries               | 458,927 | 664,870 | 1,123,797 | 934,570   |
| Travel and Subsistence | 51,413  | 65,723  | 117,136   | 107,461   |
| Recruitment            | 1,158   | 2,597   | 3,755     | 7,656     |
| Telephone              | 11,803  | 17,327  | 29,130    | 27,423    |
| Stationery             | 11,911  | 19,173  | 31,084    | 26,813    |
| Training               | 46,979  | 10,915  | 57,894    | 58,546    |
|                        | 611,621 | 930,457 | 1,542,078 | 1,396,277 |

# ASSOCIATION OF CROSSROADS CARE ATTENDANT SCHEMES LTD

## Other Expenditure (consolidated)

|                                                           | Note | Unrestricted<br>Funds<br>£ | Restricted<br>Funds<br>£ | Total Funds<br>31.03.98<br>£ | Total Funds<br>31.03.97<br>£ |
|-----------------------------------------------------------|------|----------------------------|--------------------------|------------------------------|------------------------------|
| Fundraising                                               | 4    | 83,590                     | 13,237                   | 96,827                       | 97,404                       |
| Administration                                            | 5    | 544,748                    | 182,255                  | 727,003                      | 798,469                      |
|                                                           |      | <u>628,338</u>             | <u>195,492</u>           | <u>823,830</u>               | <u>895,873</u>               |
| Total resources used                                      |      | <u>1,239,959</u>           | <u>1,125,949</u>         | <u>2,365,908</u>             | <u>2,292,150</u>             |
| <u>Net incoming/(outgoing)<br/>resources for the year</u> |      | 87,532                     | (242,786)                | (155,254)                    | (496,012)                    |
| <u>Gains and losses on<br/>investment assets</u>          |      |                            |                          |                              |                              |
| Unrealised                                                |      | 52,128                     | -                        | 52,128                       | 37,486                       |
| Net movements in funds                                    |      | <u>139,660</u>             | <u>(242,786)</u>         | <u>(103,126)</u>             | <u>(458,526)</u>             |
| Balances brought forward<br>1 April 1997                  |      | 326,066                    | 490,527                  | 816,593                      | 1,275,119                    |
| Balances carried forward<br>31 March 1998                 |      | <u>465,726</u>             | <u>247,741</u>           | <u>713,467</u>               | <u>816,593</u>               |

The notes on pages 13 to 20 form part of these accounts

**ASSOCIATION OF CROSSROADS CARE ATTENDANT SCHEMES LTD**

**CONSOLIDATED SUMMARY INCOME AND EXPENDITURE ACCOUNT**  
**FOR THE YEAR ENDED 31 MARCH 1998**

|                                                | Note | 1998<br>£        | 1997<br>£        |
|------------------------------------------------|------|------------------|------------------|
| Total income of continuing activities          |      | 2,201,379        | 1,795,148        |
| Total expenditure of continuing activities     |      | 2,363,687        | 2,292,150        |
| Operating deficit                              |      | <u>(162,308)</u> | <u>(497,002)</u> |
| Interest Receivable                            |      | 9,275            | 990              |
| Deficit on ordinary activities before taxation |      | <u>(153,033)</u> | <u>(496,012)</u> |
| Taxation                                       | 13   | 2,221            |                  |
| Retained deficit for the year                  |      | <u>(155,254)</u> | <u>(496,012)</u> |

Total income comprises £1,319,498 for unrestricted funds and £881,831 for restricted funds. A detailed analyses of income by source is provided in the Statement of Financial Activities.

Turnover of non-charitable trading activities amounted to £223,190. A detailed analysis is shown in note 7.

Detailed analyses of the expenditure are provided in the Statement of Financial Activities and Notes 4 and 5.

The Summary of Income and Expenditure Account is derived from the Statement of Financial Activities on pages 6 and 7 which together with the notes to the accounts on pages 13 to 20 provides full information on the movements during the year on all the funds of the group.

