

Crossroads Association

Registered Number 1544708

Report and Financial Statements

Year Ended 31 March 2010



Crossroads Association

Annual report and financial statements for the year ended 31 March 2010

Contents

Page

1	Trustees' report
15	Report of the auditors
17	Consolidated statement of financial activities
19	Consolidated balance sheet
20	Balance sheet
21	Notes to the financial statements

Crossroads Association

Trustees' report for the year ended 31 March 2010

The Trustees present their annual report and the audited financial statements for the year ended 31 March 2010

Reference and administrative details

Charity number	282102
Company number	1544708
Principal address	10 Regent Place, Rugby, Warwickshire, CV21 2PN

Directors and trustees

The directors of the charitable company are its trustees for the purpose of charity law

The directors of the company who served during the year ended 31 March 2010 are listed as follows

Esrald Bennett
Ralph Cartwright (Treasurer to 18 November 2009)
Mark Currie (Treasurer from 18 November 2009)
Elin Fitzpatrick (from 18 November 2009)
Robin Foster (Vice Chair)
Patrick Healy
Peter Mayer
John Oldham
Sohail Rasul (from 18 November 2009)
Merfyn Roberts
David Stone
David Wright (Chair)

There were no appointments since the year-end

Chief Executive Officer	Anne Roberts
Auditors,	BDO LLP, 125 Colmore Row, Birmingham West Midlands B3 3SD
Solicitors,	Hill Hofstetter LLP, Trigen House, Central Boulevard, Blythe Valley Park, Solihull B90 8AB
Bankers,	Barclays Bank Plc, PO Box 11, North Street, Rugby, Warwickshire CV21 2AN Co-operative Bank, PO Box 101, 1 Balloon Street, Manchester M60 4EP
Investment Advisors	Barclays Personal Investment Management Eagle Court, Lynch Wood, Peterborough PE2 6WY

Structure, Governance, and Management

Governing Document

Crossroads Association, a company limited by guarantee, is a registered charity governed by its Memorandum and Articles of Association adopted on 3 November 1999, amended by special resolution on 5 November 2003, and 14 November 2006

Crossroads Association and its Member Schemes are collectively referred to as Crossroads Care

Crossroads Association

Trustees' report for the year ended 31 March 2010 (*Continued*)

Appointment of Trustees

The Memorandum and Articles of Association of Crossroads Association set out the conditions under which Trustees are appointed and prescribe the election process. These include

- The Board determines, by ordinary resolution, the number of trustees, which shall be not less than five and not more than seventeen. It is currently eleven.
- At every Annual General Meeting, one third of the Board of Trustees, or the number nearest to a third, who have been the longest in office, shall retire.
- The Electoral Reform Society conducts the process for electing trustees.
- Retiring trustees can be re-elected unless at the date of reappointment they would have served as a Trustee for a continuous period of six years in which case they may only be appointed by special resolution of the Board.
- The Board of Trustees annually appoints unremunerated executive officers (Chair, Vice-Chair and Treasurer), these trustees are not subject to retirement by rotation.
- The Board may appoint a person to fill a casual vacancy or as an additional trustee if specific skills are required. Such appointments run until the next Annual General Meeting.

The charity maintains insurance for the Trustees in respect of their duties as Trustees of the charity

	2010 £	2009 £
Insurance cost	515	364

Trustee induction and training

New trustees undergo an orientation day to brief them on

- Their legal obligations under charity and company law
- The content of the Memorandum and Articles of Association
- The committee and decision making processes
- The business plan and recent financial performance of the charity

During the induction day they will meet key employees and other trustees. Trustees are encouraged to attend appropriate external and internal training events where these will facilitate the undertaking of their role.

Crossroads Association

Trustees' report for the year ended 31 March 2010 (Continued)

Organisation

Overview

The Board of Trustees administers the charity. The Board meets at least quarterly and during the year there have been sub-committees to cover

- Finance and general purposes
- Policy performance and membership
- Wales
- Strategy

The Chief Executive is appointed by the Trustees to manage the day to day operations of the charity. To facilitate effective operations, the Chief Executive has delegated authority, from the Trustees, for operational matters including care provision, fundraising, finance and employment.

The Board

The Board is collectively responsible for setting of the Association's objectives and business plans, providing effective leadership, setting an effective framework of prudent controls to enable risk within the business to be managed, and reviewing on an ongoing basis the performance of the Association.

The Board reserves the making of certain decisions to itself and in other cases delegates the power to sub-committees or to the decision of the Chief Executive and executive management. The areas the board has reserved to itself include

- Corporate governance
- Approval of strategy
- Approval of the budget and business plan
- Approval of major capital expenditure contracts
- Approval of accounting policies particularly policies on reserves and investments
- Approving the senior management establishment levels
- Authority to amend the salary scale
- Approval of other employment terms and conditions
- Authority to terminate contracts of employment for the Chief Executive and senior management
- Approval of the annual accounts
- Managing risk

The board sub-committees report to the Board on their activities as appropriate during the year.

In addition to attending Board and sub-committee meetings the Trustees also make themselves available between the scheduled meetings to attend other meetings and to provide guidance and advice as appropriate in relation to the business activities of the Association. The contribution of individual Trustees should not therefore be assessed solely by reference to the number of meetings attended. When Trustees were unable to attend meetings because of business or personal commitments they had the opportunity to review the papers beforehand and raise issues or questions with the Chair or sub-committee chair as appropriate.

Board sub-committees

Four sub-committees have worked in the year to assist decision making and internal governance. Their respective main responsibilities are

Crossroads Association

Trustees' report for the year ended 31 March 2010 (Continued)

Finance and General Purposes

- Recommend the annual budget for the Association and changes to it
- Monitor all aspects of financial performance and make appropriate recommendations to the Board
- Agree procedures for financial controls
- Agree senior management levels and recommend levels of remuneration
- Produce a risk register for the Board and deal with matters of Health & Safety
- Act as the Audit Committee

Policy, Performance and Membership

- Deal with membership issues, including the production of a Member Scheme Agreement for approval by the Board
- Sponsor and support the development and delivery of policies, in accordance with the Policy Framework, and recommend to the Board for approval
- Sponsor and support the development of the Quality Assurance System, including the audit programme, and consider CROQUET audit reports on behalf of the Board

Wales

- Advise the Board on the distinctive features of Welsh legislation and recommend strategies for the work of Crossroads Association in Wales
- Ensure compliance with Welsh Assembly Government funding conditions

Strategy

- Sponsor and provide oversight of the Strategic Review
- Determine how the Review shall be taken forward
- Provide oversight of the Project Team
- Oversee implementation of the results of the Review

Directors' team (DT)

The purpose of this senior team is to assist the Chief Executive in the exercise of her responsibilities in respect of the Association. The DT comprises the Chief Executive, Support Services Director, Business Development Director, Director for Wales and the Chief Executive's Executive Assistant. The DT meets on a monthly basis to review business activities and take decisions on all significant business issues that are not reserved to the Board. The DT assists in the formulation of strategy for the Association and provides an additional level of monitoring on business performance.