**ASSOCIATION OF CROSSROADS CARE ATTENDANT SCHEMES LTD**

**STATEMENT OF FINANCIAL ACTIVITIES FOR THE YEAR ENDED**  
**31 MARCH 1998**

**INCOMING RESOURCES**

|                          | <b>Unrestricted<br/>Funds<br/>£</b> | <b>Restricted<br/>Funds<br/>£</b> | <b>Total Funds<br/>31.03.98<br/>£</b> | <b>Total Funds<br/>31.03.97<br/>£</b> |
|--------------------------|-------------------------------------|-----------------------------------|---------------------------------------|---------------------------------------|
| Grants                   | 111,553                             | 689,550                           | 801,103                               | 763,265                               |
| General Donations        | 165,305                             | 29,565                            | 194,870                               | 351,856                               |
| Corporate Funding        | 457,607                             | 127,349                           | 584,956                               | 358,361                               |
| Membership Fees          | 264,037                             | 28,625                            | 292,662                               | 73,068                                |
| Dividends                | 28,367                              | -                                 | 28,367                                | 46,274                                |
| Interest                 | 7,943                               | 1,332                             | 9,275                                 | 990                                   |
| Merchandising            | 1,725                               | -                                 | 1,725                                 | 45,245                                |
| Training                 | 56,517                              | 6,742                             | 63,259                                | 54,478                                |
| Sundry Income            | 6,049                               | -                                 | 6,049                                 | 9,683                                 |
| Subsidiary Income        | 43,940                              | -                                 | 43,940                                | -                                     |
| Management Fee           | 118,900                             | -                                 | 118,900                               | 92,918                                |
| Total incoming resources | <u>1,261,943</u>                    | <u>883,163</u>                    | <u>2,145,106</u>                      | <u>1,796,138</u>                      |

**RESOURCES USED**

**Direct Charitable Expenditure**

|                        |                |                |                  |                  |
|------------------------|----------------|----------------|------------------|------------------|
| Special Projects       | 29,430         | 149,852        | 179,282          | 233,808          |
| Salaries               | 458,927        | 664,870        | 1,123,797        | 934,570          |
| Travel and Subsistence | 51,413         | 65,723         | 117,136          | 107,461          |
| Recruitment            | 1,158          | 2,597          | 3,755            | 7,656            |
| Telephone              | 11,803         | 17,327         | 29,130           | 27,423           |
| Stationery             | 11,911         | 19,173         | 31,084           | 26,813           |
| Training               | 46,980         | 10,915         | 57,895           | 58,546           |
|                        | <u>611,622</u> | <u>930,457</u> | <u>1,542,079</u> | <u>1,396,277</u> |

# ASSOCIATION OF CROSSROADS CARE ATTENDANT SCHEMES LTD

## Other Expenditure

|                                                           | Note | Unrestricted<br>Funds<br>£ | Restricted<br>Funds<br>£ | Total Funds<br>31.03.98<br>£ | Total Funds<br>31.03.97<br>£ |
|-----------------------------------------------------------|------|----------------------------|--------------------------|------------------------------|------------------------------|
| Fundraising                                               | 4    | 47,975                     | 13,237                   | 61,212                       | 97,404                       |
| Administration                                            | 5    | 521,950                    | 182,255                  | 704,205                      | 798,469                      |
|                                                           |      | <u>569,925</u>             | <u>195,492</u>           | <u>765,417</u>               | <u>895,873</u>               |
| Total resources used                                      |      | <u>1,181,547</u>           | <u>1,125,949</u>         | <u>2,307,496</u>             | <u>2,292,150</u>             |
| <u>Net incoming/(outgoing)<br/>resources for the year</u> |      | 80,396                     | (242,786)                | (162,390)                    | (496,012)                    |
| <u>Gains and losses on<br/>investment assets</u>          |      |                            |                          |                              |                              |
| Unrealised                                                |      | 52,128                     | -                        | 52,128                       | 37,486                       |
| Net movements in funds                                    |      | <u>132,524</u>             | <u>(242,786)</u>         | <u>(110,262)</u>             | <u>(458,526)</u>             |
| Balances brought forward<br>1 April 1997                  |      | 326,066                    | 490,527                  | 816,593                      | 1,275,119                    |
| Balances carried forward<br>31 March 1998                 |      | <u>458,590</u>             | <u>247,741</u>           | <u>706,331</u>               | <u>816,593</u>               |

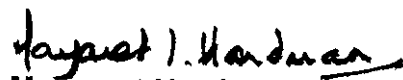
The notes on pages 13 to 20 form part of these accounts

**ASSOCIATION OF CROSSROADS CARE ATTENDANT SCHEMES LTD**

**CONSOLIDATED BALANCE SHEET AT 31 MARCH 1998**

|                                                                 | Note | 1998<br>£      | 1997<br>£      |
|-----------------------------------------------------------------|------|----------------|----------------|
| <b><u>Fixed Assets</u></b>                                      |      |                |                |
| Tangible fixed assets                                           | 8    | 92,520         | 149,920        |
| <b><u>Current Assets</u></b>                                    |      |                |                |
| Investments                                                     | 10   | 475,326        | 631,969        |
| Stocks                                                          |      | 1,351          | 5,734          |
| Debtors                                                         | 11   | 68,417         | 57,117         |
| Cash at bank and in hand                                        |      | 205,554        | 120,421        |
|                                                                 |      | <u>750,648</u> | <u>815,241</u> |
| <b><u>Creditors:</u></b> amounts falling due<br>within one year | 12   | <u>129,701</u> | <u>148,568</u> |
| <b><u>Net Current Assets</u></b>                                |      | 620,947        | 666,673        |
| <b><u>Net Assets</u></b>                                        |      | <u>713,467</u> | <u>816,593</u> |
| <b><u>Funds</u></b>                                             |      |                |                |
| Unrestricted:                                                   |      |                |                |
| General reserve                                                 | 16   | 355,614        | 199,530        |
| Revaluation reserve                                             | 16   | 110,112        | 126,536        |
| Restricted reserve                                              | 16   | 247,741        | 490,527        |
|                                                                 |      | <u>713,467</u> | <u>816,593</u> |

The financial statements were approved by the board on 7 July 1998 and were signed on its behalf by:

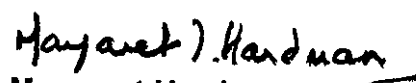
  
Margaret Hardman  
Chair

**ASSOCIATION OF CROSSROADS CARE ATTENDANT SCHEMES LTD**

**BALANCE SHEET AT 31 MARCH 1998**

|                                                                 | Note | 1998<br>£      | 1997<br>£      |
|-----------------------------------------------------------------|------|----------------|----------------|
| <b><u>Fixed Assets</u></b>                                      |      |                |                |
| Tangible fixed assets                                           | 8    | 92,520         | 149,920        |
| <b><u>Current Assets</u></b>                                    |      |                |                |
| Investments                                                     | 10   | 475,326        | 631,969        |
| Stock                                                           |      | -              | 5,734          |
| Debtors                                                         | 11   | 70,302         | 57,117         |
| Cash at bank and in hand                                        |      | 182,462        | 120,421        |
|                                                                 |      | <u>728,090</u> | <u>815,241</u> |
| <b><u>Creditors:</u></b> amounts falling due<br>within one year | 12   | <u>114,279</u> | <u>148,568</u> |
| <b><u>Net Current Assets</u></b>                                |      | 613,811        | 666,673        |
| <b><u>Net Assets</u></b>                                        |      | <u>706,331</u> | <u>816,593</u> |
| <b><u>Funds</u></b>                                             |      |                |                |
| Unrestricted:                                                   |      |                |                |
| General reserve                                                 | 17   | 348,478        | 199,530        |
| Revaluation reserve                                             | 17   | 110,112        | 126,536        |
| Restricted reserve                                              | 17   | 247,741        | 490,527        |
|                                                                 |      | <u>706,331</u> | <u>816,593</u> |