Board and sub committee evaluation

The Board has in place a comprehensive appraisal system for the Board and individual Trustees.

In order to ensure that the Board attracts and maintains trustees with the appropriate range of skills an audit was conducted to map the existing skill base and identify gaps that would then determine the basis of future elections to the Board.

The sub-committee structure is kept under review to ensure that it meets current needs.

Crossroads Association

Trustees' report for the year ended 31 March 2010 (Continued)

Related parties

The delivery of services for carers and the people they support must take account of the external environment and respond to government policy initiatives and regulatory requirements. Crossroads Association participates in a range of statutory and voluntary initiatives at a national level in England and Wales in order to raise awareness of the needs of carers and to contribute to the development of policy that affects both carers and Crossroads as a provider of community based services.

A strategic priority remains the identification of appropriate partnerships and the promotion of effective relationships with other organisations in the health and social care sector.

The charity's wholly owned subsidiary, Crossroads Enterprises Limited, was established to operate the commercial activities including provision of insurance cover for Crossroads carer support workers and general merchandising. The surplus arising is transferred by deed of covenant to the charity (see note 6 to the accounts). Additional resources have been created within Crossroads Enterprises to develop the range of products offered in order to increase the surplus and make a greater contribution to the income base of the Association.

Risk management

The risk management strategy developed by the Board comprises

- An annual review of the risks the charity may face
- The establishment of systems and procedures to mitigate those risks identified in the plan
- The implementation of procedures designed to minimise any potential impact on the charity should those risks materialise

The Board undertook a detailed review of the questions posed in the Charity Commission's paper "The Economic Downturn – 15 Questions Trustees Need to Ask" which identified a number of key risks faced by many charities in the current economic environment.

Objectives and activities

Principal objects

Crossroads Association's objects are to relieve the stresses experienced by carers and beneficiaries, and to promote the efficiency and effectiveness of charities, which operate for the care, and support of carers and beneficiaries.

Vision and Mission

Crossroads Care wants every carer to be recognised, supported and offered services to help them maintain their own health and well being. We aim to achieve this vision through

- providing services that respond to the needs of carers and the people they support, offering them peace of mind and understanding, and
- working with carers and other stakeholders to influence service innovation and growth

As a result of the Strategic Review which has been underway during the past 18 months we have agreed a set of strategic objectives with the network of Crossroads Care schemes throughout England and Wales. The agreed strategic objectives are as follows:

Crossroads Association

Trustees' report for the year ended 31 March 2010 (Continued)

To provide services for carers

To provide a range of services for carers and the people they support which

- enable carers to have a life of their own outside caring
- enhance the health and wellbeing of both carers and the people they support
- are flexible, high quality and tailored to meet the particular needs of individual carers, the people they support and the wider family unit where there is one

To encourage, and contribute to the development of, comprehensive carers' services that are both available and accessible in each local area

To review the extent to which Crossroads Care services are fully accessible to minority groups and implement appropriate activity to increase accessibility

To maintain a comprehensive local knowledge of the services available for carers in order to be able to effectively signpost carers to other providers if Crossroads Care cannot assist

To influence policy

To raise and maintain awareness of carers' issues (with a particular focus on service requirements) amongst politicians, policy makers and commissioners at both national and local level

To grow and develop

To achieve sustainable growth so that more Crossroads Care services are available to more carers in more places without loss of service quality. Indicators of this growth will be increases in

- the number of carers supported by Crossroads Care services
- the number of care and support hours (including assessments) provided
- the range of services provided
- the number of areas where Crossroads Care services are available
- the total income of the network of Crossroads Care organisations

To increase the proportion of Crossroads Care's funding that comes from sources other than statutory sources, with a particular focus on increasing the proportion of funds generated to spend on charitable activity

To explore and develop an appropriate means to measure improvements in outcomes for carers and the people they support, at national, local and individual levels

To provide more charitable activities to meet needs of carers and the people they support that are not being satisfactorily met via statutory or private funding

To raise awareness

To achieve increased awareness of the Crossroads Care 'brand' amongst carers, the people they support, potential supporters, commissioners, funders and the general public

To increase Crossroads Care's ability to attract and retain a committed and highly competent workforce comprising paid staff and volunteers, including trustees

To develop and publicise an organisation wide 'employer brand' with a view to being recognised as the social care sector 'employer of choice'

Crossroads Association

Trustees' report for the year ended 31 March 2010 (Continued)

Summary of the main activities undertaken for the public benefit in relation to these objectives

The trustees confirm that they have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing the Association's aims and objectives and in planning future support activities

The Association carries out the above objectives by offering affiliated schemes a wide range of support services in order to enable them to deliver quality services to carers and to expand the range of those services in both volume and scope. These services include

- creating and co-ordinating a network of charities which will operate under a common 'Crossroads Care' brand,
- providing a forum for exchange of information between member charities,
- providing advice and information relevant to the attainment of such charities' objectives,
- providing policies and guidelines relevant to such charities operations, reflecting the legislative environment in which such charities operate,
- providing direct support to the network to enable it to expand its services to carers
- representing the range of views of such charities and their ultimate beneficiaries to policy makers,
- working for the continuity and increase of Crossroads service provision throughout England and Wales

In addition to the above Crossroads Association directly operates a number of projects, which provide a direct service to carers

How these activities have delivered public benefit

We have impacted the lives of many carers across England and Wales. Statistical information for the previous year is gathered on an annual basis from the network and an analysis of activities for April 2008 – March 2009 shows that we provided direct support to over 37,000 carers which was in line with the previous year. A Crossroads Care service is of double value: information, emotional support and an opportunity for a break for carers, and a high quality and appropriate support service to the person they are caring for. That support service could be personal care for someone with physical disabilities or social support for someone with dementia. Therefore in addition to the 37,000 carers a similar number of people supported by those carers – people with a range of different disabilities and conditions – also benefit from the services provided by Crossroads.

Income for the network grew to £70.4 million, an increase of 2% from £68.9 million in 2007/08. Statistics for the period April 2009 to March 2010 are being collated and should be completed by October 2010.