The financial statements were approved by the board on 7 July 1998 and were signed on its behalf by:

  
Margaret Hardman  
Chair

## **ASSOCIATION OF CROSSROADS CARE ATTENDANT SCHEMES LTD**

### **1. ACCOUNTING POLICIES**

The financial statements have been prepared in accordance with applicable Accounting Standards in the United Kingdom and the Statement of Recommended Accounting Practice (SORP) October 1995. A summary of the more important accounting policies which have been applied consistently, is set out below:-

#### **a) Basis of Accounting**

The financial statements have been prepared under the historical cost convention, with the exception of listed investments which are stated at market value.

#### **b) Cashflow Statement**

A cashflow statement is not presented as the group is entitled to the exemptions available in sections 246 to 249 of the Companies Act 1985 and accordingly Financial Reporting Standard 1 does not apply.

#### **c) Tangible Fixed Assets**

The cost of tangible fixed assets is their purchase cost, together with any incidental costs of acquisition.

Depreciation is calculated so as to write off the cost of tangible fixed assets, less their estimated residual values, on a straight line basis over the expected useful economic lives of the assets concerned. The principal annual rates used for this purpose are:-

|                       | %   |
|-----------------------|-----|
| Freehold Buildings    | 2.5 |
| Motor Vehicles        | 25  |
| Fixtures and Fittings | 25  |

#### **d) Investments**

Investments are stated at their market value as determined by our investment advisors.

#### **e) Stock**

Stock is stated at the lower of cost and net realisable value. In general, cost is determined on a first in first out basis. Where necessary provision is made for obsolete, slow moving and defective stock.

#### **f) Pension Costs**

The company operates a defined contribution pension scheme for certain employees. The company funds pension liabilities by payments to a separately managed pension fund. Payments made to the fund are charged in the financial statements in the period to which they relate.

## ASSOCIATION OF CROSSROADS CARE ATTENDANT SCHEMES LTD

### g) Donations, Grants and other Voluntary Income

Voluntary income is accounted for when received.

Donations and Grants that are given for a specific purpose are treated as income in the year of receipt.

## 2. DIRECTORS' EMOLUMENTS

The directors received no salary in the year.

|                     | 1998   | 1997   |
|---------------------|--------|--------|
|                     | £      | £      |
| Total expenses paid | 21,874 | 20,687 |

## 3. OVERHEAD COSTS

### a) Direct Charitable Expenditure

Under this heading are the costs for the schemes, projects and divisional offices.

These are the costs that relate directly to the charitable activities of the Association.

### b) Administration

Included under this heading are central office costs, appeals department and scheme, project and divisional offices administration costs.

## 4. FUNDRAISING

|                    | Group                      |                          |                              | Company                    |                          |                              | Total Funds<br>31.03.97<br>£ |
|--------------------|----------------------------|--------------------------|------------------------------|----------------------------|--------------------------|------------------------------|------------------------------|
|                    | Unrestricted<br>Funds<br>£ | Restricted<br>Funds<br>£ | Total Funds<br>31.03.98<br>£ | Unrestricted<br>Funds<br>£ | Restricted<br>Funds<br>£ | Total Funds<br>31.03.98<br>£ |                              |
| PR and Fundraising | 46,846                     | 13,237                   | 60,083                       | 46,846                     | 13,237                   | 60,083                       | 69,571                       |
| Merchandising      | 36,744                     | -                        | 36,744                       | 1,129                      | -                        | 1,129                        | 27,833                       |
|                    | 83,590                     | 13,237                   | 96,827                       | 47,975                     | 13,237                   | 61,212                       | 97,404                       |

## ASSOCIATION OF CROSSROADS CARE ATTENDANT SCHEMES LTD

|                                | Unrestricted<br>Funds<br>£ | Group<br>Restricted<br>Funds<br>£ | Total Funds<br>31.03.98<br>£ | Unrestricted<br>Funds<br>£ | Company<br>Restricted<br>Funds<br>£ | Total Funds<br>31.03.98<br>£ | Total Funds<br>31.03.97<br>£ |
|--------------------------------|----------------------------|-----------------------------------|------------------------------|----------------------------|-------------------------------------|------------------------------|------------------------------|
| <b>5. ADMINISTRATION</b>       |                            |                                   |                              |                            |                                     |                              |                              |
| Salaries                       | 290,145                    | -                                 | 290,145                      | 276,628                    | -                                   | 276,628                      | 347,003                      |
| Travel and Subsistence         | 34,755                     | -                                 | 34,755                       | 33,410                     | -                                   | 33,410                       | 44,662                       |
| Recruitment                    | 8,224                      | -                                 | 8,224                        | 8,224                      | -                                   | 8,224                        | 765                          |
| Rent and Rates                 | 42,645                     | 30,906                            | 73,551                       | 42,645                     | 30,906                              | 73,551                       | 66,905                       |
| Insurance                      | 4,575                      | 2,827                             | 7,402                        | 4,575                      | 2,827                               | 7,402                        | 4,286                        |
| Light and Heat                 | 3,447                      | 1,231                             | 4,678                        | 3,447                      | 1,231                               | 4,678                        | 5,566                        |
| Repairs and Maintenance        | 22,218                     | 4,936                             | 27,154                       | 22,143                     | 4,936                               | 27,079                       | 14,758                       |
| Telephone                      | 6,294                      | -                                 | 6,294                        | 6,294                      | -                                   | 6,294                        | 8,032                        |
| Postage                        | 15,726                     | 5,162                             | 20,888                       | 14,526                     | 5,162                               | 19,688                       | 18,853                       |
| Stationery                     | 11,568                     | -                                 | 11,568                       | 10,380                     | -                                   | 10,380                       | 22,557                       |
| Legal and Professional         | 11,971                     | 3,608                             | 15,579                       | 10,735                     | 3,608                               | 14,343                       | 25,494                       |
| Audit Fees                     | 7,000                      | -                                 | 7,000                        | 5,000                      | -                                   | 5,000                        | 6,000                        |
| Training                       | 3,307                      | -                                 | 3,307                        | 3,307                      | -                                   | 3,307                        | 4,301                        |
| Subscriptions                  | 5,748                      | 634                               | 6,382                        | 5,748                      | 634                                 | 6,382                        | 7,600                        |
| Bank Charges                   | 84                         | 287                               | 371                          | 84                         | 287                                 | 371                          | 159                          |
| AGM and Annual Review          | 16,082                     | -                                 | 16,082                       | 16,082                     | -                                   | 16,082                       | 21,056                       |
| Welsh Committee Expenses       | -                          | 11,435                            | 11,435                       | -                          | 11,435                              | 11,435                       | 11,284                       |
| Non recoverable VAT            | 12,685                     | -                                 | 12,685                       | 12,685                     | -                                   | 12,685                       | 44,211                       |
| Sundry Expenses                | 244                        | 2,329                             | 2,573                        | 228                        | 2,329                               | 2,557                        | 10,808                       |
| Management Fees                | -                          | 118,900                           | 118,900                      | -                          | 118,900                             | 118,900                      | 89,918                       |
| Profit on sale of Fixed Assets | (285)                      | -                                 | (285)                        | (285)                      | -                                   | (285)                        | (678)                        |
| Profit on sale of Investments  | (7,280)                    | -                                 | (7,280)                      | (7,280)                    | -                                   | (7,280)                      | (1,372)                      |
| Taxation                       | 2,221                      | -                                 | 2,221                        | -                          | -                                   | -                            | -                            |
| Depreciation                   | 53,374                     | -                                 | 53,374                       | 53,374                     | -                                   | 53,374                       | 46,301                       |
|                                | <u>544,748</u>             | <u>182,255</u>                    | <u>727,003</u>               | <u>521,950</u>             | <u>182,255</u>                      | <u>704,205</u>               | <u>798,469</u>               |