In addition to our strategic objectives, we have agreed with the network of Crossroads Care schemes that by the end of 2012, all Crossroads Care organisations should provide, or ensure the provision of, a service which, as a minimum

- is responsive to local need
- supports carers and the people they care for of all ages (including children and young people)
- provides both a break and emotional support for the carer
- offers a breaks service which is available 24 hours a day, seven days a week, 52 weeks a year
- supports people with a range of needs from the simple to the complex
- supports people with a range of disabilities or health conditions (no disability or health condition will be excluded per se)
- provides some element of continuing support after caring ends, and
- signposts carers and the people they support to other Crossroads Care organisations when appropriate and to other organisations where Crossroads Care is unable to assist

This will ensure that more carers obtain the support they need to maintain their own health and well being

Crossroads Association

Trustees' report for the year ended 31 March 2010 (*Continued*)

Achievements and performance

The Board set five key operational objectives for the year 2009/10 and we set out below the performance against those objectives

To take forward the change agenda in order to ensure a sustainable network with effective governance at all levels, able to support, develop and deliver services to carers

We have driven forward the Strategic Review in conjunction with the network resulting in a shared set of strategic objectives and an agreed minimum level of service provision which all network members will strive to provide by 2012

We have also continued to provide support to mergers within the network in order to support the creation of more sustainable and efficient organisations which have a greater chance of providing our charitable services over the long term

We have continued to monitor the quality of service provision across the network with 87% of the schemes assessed receiving a level 2 or above CROQUET award

To deliver effective support to the Crossroads Care network in order to stimulate service development and delivery for carers

We have established an annual review programme for all policies and all existing policies were reviewed during 2009/10

We have continued to work closely with the Care Standards Inspectorate in Wales and have been active members of the Care Quality Commission's Carers' Advisory Board in England

We have provided HR support to the network to assist them deal with issues as they have arisen

Through our business development team we have assisted in mergers of network schemes to create more sustainable charitable organisations and have assisted schemes that have found themselves in financial difficulties. We have also worked with the network to develop marketing materials to assist the network obtain a greater level of income from non governmental sources thereby increasing our fundraising capabilities to allow us to provide more charitable services

To develop national partnerships that will benefit carers and the network

We have worked closely with organisations focussed on dementia and stroke victims. We have also worked with the Carers Alliance in Wales to influence and inform employers about the need to support people in their workforce with caring responsibilities

Our relationship with the National Garden Scheme has continued to develop and we have been fortunate in securing additional support from them to fund three centres of excellence to support carers of people with dementia

To influence the legislative and policy framework across government in order to strengthen support for carers and their families

We have continued to influence the Government in both England and Wales through meetings with ministers and active participation in consultations

To raise awareness of carers' needs and the profile of Crossroads Care

The rebranding as Crossroads Care was completed during the year and new merchandising was made available to the network and to carers more widely

Crossroads Association

Trustees' report for the year ended 31 March 2010 (*Continued*)

Direct services to carers

The Association has continued to operate a number of projects including the following

Norfolk Helpline/Short Breaks at Short Notice

This project provides a 24 hour helpline which provides information and emotional support over the telephone to carers of people who live in Norfolk. It also brokers the Short Breaks at Short Notice service to provide carers with a short break when that is needed.

Norfolk Young Carers Project

Crossroads Young Carers project started in 2000 and is funded by the Carers' Grant. The aim of the project is to provide a holistic approach to young carers' work. The project offers support to the families where there are young carers by listening to their needs and co-ordinating services to make life easier for all family members. The Project provides advocacy, emotional and practical support to young carers on all aspects of daily living affected by their caring responsibilities. We also enable young carers to have a break from their caring tasks by enjoying leisure and cultural pursuits. In addition the Project raises awareness about young carers and the issues they face thereby enabling other agencies to identify them and develop suitable services.

National Garden Scheme

The National Gardens Scheme (NGS) is a longstanding key funder of the core work of the Association. In 2009, they generously agreed to significantly increase their support and this additional funding will enable the Association to increase support to carers at a local level so that their funding will have the widest possible impact. The Association will therefore establish a new NGS Development Fund for Excellence the aim of which is to create centres of excellence in service development and delivery from which learning and resources can be made available to Crossroads Care services across England and Wales.

Department of health-joint project with PRTC

The Association has been awarded substantial three year funding from 2008 to 2011 for a joint project with the Princess Royal Trust for Carers. The main purpose of the project is to develop a better understanding of the type of services needed by carers, the development of new types of services, increased knowledge and skills of both commissioners and providers.

Leicester Mental Health Outreach

This service, funded by Leicester City PCT, was originally part of Leicester City Crossroads, one of the in-house schemes. Although the Scheme became financially unviable, this service was sustainable, and is being managed as an Association Project for the time being. It provides emotional support, information, signposting, and peer support to carers of people with mental health problems.

In the North East development work has taken place to develop a new model of support "dedicated care" which will respond to personalisation.

Crossroads Association

Trustees' report for the year ended 31 March 2010 (Continued)

Financial review

Summary

The Crossroads Association generated a surplus of £306,000 in the year ended 31 March 2010 as compared to a deficit of £50,000 in the year ended 31 March 2009

	2010 £'000	2009 £'000
General unrestricted fund surplus	213	122
Designated unrestricted fund deficit	(130)	(141)
Total unrestricted surplus/(deficit)	83	(19)
Restricted surplus/(deficit)	223	(31)
Total surplus/(deficit)	306	(50)

The Association prepared a balanced budget for its unrestricted activities for the year ended 31 March 2010 but achieved a good surplus primarily due to receiving legacy income of £167,000 during the year. Legacies cannot be budgeted with any certainty but to have achieved the level of income that was achieved in the year ended March 2010 is a sign that the Crossroads Care brand is receiving greater recognition with the public for the charitable work it does to help carers.

After achieving a surplus on its unrestricted charitable activities last year the Association designated a significant amount of its reserves to promote the long term sustainability of the network through activities which were funnelled through the strategic review process. £130,000 was invested in developing the long term future of charitable help for carers.

The restricted fund activities delivered a surplus of £223,000 in 2010 as compared to a deficit of £31,000 in 2009. This surplus is driven largely by the timing of £225,000 of grant income received from the National Garden Scheme just prior to the year end which will be used to further develop local services for dementia carers during 2010/11. This grant is part of a two year programme where the Association will fund the development of pilot schemes focussed on helping carers of people with dementia and will be distributed to local schemes over the next two years.

General unrestricted activities

A summary of the financial results of our unrestricted activities is set out below

	2010 Unrestricted £'000	2009 Unrestricted £'000	Movement Unrestricted £'000
Donations and grants	578	335	243
Membership fees	548	549	(1)
Investment income	24	69	(45)
Other income	509	480	26
Total income	1,659	1,433	226
Costs of delivery	(1,373)	(1,240)	(133)
Governance costs	(73)	(71)	(2)
Total costs	(1,446)	(1,311)	(135)
Surplus/deficit	213	122	91

Crossroads Association

Trustees' report for the year ended 31 March 2010 (Continued)

The increase in donations was driven mainly by the increase in legacy income of £100,000, the increase in income from trusts of £77,000, and the income from the AGM

Other income rose by £26,000 due mainly to increased sales of merchandising as a result of the launch of the new Crossroads Care branded materials

Investment income was significantly lower than last year due to significant reduction in interest rates on cash deposits

The cost base increased partly as a result of the increased staff levels, increased costs of delivering additional income streams for the Association, increased PR and marketing costs associated with raising awareness of Crossroads Care's activities and how they can help with the challenges carers face

Unrestricted designated activities

The association continued to use its surplus funds to develop the network so that more carers can be helped over the medium term. During 2009/10 £130,000 was spent on activities focussed on achieving sustainability of the network and developing awareness of our services. In 2008/9 some £141,000 was spent on similar activities