## **6. TOTAL STAFF COSTS**

|                       | Group<br>1998<br>£ | Company<br>1998<br>£ | 1997<br>£        |
|-----------------------|--------------------|----------------------|------------------|
| Wages and Salaries    | 1,280,081          | 1,268,531            | 1,136,598        |
| Social Security Costs | 90,912             | 89,753               | 98,099           |
| Pension Costs         | 42,949             | 42,141               | 46,876           |
|                       | <u>1,413,942</u>   | <u>1,400,425</u>     | <u>1,281,573</u> |

The average monthly number of employees during the year was:-

115

115

93

## **7. NET INCOME FROM SUBSIDIARY TRADING ACTIVITIES**

The Charity has one wholly owned trading subsidiary Crossroads Enterprises Ltd which operates as a general commercial company selling merchandise. A summary of its trading results is shown below. Audited accounts will be filed with the Registrar of Companies

### **Profit and Loss Account**

### **Crossroads Enterprises Ltd**

£

|                        |                |
|------------------------|----------------|
| Turnover               | 223,190        |
| Cost of sales          | <u>145,177</u> |
| Gross Profit           | 78,013         |
| Administrative costs   | <u>68,656</u>  |
| Net Profit             | 9,357          |
| Taxation               | <u>2,221</u>   |
| Retained in Subsidiary | <u>7,136</u>   |

## ASSOCIATION OF CROSSROADS CARE ATTENDANT SCHEMES LTD

### 8. TANGIBLE FIXED ASSETS

| Group and company        | Freehold<br>land &<br>buildings<br>£ | Motor<br>vehicles<br>£ | Fixtures &<br>fittings<br>£ | Total<br>£     |
|--------------------------|--------------------------------------|------------------------|-----------------------------|----------------|
| <u>Cost or Valuation</u> |                                      |                        |                             |                |
| At 1 April 1997          | 75,000                               | 30,067                 | 233,509                     | 338,576        |
| Additions                | -                                    | -                      | 1,125                       | 1,125          |
| Disposals                | -                                    | (16,783)               | (144,844)                   | (161,627)      |
| At 31 March 1998         | <u>75,000</u>                        | <u>13,284</u>          | <u>89,790</u>               | <u>178,074</u> |

#### Depreciation

|                         |              |               |               |               |
|-------------------------|--------------|---------------|---------------|---------------|
| At 1 April 1997         | 3,750        | 15,925        | 168,981       | 188,656       |
| Charge for the year     | 1,875        | 4,438         | 47,061        | 53,374        |
| Write back on disposals | -            | (8,704)       | (147,772)     | (156,476)     |
| At 31 March 1998        | <u>5,625</u> | <u>11,659</u> | <u>68,270</u> | <u>85,554</u> |

#### Net Book Value

|                  |               |               |               |                |
|------------------|---------------|---------------|---------------|----------------|
| At 31 March 1998 | <u>69,375</u> | <u>1,625</u>  | <u>21,520</u> | <u>92,520</u>  |
| At 31 March 1997 | <u>71,250</u> | <u>14,142</u> | <u>64,528</u> | <u>149,920</u> |

Any gifts of assets have not been capitalised on the basis that they are not material.