Restricted activities

A summary of the financial results of our restricted activities is set out below

	2010 Restricted £'000	2009 Restricted £'000	Movement Restricted £'000
Membership fees	64	65	(1)
Grants, donations and other income	1,467	1,225	242
	1,531	1,290	241
Costs of delivery	(1,308)	(1,321)	13
Surplus/deficit	223	(31)	254

Our grants were significantly higher primarily due to the increased funding we received from the National Garden Scheme which has been a long term funder of the Association's core activities and has recently agreed to provide £225,000 additional funding to be used to develop local initiatives for carers assisting dementia sufferers

Balance sheet

The net funds of the Association increased by £434,000 during the year as a result of the £306,000 surplus referred to above being enhanced by a £128,000 increase in the market value of our investments. Last year the net funds had suffered a fall of £174,000 as a result of the deficit of £50,000, a loss on our investments of £144,000 and a revaluation gain of £20,000 on our head office premises

Both our debtors and creditors were higher than last year due to the Association sending out the membership fee billing before the year end to allow all network schemes to have firm numbers to use in their own budgeting for 2010/11

Crossroads Association

Trustees' report for the year ended 31 March 2010 (Continued)

Investment policy and performance

Cash resources that are not required to support the Association in the short to medium term are invested through the Association's appointed Investment advisors. Our total investments/cash holdings were split as follows

	2010 £'000		2009 £'000	
Investments - quoted markets	636	30%	507	31%
Short term deposits	890	42%	488	29%
Cash at bank and in hand	582	28%	664	40%
	<u>2,108</u>		<u>1,659</u>	

The investment advisors have the following investment guidelines approved by the Association's Board of Trustees

- At least 50% of the investments should be in gilts or other fixed interest securities. The remainder should be invested in equities of medium to low risk nature and generally should be FTSE 100
- Although growth is an objective, annual income is essential
- Any individual equity holding should not be more than 5% of the total portfolio and multiple holdings in an individual market sector should not exceed 10% of the investment

The fund managers are not required to consider social, environmental, or ethical matters in stock selection

Our investments increased in value by 25% during the year (2009 - 22% reduction). This improvement resulted in the investments being carried at a value very close to historic cost at 31 March 2010.

Investment income was £17,000 (2009 - £22,000) providing a 3% return on the average capital invested (2009 - 4%).

We earned £7,000 of interest income this year as compared to £47,000 last year. The dividend yield on our investments exceeded the return on our cash deposits which were only 0.6% (2009 - 4% yield on cash deposits).

Reserves

The reserves of the Group increased by £434,000 over the financial year and totalled £2,075,000 at 31 March 2010 as described in notes 12 and 14 to the Accounts.

The Board has considered its policy on the General Reserve Fund in light of the current economic climate and the strategic imperatives faced by the Association and has concluded that it will continue with its policy of targeting General Reserve Fund equal to approximately six months of the Association's forecasted unrestricted expenditure. We will aim to reduce any surplus to our target level within 18 months of any significant surplus arising.

Transfers between the reserve categories are shown in note 12 to the Accounts and include

- The release of £80,000 of restricted reserve funds to unrestricted reserves as the specific purposes for which the funds were provided have been achieved and the remaining surplus can now be used for our general charitable purposes. These funds were designated for use in connection with the strategic review.
- In addition the Board has designated £191,000 of the unrestricted reserves in order to continue the funding of the strategic review to enable the Crossroads network to secure a more sustainable future to allow more carers to benefit from our charitable service. We will also continue to explore closer co-operation with other charities with similar objects. The designated reserve therefore stands at £247,000 and is expected to be expended in the next 18 months.

Crossroads Association

Trustees' report for the year ended 31 March 2010 (Continued)

Crossroads Enterprises Limited

A summary of the trading results for Crossroads Enterprises Limited is shown in Note 7 to the accounts which shows the surplus of £43,000 which was transferred by deed of covenant to the Association (2009 - £48,000)

Plans for the future

The Crossroads Association will continue to work to secure services for carers throughout England and Wales both now and in the future by working with the network schemes to provide services that respond to the needs of carers and the people they support, offering them peace of mind and understanding. We will continue to work with carers, organisations that represent the people they support and the Crossroads Care network to influence service innovation and growth.

In light of the challenges the new government face from a fiscal perspective, it will become increasingly important that charitable organisations are there to help those in need when their need is greatest. We will continue to invest in securing that future for carers, for the people they care for and for the staff of the network through pushing for the changes that are needed to create a sustainable caring organisation with a true charitable ethos.

We will use the surplus unrestricted funds we have accumulated to invest in that future through the strategic review process and will continue to develop direct services for carers through the application of our restricted funds to direct care related projects.

Our budget for 2010/11 shows a deficit of £115,000 for the year but still contains a fundraising challenge as it has done in the past. We remain confident that the efforts of our extremely dedicated central staff team will yet again deliver on that challenge thereby securing our ability to continue to invest in the development of Crossroads Care services for the benefit of carers in the coming years.

Trustees' responsibilities

The Trustees are responsible for preparing the Annual Report and the financial statements in accordance with the Companies Act 2006 and for being satisfied that the financial statements give a true and fair view. The Trustees are also responsible for preparing the financial statements in accordance with United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charity and of the incoming resources and application of resources of the charity for that period. In preparing these financial statements, the Trustees are required to

- select suitable accounting policies and then apply them consistently,
- make judgments and estimates that are reasonable and prudent,
- state whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements,
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

The Trustees are responsible for keeping adequate accounting records that show and explain the charity's transactions, disclose with reasonable accuracy at any time the financial position of the charity, and enable them to ensure that the financial statements comply with the Companies Act 2006.

They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Financial statements are published on the charity's website in accordance with legislation in the United Kingdom governing the preparation and dissemination of financial statements, which may vary from legislation in other jurisdictions. The maintenance and integrity of the group's website is the responsibility of the Trustees. The Trustees' responsibility also extends to the ongoing integrity of the financial statements contained therein.

Crossroads Association

Trustees' report for the year ended 31 March 2010 (*Continued*)

Auditors

A resolution will be proposed at the Annual General Meeting that BDO LLP be re-appointed as auditors for the ensuing year

By order of the board



Mark Currie
Treasurer

28 July 2010

Crossroads Association

Report of the independent auditors on the audited financial statements

We have audited the financial statements of Crossroads Association for the year ended 31 March 2010 which comprise the Statement of Financial Activities, the consolidated and charity balance sheets and the related notes. The financial statements have been prepared under the accounting policies set out therein.

This report is made solely to the charity's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charity's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and the charity's members as a body, for our audit work, for this report, or for the opinions we have formed.

Respective responsibilities of trustees and auditors

The trustees' (who are also the directors of the company for the purposes of company law) responsibilities for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) and for being satisfied that the financial statements give a true and fair view are set out in the Statement of Trustees' Responsibilities.

Our responsibility is to audit the financial statements in accordance with relevant legal and regulatory requirements and International Standards on Auditing (UK and Ireland).

We report to you our opinion as to whether the financial statements have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice, have been prepared in accordance with the Companies Act 2006 and give a true and fair view. We also report to you whether in our opinion the information given in the Trustees' Report is consistent with those financial statements.

In addition we report to you if, in our opinion, the charity has not kept adequate accounting records, if we have not received all the information and explanations we require for our audit, or if certain disclosures of trustees' remuneration specified by law are not made.

We read the Trustees' Annual Report and consider the implications for our report if we become aware of any apparent misstatements within it.

Basis of audit opinion

We conducted our audit in accordance with International Standards on Auditing (UK and Ireland) 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 trustees in the preparation of the financial statements, and of whether the accounting policies are appropriate to the group's and the charitable parent 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 evaluated the overall adequacy of the presentation of information in the financial statements.

Crossroads Association

Report of the independent auditors on the audited financial statements (*Continued*)

Opinion

In our opinion

- the group financial statements give a true and fair view of the state of the group's affairs as at 31 March 2010 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended,
- The parent charitable company financial statements give a true and fair view of the state of the parent charitable company's affairs as at 31 March 2010,
- the financial statements have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice,
- the financial statements have been prepared in accordance with the Companies Act 2006,
- the information given in the Trustees' Annual Report is consistent with the financial statements



Don Bawtree Senior Statutory Auditor
for and on behalf of BDO LLP, Statutory Auditor
Birmingham
United Kingdom

5 August 2010

BDO LLP is a limited liability partnership registered in England and Wales (with registered number OC305127)

Crossroads Association

Consolidated statement of financial activities for the year ended 31 March 2010

	Note	Un- restricted funds £	Un- Restricted Designated Funds £	Restricted funds £	Total funds	
					2010 £	2009 £
Incoming resources						
<i>Incoming resources from generated funds</i>						
Donations		577,988	-	3,299	581,287	353,543
Activities for generating funds						
Income from training and publications		27,193	-	13,197	40,390	15,214
Merchandising		41,680	-	-	41,680	18,004
Insurance		437,269	-	-	437,269	462,358
		<u>506,142</u>	<u>-</u>	<u>13,197</u>	<u>519,339</u>	<u>495,576</u>
Investment income	5	24,397	-	-	24,397	69,001
Total incoming resources from generated funds		<u>1,108,527</u>	<u>-</u>	<u>16,496</u>	<u>1,125,023</u>	<u>918,120</u>
Incoming resources from charitable activities						
Income to support the network	15	551,455	-	416,819	968,274	1,042,743
Income to support carers	16	-	-	1,098,290	1,098,290	763,629
Total incoming resources from charitable activities		<u>551,455</u>	<u>-</u>	<u>1,515,109</u>	<u>2,066,564</u>	<u>1,806,372</u>
Total incoming resources		<u>1,659,982</u>	<u>-</u>	<u>1,531,605</u>	<u>3,191,587</u>	<u>2,724,492</u>

Crossroads Association

Consolidated statement of financial activities for the year ended 31 March 2010 (Continued)

	Note	Un- restricted funds £	Un- restricted designated Funds £	Restricted funds £	Total funds	
					2010 £	2009 £
Resources expended						
Costs of generating funds		478,529	-	-	478,529	536,285
Charitable activities						
Costs to support the network	6	894,805	130,453	424,552	1,449,810	1,362,660
Costs to support carers	6	-	-	883,550	883,550	804,217
Governance costs		73,331	-	-	73,331	71,023
		<u>968,136</u>	<u>130,453</u>	<u>1,308,102</u>	<u>2,406,691</u>	<u>2,237,900</u>
Total resources expended	6	1,446,665	130,453	1,308,102	2,885,220	2,774,185
Net incoming/(outgoing) resources before transfers	2	213,317	(130,453)	223,503	306,367	(49,693)
Gross transfers between funds	12	(191,503)	271,141	(79,638)	-	-
		<u>21,814</u>	<u>140,688</u>	<u>143,865</u>	<u>306,367</u>	<u>(49,693)</u>
Net incoming/(outgoing) resources before other recognised gains and losses						
		<u>21,814</u>	<u>140,688</u>	<u>143,865</u>	<u>306,367</u>	<u>(49,693)</u>
Other recognised gains (losses)						
Gains on revaluation of fixed assets for charities own use	8	-	-	-	-	20,000
Gains (losses) on investments	9	128,413	-	-	128,413	(143,919)
		<u>150,227</u>	<u>140,688</u>	<u>143,865</u>	<u>434,780</u>	<u>(173,612)</u>
Net movement in funds						
		<u>150,227</u>	<u>140,688</u>	<u>143,865</u>	<u>434,780</u>	<u>(173,612)</u>
Total funds brought forward		707,090	106,255	827,438	1,640,783	1,814,395
Total funds carried forward		<u>857,317</u>	<u>246,943</u>	<u>971,303</u>	<u>2,075,563</u>	<u>1,640,783</u>

The notes on pages 21 to 31 form part of these financial statements

Crossroads Association

Consolidated balance sheet 31 March 2010

	Note	2010 £	2010 £	2009 £	2009 £
Fixed assets					
Tangible assets	8		208,868		209,093
Investments					
Investments	9		635,572		507,159
Total fixed assets			844,440		716,252
Current assets					
Stock and work in progress		9,110		4,029	
Debtors	10	588,188		161,405	
Short term deposits		890,151		487,748	
Cash at bank and in hand		582,494		663,521	
		2,069,943		1,316,703	
Creditors – amounts falling due within one year	11	838,820		392,172	
Net current assets			1,231,123		924,531
Net assets			2,075,563		1,640,783
Funds					
Restricted income funds	12 & 14		971,303		827,438
Unrestricted income funds					
General reserve	12		752,377		602,150
Designated reserve	12		246,943		106,255
Revaluation reserve	12		104,940		104,940
Total unrestricted income funds			1,104,260		813,345
			2,075,563		1,640,783

Approved by the board of Trustees on 28 July 2010
and signed on its behalf by



D WRIGHT
Chair

The notes on pages 21 to 31 form part of these financial statements

Crossroads Association

**Balance sheet
31 March 2010**

	Note	2010 £	2010 £	2009 £	2009 £
Fixed assets					
Tangible assets	8		208,868		209,093
Investments					
Investments	9		635,572		507,160
Total fixed assets			844,440		716,253
Current assets					
Debtors	10	633,638		210,780	
Short term deposits		890,151		487,748	
Cash at bank and in hand		522,179		598,852	
		2,045,968		1,297,380	
Creditors – amounts falling due within one year	11	821,981		379,986	
Net current assets			1,223,987		917,394
Net assets			2,068,427		1,633,647
Funds					
Restricted income funds	14		971,303		827,438
Unrestricted income funds					
General reserve			745,241		595,014
Designated reserve			246,943		106,255
Revaluation reserve			104,940		104,940
Total unrestricted income funds			1,097,124		806,209
			2,068,427		1,633,647

Approved by the board of Trustees on 28 July 2010
and signed on its behalf by



D WRIGHT
Chair

The notes on pages 21 to 31 form part of these financial statements

Crossroads Association

Notes to the financial statements for the year ended 31 March 2010

1 Accounting policies

Basis of accounting

The financial statements have been prepared under the historical cost convention, with the exception of investments and freehold property which are included at market value, and in accordance with the Statement of Recommended Practice, Accounting and Reporting by Charities published in March 2005 (2nd Edition), applicable accounting standards and the Companies Act 2006. The consolidated financial statements incorporate the full results of the charity's trading subsidiary.