### 9. GRANTS

The following material grants were received in the year:

|                                      | £       |
|--------------------------------------|---------|
| Department of Health                 | 80,000  |
| DSS Northern Ireland                 | 19,180  |
| Welsh Office                         | 114,928 |
| Cheshire Health Authority            | 73,106  |
| St Helens Local and Health Authority | 63,920  |
| Surrey County Council                | 61,375  |
| Leicester City Council               | 100,880 |
| Norfolk County Council               | 191,540 |

## ASSOCIATION OF CROSSROADS CARE ATTENDANT SCHEMES LTD

### 10. INVESTMENTS

| Group and company                               | 1998<br>£      | 1997<br>£      |
|-------------------------------------------------|----------------|----------------|
| Market Value at 1 April 1997                    | 631,969        | 962,474        |
| Less: Disposals at opening book value           | (446,235)      | (696,617)      |
| Add: Acquisitions at cost                       | 237,464        | 328,626        |
| Add: Net gains on revaluations at 31 March 1998 | 52,128         | 37,486         |
| Market Value at 31 March 1998                   | <u>475,326</u> | <u>631,969</u> |
| Historical cost at 31 March 1998                | <u>365,214</u> | <u>505,433</u> |

The investments are classified as current assets as they are held so that they can be sold in order to realise cash. The sale proceeds are not reinvested but are used to fund the Associations activities.

The investments comprise of 56% Gilts and 44% Shares that are listed on a recognised stock exchange.

The market value of material investments at 31 March 1998 are listed below:-  
£

|                             |        |
|-----------------------------|--------|
| HSBC Holdings               | 25,324 |
| Johnson Matthey             | 25,359 |
| Unilever                    | 26,193 |
| Shell Transport and Trading | 26,340 |
| Mercury Fund Managers       | 34,694 |
| Treasury 9% STK 2000        | 61,017 |
| Treasury 7% STK 2001        | 46,710 |
| Treasury 63/4% STK 2004     | 77,613 |
| Treasury 73/4% STK 2006     | 58,979 |

Some of the investments are held on behalf of the restricted funds. The investments are not specific to any one restricted fund but to the restricted funds as a whole. Any increase/decrease in value that occurs on the investments is attributable to the general fund.

## ASSOCIATION OF CROSSROADS CARE ATTENDANT SCHEMES LTD

### 11. DEBTORS

|               | Group<br>1998<br>£ | Company<br>1998<br>£ | 1997<br>£     |
|---------------|--------------------|----------------------|---------------|
| Trade Debtors | 12,576             | 5,651                | 7,300         |
| Other Debtors | 46,078             | 54,889               | 18,249        |
| Prepayments   | 9,763              | 9,763                | 31,568        |
|               | <u>68,417</u>      | <u>70,303</u>        | <u>57,117</u> |

### 12. CREDITORS: amounts falling due within one year

|                                    |                |                |                |
|------------------------------------|----------------|----------------|----------------|
| Trade Creditors                    | 46,773         | 40,722         | 76,060         |
| Social Security and other Taxation | 57,916         | 26,546         | 35,695         |
| Accruals                           | 25,012         | 47,011         | 36,813         |
|                                    | <u>129,701</u> | <u>114,279</u> | <u>148,568</u> |

### 13. TAXATION

|                                      |              |   |   |
|--------------------------------------|--------------|---|---|
| Taxation on chargeable profits @ 23% | <u>2,221</u> | - | - |
|--------------------------------------|--------------|---|---|

### 14. MANAGED SCHEMES

One scheme was managed in the year but has not been incorporated in the financial statements as it is not considered to be material.