Cashflow statement

The company has taken advantage of exemption provided by financial reporting standard 1 and has not prepared a cash flow statement for the year on the grounds that it is small under the Companies Act 2006.

Tangible fixed assets

Individual tangible fixed assets costing £100 or more are capitalised at 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 net assets concerned. The principal annual rates used for this purpose are:

Freehold land and buildings	- 2.5% (excluding land)
Motor vehicles	- 25%
Fixtures and fittings	- 10 – 33.3%

Gifted assets are not capitalised unless they have a material value.

Freehold land and buildings are shown in the balance sheet at valuation rather than historical cost. The company has chosen a policy of revaluation in accordance with FRS 15.

Investments

Quoted investments are stated at their market value as determined by our investment advisors. Any gain or loss is taken to the Statement of Financial Activities.

Investments in subsidiary undertakings are stated at cost.

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.

Pension and retirement benefits

The company operates a defined contribution pension scheme for 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.

Incoming resources

Incoming resources are accounted for on an invoiced basis by the company, net of Value Added Tax. Donations and legacies are included in incoming resources when they are receivable. The income from any fundraising activities is shown gross, with associated costs included in costs of generating funds. Grants are accounted for on an accruals basis.

Crossroads Association

Notes to the financial statements for the year ended 31 March 2010 (*Continued*)

1 Accounting policies (*Continued*)

Resources expended

Resources expended are included in the Statement of Financial Activities on an accruals basis, exclusive of any Value Added Tax. Expenditure is recognised when a liability is incurred either explicitly or constructively.

- Costs of generating funds are those costs incurred in attracting voluntary income and those incurred in trading activities that raise funds
- Charitable expenditure is divided into that spending which supports the network of Member Schemes relieve the stresses experienced by carers and that which provides support to carers directly, through specific projects
- Direct costs include costs paid to third parties for the delivery of services to achieve our charitable objectives
- Support costs include central functions which have been allocated to activities on the basis of the use of resources
- Governance costs include direct spending on expenses for Trustees and also an appropriate proportion of the costs of departments which support the governance of the charity

Operating leases

Rentals payable under operating leases are charged in the Statement of Financial Activities as incurred.

Taxation

Crossroads Association is registered with the Charity Commission and under the provisions of Section 505, Income and Corporation Taxes Act 1988, is exempt from liability to taxation.

Fund accounting

The Charity's funds comprise

- | | |
|--------------------|--|
| Unrestricted funds | - these are funds that can be used in accordance with the Charity's objects at the discretion of the Trustees |
| Restricted funds | - these are funds received under a specific trust and can only be used for the specific purposes determined by the donors |
| Designated funds | - these are unrestricted funds that can be used in accordance with the Charity's objects which have been specifically allocated by the Trustees to achieve specific objectives |

Valuation of donated services

Where goods and services have been donated to the Charity, the Trustees value these on a deemed market value basis.

Crossroads Association

Notes to the financial statements for the year ended 31 March 2010 (Continued)

2 Operating results

	2010 Group £	2010 Company £	2009 Group £	2009 Company £
The results are stated after charging				
Depreciation of tangible fixed assets	13,993	13,993	13,415	13,415
Auditors' remuneration				
- Audit fees	12,750	11,000	15,600	15,600
- Other services	30,200	29,950	3,400	3,400
Operating lease rentals				
- Land and buildings	31,938	31,938	30,680	30,680
- Other	1,848	1,848	1,848	1,848
	<u>13,993</u>	<u>13,993</u>	<u>13,415</u>	<u>13,415</u>

3 Trustees' remuneration

The trustees neither received nor waived any emoluments during the year (2009 - £nil)

Out of pocket expenses were reimbursed to the Trustees as follows

	2010 Number	2009 Number	2010 £	2009 £
	11	9	5,716	5,021
	<u>11</u>	<u>9</u>	<u>5,716</u>	<u>5,021</u>

4 Staff costs

	Group 2010 £	Company 2010 £	Group 2009 £	Company 2009 £
Wages, salaries and redundancy costs	1,232,892	1,220,761	1,107,858	1,098,606
Social security costs	121,349	120,632	107,422	105,775
Pension costs	39,414	38,565	35,418	34,460
	<u>1,393,655</u>	<u>1,379,958</u>	<u>1,250,698</u>	<u>1,238,841</u>

Note redundancy costs included in the above amount to £3,990 (2009 - £8,475)

No employee earned more than £60,000

The average number of employees during the year was

	Group 2010	Company 2010	Group 2009	Company 2009
Central structure (central office, appeals and area staff)	22	21	19	18
In-house projects and schemes	28	28	29	29
	<u>50</u>	<u>49</u>	<u>48</u>	<u>47</u>

Crossroads Association

Notes to the financial statements for the year ended 31 March 2010 (Continued)

5	Investment Income	2010 £	2009 £
	Dividends	17,100	22,376
	Interest	7,297	46,625
		<u>24,397</u>	<u>69,001</u>

6	Analysis of resources expended	Staff costs £	Direct costs £	Support costs £	Total 2010 £	Total 2009 £
	Costs of generating funds	61,195	392,616	24,718	478,529	536,285
	Charitable activities					
	Support to network	883,736	24,388	541,686	1,449,810	1,362,660
	Support to carers	426,536	225,894	231,120	883,550	804,217
	Total charitable activities	1,310,272	250,282	772,806	2,333,360	2,166,877
	Governance costs	22,188	-	51,143	73,331	71,023
	Total resources expended	1,393,655	642,898	848,667	2,885,220	2,774,185

	2010 £	2009 £
Support costs consist of the following		
Facilities and support costs	432,394	409,477
PR and media costs	112,071	133,231
Other costs	304,202	183,764
	<u>848,667</u>	<u>726,472</u>

The gross support costs are derived on the basis of an individual analysis of costs in relevant departments in the unrestricted activity and apportioned in accordance with that analysis to the relevant expenditure heading in the Statement of Financial Activities

Crossroads Association

Notes to the financial statements for the year ended 31 March 2010 (Continued)

7 Net income from subsidiary undertakings

The Charity has one wholly owned trading subsidiary, Crossroads Enterprises Limited, which operates as general trading commercial company providing insurance brokerage services, selling merchandise and providing commercial services to Member Schemes and third parties. A summary of its trading results is shown below. Audited financial statements are available from Companies House.

	2010 £	2009 £
Turnover	500,211	487,979
Cost of sales	392,312	393,494
Gross profit	107,899	94,485
Administrative costs	(64,592)	(54,902)
Profit before deed of covenant	43,307	39,583
Deed of covenant	(43,382)	(47,741)
Operating loss	(75)	(8,158)
Interest receivable and similar income	75	8,158
Net profit before taxation	-	-
Taxation		
Retained in subsidiary	-	-

Crossroads Association

Notes to the financial statements for the year ended 31 March 2010 (Continued)

8 Tangible fixed assets	Freehold land and buildings £	Fixtures and fittings £	Total £
Group and company			
Cost			
At 1 April 2009	190,000	75,719	265,719
Additions	-	13,768	13,768
Disposals/retirements	-	-	-
Revaluations	-	-	-
At 31 March 2010	190,000	89,487	279,487
Depreciation			
At 1 April 2009	-	56,626	56,626
Disposals/retirements			
Charge for the year	3,324	10,669	13,993
At 31 March 2010	3,324	67,295	70,619
Net book value			
At 31 March 2009	190,000	19,093	209,093
At 31 March 2010	186,676	22,192	208,868

The freehold land and buildings were revalued on 18 May 2009 at £190,000, by the external surveyors Hawkins Chartered Surveyors, members of RICS. The basis of the valuation is at market value with vacant possession. The property had previously been valued at £170,000 by the same surveyors on the same basis on 1 June 2005. The historical cost of this asset is £85,060.

Crossroads Association

Notes to the financial statements for the year ended 31 March 2010 (Continued)

9 Investments

	2010 £	2009 £
Group and company		
Market value at 1 April 2009	507,159	651,078
Less Disposals at opening book value	-	-
Add Acquisitions at cost	-	-
Add Net gain (loss) on revaluations at 31 March 2010	128,413	(143,919)
Market value at 31 March 2010	635,572	507,159
Historical cost at 31 March 2010	637,927	637,927
Total gains and losses on investments		
Realised gains (losses)	-	-
Unrealised gains (losses) as above	128,413	(143,919)
	128,413	(143,919)

The valuation shown above on 31 March 2010 consists of the following

	2010 £	2009 £
Barclays UK Balanced Portfolio	560,765	446,659
Barclays Income Portfolio	58,557	48,000
Eurovestech	16,250	12,500
	635,572	507,159

Company

The historical cost of investments includes £1 representing a 100% holding in Crossroads Enterprises Limited, a company which carries on the business of a general commercial company, whose profits are covenanted in full to support the work of Crossroads Association. The aggregate capital and reserves of Crossroads Enterprises limited was £7,137 (2009 - £7,137). Total investments of the charitable company at 31 March 2010 amounted to £635,573 (2009 - £507,160).

Crossroads Association

Notes to the financial statements for the year ended 31 March 2010 (Continued)

10 Debtors

	Group 2010 £	Company 2010 £	Group 2009 £	Company 2009 £
Trade debtors	555,936	548,929	93,484	93,326
Other debtors	1,928	150	13,245	13,245
Prepayments	30,324	30,324	54,676	54,676
Amounts due from group undertakings	-	54,235	-	49,533
	<u>588,188</u>	<u>633,638</u>	<u>161,405</u>	<u>210,780</u>

11 Creditors

	Group 2010 £	Company 2010 £	Group 2009 £	Company 2009 £
Trade creditors	73,011	58,344	70,035	59,848
Social security and other taxation	44,218	44,218	62,883	62,883
Accruals and deferred income	716,488	714,316	254,589	252,590
Other creditors	5,103	5,103	4,665	4,665
	<u>838,820</u>	<u>821,981</u>	<u>392,172</u>	<u>379,986</u>

Included in other creditors is an amount of £4,665 (Company) and £4,665 (Group) due in respect of pension contributions

12 Reserves for the group

	General fund £	Unrestricted Designated funds £	Revaluation reserve £	Restricted funds £	Total £
At 1 April 2009	602,150	106,255	104,940	827,438	1,640,783
Incoming/(Outgoing) resources for the year	213,317	(130,453)	-	223,503	306,367
Revaluation gains/(losses) on investments	128,413	-	-	-	128,413
Transfers	(191,503)	271,141	-	(79,638)	-
	<u>752,377</u>	<u>246,943</u>	<u>104,940</u>	<u>971,303</u>	<u>2,075,563</u>

Transfers from restricted to unrestricted funds are in respect of funds remaining in previously restricted activities where the conditions associated with the provision of funds have been satisfied and the remaining funds can be used for the general charitable purposes of Crossroads Care

Transfers between unrestricted and designated funds represent a transfer of funds which the Trustees have designated to be used to further the Strategic Review process which is focussed on improving the sustainability of the Crossroads Care network for the benefit of carers over the long term

Crossroads Association

Notes to the financial statements for the year ended 31 March 2010 (Continued)

13 Restricted funds

	Balance 31 3 2009 £	Incoming resources (grants) £	Income resources (Other income) £	Outgoing Resources £	Transfer (to)/from un- restricted funds £	Balance 31 3 2010 £
Wales (including Wales committee)	215,424	200,000	66,160	(222,682)	-	258,902
National Garden Scheme		225,000	-	-	-	225,000
Norfolk projects	226,105	457,309	1,907	(465,947)	(7,793)	211,581
Dept of Health-joint project with PRTC	54,746	231,756	-	(176,719)	-	109,783
The Big Lottery Funded Norfolk Young Carers' Forum ref, YPL/1/010310123	-	24,569	-	(2,999)	-	21,570
Leicester Mental Health Outreach	23,372	116,786	1,802	(121,054)	-	20,906
Wales policy post	39,894	-	-	(21,733)	-	18,161
Dulverton Trust	-	24,800	-	(7,000)	-	17,800
North East Project	71,778	-	-	(54,494)	-	17,284
City Bridge Trust – Business Development London	-	58,435	-	(51,181)	4,863	12,117
Wales Carers and employment project	-	28,291	10,310	(30,892)	-	7,709
Mercer Trust	-	7,500	-	-	-	7,500
MAN Group Young Carers research	6,558	-	-	-	-	6,558
Hertfordshire County Officer	5,910	-	-	-	-	5,910
The Big Lottery Funded Research Project for Carers of People with Mental Health Problems ref, RG/1/010086137	58,511	42,870	-	(95,609)	-	5,772
Dept of Health (carer consultation)	4,846	-	-	-	-	4,846
Carers panels	3,775	-	-	-	-	3,775
Time Please Project	4,528	-	-	(2,000)	-	2,528
Macmillan project	25,042	26,500	-	(49,720)	-	1,822
Futurebuilders	4,359	7,610	-	(6,072)	(4,359)	1,538
Hertfordshire carers money	43	-	-	-	-	43
Black and ethnic worker	20,648	-	-	-	(20,648)	-
Cheshire project	23,403	-	-	-	(23,403)	-
Kidz Out Funding	1,464	-	-	-	(1,464)	-
Playscheme	9,915	-	-	-	(9,915)	-
Young carer projects	14,568	-	-	-	(14,568)	-
Other current projects	10,198	-	-	-	-	10,198
Other old projects	2,351	-	-	-	(2,351)	-
	827,438	1,451,426	80,179	(1,308,102)	(79,638)	971,303