Blackburn and Darwen      1 August 1997 - 31 March 1998

|              |        |
|--------------|--------|
|              | £      |
| Total Income | 43,077 |
| Deficit      | 499    |

The net assets at 31 March 1998 were £3,055

### 15. CAPITAL COMMITMENTS

There are no capital commitments at the year end (1997 £nil)

# ASSOCIATION OF CROSSROADS CARE ATTENDANT SCHEMES LTD

## 16. RESERVES FOR THE GROUP

|                                               | General<br>Fund<br>£ | Restricted<br>Funds<br>£ | Revaluation<br>Reserve<br>£ | Total<br>£     |
|-----------------------------------------------|----------------------|--------------------------|-----------------------------|----------------|
| At 1 April 1997                               | 199,530              | 490,527                  | 126,536                     | 816,593        |
| Incoming/(outgoing) resources<br>for the year | 87,532               | (242,786)                | -                           | (155,850)      |
| Revaluation surplus on investments            | -                    | -                        | 52,128                      | 52,128         |
| Realisation of gain on investments            | 68,552               | -                        | (68,552)                    | -              |
| At 31 March 1998                              | <u>355,614</u>       | <u>247,741</u>           | <u>110,112</u>              | <u>713,467</u> |

Assets specifically held for use within the restricted funds are:

|              |                |
|--------------|----------------|
| Cash at bank | 171,382        |
| Gilts        | 76,359         |
|              | <u>247,741</u> |

## 17. RESERVES FOR THE COMPANY

|                                               | General<br>Fund<br>£ | Restricted<br>Funds<br>£ | Revaluation<br>Reserve<br>£ | Total<br>£     |
|-----------------------------------------------|----------------------|--------------------------|-----------------------------|----------------|
| At 1 April 1997                               | 199,530              | 490,527                  | 126,536                     | 816,593        |
| Incoming/(outgoing) resources<br>for the year | 80,396               | (242,786)                | -                           | (162,985)      |
| Revaluation surplus on investments            | -                    | -                        | 52,128                      | 52,128         |
| Realisation of gain on investments            | 68,552               | -                        | (68,552)                    | -              |
| At 31 March 1998                              | <u>348,478</u>       | <u>247,741</u>           | <u>110,112</u>              | <u>706,331</u> |

Assets specifically held for use within the restricted funds are:

|              |                |
|--------------|----------------|
| Cash at bank | 171,382        |
| Gilts        | 76,359         |
|              | <u>247,741</u> |

## **ASSOCIATION OF CROSSROADS CARE ATTENDANT SCHEMES LTD**

### **18. RESTRICTED FUNDS**

The income funds of the charity include restricted funds comprising the following unexpended balances of donations and grants held on trust to be applied for specific purposes:

|                             | <b>Balance<br/>1 April<br/>1997<br/>£</b> | <b>Net<br/>movement<br/>in funds<br/>£</b> | <b>Balance<br/>31 March<br/>1998<br/>£</b> |
|-----------------------------|-------------------------------------------|--------------------------------------------|--------------------------------------------|
| Ware Scheme                 | 81,876                                    | (46,413)                                   | 35,463                                     |
| Teesdale Scheme             | 66,865                                    | (42,333)                                   | 24,532                                     |
| Wales Division              | 4,124                                     | 11,047                                     | 15,171                                     |
| Community Development Fund  | 65,509                                    | (65,509)                                   | -                                          |
| Young Carer Projects        | 95,571                                    | 6,670                                      | 102,241                                    |
| Other Projects              | 45,189                                    | (39,125)                                   | 6,064                                      |
| Norfolk Projects            | 112,625                                   | (71,357)                                   | 41,268                                     |
| Wales Lottery               | 2,768                                     | 3,185                                      | 5,953                                      |
| Northern Ireland Lottery    | -                                         | 4,197                                      | 4,197                                      |
| Bridgehouse Funding         | -                                         | 5,112                                      | 5,112                                      |
| Leicester City              | -                                         | 4,199                                      | 4,199                                      |
| Welwyn Hatfield             | -                                         | 3,541                                      | 3,541                                      |
| Prudential Division Funding | 16,000                                    | (16,000)                                   | -                                          |
|                             | <b>490,527</b>                            | <b>(242,786)</b>                           | <b>247,741</b>                             |