Crossroads Association

Notes to the financial statements for the year ended 31 March 2010 (*Continued*)

13 Restricted funds (*Continued*)

Wales

Crossroads Wales is in part funded by the Welsh Government for its contribution to facilitate Assembly policy objectives, in its work in the Social Sector for development and delivery of services to carers in Wales

Wales Carers and Employment Project supported by Welsh Assembly Government Department for Children, Education and Life Long Learning

Wales Assembly and Policy Post is a Princess Royal Trust for Carers joint part time post and is key to ensuring both networks are fully informed about legislation, policy and strategy in Wales

The Wales office is supported by Welsh Assembly Government Department for Older People and Long Term Care

The Big Lottery Funded Research Project for Carers of People with Mental Health Problems ref, RG/1/010086137 the results from this important research will be available in the autumn of 2010

National Gardens Schemes

The National Gardens Scheme (NGS) is a longstanding key funder of the core work of the Association. In 2009, they generously agreed to significantly increase their support and this additional fundings will enable the Association to increase support to carers at a local level so that their funding will have the widest possible impact. The Association will therefore establish a new NGS Development Fund or Excellence the aim of which is to create centres of excellence in service development and delivery from which learning and resources can be made available to Crossroads Care services across England and Wales

Norfolk Projects

Crossroads Care Norfolk Young Carers Project

Crossroads Young Carers project started in 2000 and is funded by the Carers' Grant and NHS Norfolk

The aim is to provide a holistic approach to young carers' work. The project offers support to the families where there are young carers by listening to their needs and co-ordinating services to make life easier for all family members. The Project provides advocacy, emotional and practical support to young carers on all aspects of daily living affected by their caring responsibilities. We also enable young carers to have a break from their caring tasks by enjoying leisure and cultural pursuits

In addition the Project raises awareness about young carers and the issues they face thereby enabling other agencies to identify them and develop suitable services

In the latter part of 2009-10 the project became part of Norfolk's Pathfinder service for young carers, hosting 'Think Family' workers to support young carers referred by Family Intervention Projects

Crossroads Norfolk Young Carers Forum

The Big Lottery Funded Norfolk Young Carers' Forum ref, YPL/1/010310123 trains and enables young carers to have a say in the design and development of services for young carers across the county

Crossroads Care Norfolk Carers Helpline

The Norfolk Carers Helpline first established in 1996 and funded by Norfolk County Council, provides information and emotional support over the telephone to carers of people who live in Norfolk. The service also brokers Norfolk's Short Breaks at Short Notice service for carers, and hosts the Carers Information Officer for NCC. These two services are funded by the Carers' Grant

Crossroads Association

Notes to the financial statements for the year ended 31 March 2010 (*Continued*)

13 Restricted funds (*Continued*)

Department of health-joint project with PRTC

The Association has been awarded substantial three year funding for a joint project with the Princess Royal Trust for Carers. The main purpose of the project is to develop a better understanding of the type of services needed by carers, developing new types of services and increasing the knowledge and skills of both commissioners and providers.

Leicester Mental Health Outreach

This service, funded by Leicester City PCT, was originally part of Leicester City Crossroads, one of the in-house schemes. Although the Scheme became financially unviable, this service was sustainable, and is being managed as an Association Project for the time being. It provides emotional support, information, signposting, and peer support to carers of people with mental health problems. The management of this project has been transferred to Crossroads Care East Midlands with effect from 1 April 2010.

Dulverton Trust and Mercer Trust

Crossroads Care Association received one-off funding to support the development of services for working carers and carers wishing to return to work. These projects will focus on supporting schemes in two parts of the network, London (Mercers Trust) and Kent (Dulverton Trust).

North East Project

Crossroads Care Association received funding from an anonymous donor for a three year project to develop Crossroads Care services in the areas of North East of England not already served by the two schemes in the region. The donation received in 2009/10 is the final instalment of the grant.

City Bridge Trusts

The City Bridge Trust is providing Crossroads Care with a three year grant from October 2008, to provide business advice and support to the Crossroads Care schemes in Greater London. This includes,

- assisting them to achieve greater sustainability,
- increase services for carers,
- greater collaboration and networking,
- increasing skills within the schemes to prepare for and deliver social care services under personalization.

A full-time Business Development Manager has been employed since October 2008 to deliver this service. Activities include, 1:1 support for individual organizations, quarterly meetings for CEOs and Trustees, workshops on specialist areas e.g. tendering, marketing, and liaising with statutory partners e.g. Greater London Authority and London Councils.

Macmillan Partnership Manager

The Crossroads/Macmillan Partnership Project supports Crossroads schemes to develop services for the carers of people living with cancer and form a major element of Macmillan's social care programme. The schemes are adopting Macmillan's 'Total Care' approach in the delivery of services which places the needs of service users (in this case, carers and cancer patients) at the centre, and attempts to support access to all other sources of support available in the cancer services area. The Partnership Manager also oversees Macmillan-funded carer services out with Crossroads Care and is helping Macmillan Cancer Support develop volunteer services to support carers.

Crossroads Association

Notes to the financial statements for the year ended 31 March 2010 (Continued)

14 Income to support the network	Unrestricted funds £	Restricted funds £	Total 2010 £	Total 2009 £
Statutory grants	-	228,291	228,291	212,800
Other support grants	3,630	124,845	128,475	214,947
Membership fees	547,825	63,683	611,508	614,996
	<u>551,455</u>	<u>416,819</u>	<u>968,274</u>	<u>1,042,743</u>

15 Income to support carers	Restricted funds 2010 £	Restricted funds 2009 £
Statutory grants	231,756	213,699
Grants for direct care and support	866,534	549,930
	<u>1,098,290</u>	<u>763,629</u>

16 Analysis of net assets between funds

	Unrestricted funds inc revaluation reserves	Group Designated funds £	Restricted funds £	Total £
Fixed assets	208,868	-	-	208,868
Investments	635,572	-	-	635,572
Net current assets	12,877	246,943	971,303	1,231,123
	<u>857,317</u>	<u>246,943</u>	<u>971,303</u>	<u>2,075,563</u>

17 Operating lease commitments

The group and company have the following annual commitments under non cancellable operating leases

	Land and buildings 2010 £	Other 2010 £	Land and buildings 2009 £	Other 2009 £
Expiring	-	-	-	-
Within one year	-	-	-	-
In two to five years	-	-	-	-
Over five years	8,367	3,434	26,013	3,566
	<u>8,367</u>	<u>3,434</u>	<u>26,013</u>	<u>3,566</u>