

Crossroads Caring Scotland

[Practical support for Scotland's Carers](#)

CROSSROADS CARING SCOTLAND

(A Company limited by guarantee)

Company No. SC085401

Charity No. SC013081

REPORT OF THE DIRECTORS AND FINANCIAL STATEMENTS

For the year ended 31 March 2011

Crossroads Caring Scotland

Patron: The Countess of Elgin and Kincardine

Hon President: I J Cowan *OBE*

Directors: Mr H Brownlie
Mr C Campbell
Mrs E Foy
Mr M Grubb
Mrs M Holroyd
Mr G MacGillivray
Mr D Marquardt
Mr P O'Hagan
Dr J Scott (Chair)
Mrs K Ullrich

Chief Executive/Secretary: Mr J Ryan

Registered Office: 24 George Square
Glasgow
G2 1EG

Bankers: Bank of Scotland
Gordon Street
Glasgow
G1 3RS

Auditors: Baker Tilly UK Audit LLP
Chartered Accountants
Breckenridge House
274 Sauchiehall Street
Glasgow G2 3EH

Investment Advisers: Rathbones
Charlotte House
2 South Charlotte Street
Edinburgh
EH2 4AW

Crossroads Caring Scotland is a company limited by Guarantee not having a share capital and is regulated by its memorandum and articles of association. The company registration number is SC085401. It is a recognised Scottish charity (SC013081).

**Directors' Report
For The Year Ended 31 March 2011**

The Directors have pleasure in submitting their report and audited financial statements for the year ended 31 March 2011. The financial statements comply with the Statement of Recommended Practice (SORP) – Accounting and Reporting by Charities as revised in 2005, the Charities Accounts (Scotland) Regulations 2006 and the Companies Act (2006). Crossroads Caring Scotland is a national charity, which operates both as an umbrella body - supporting the development of locally governed schemes- and as a direct provider of local care services.

1. Structure, Governance and Management

1.1. Status and Incorporation

Crossroads Caring Scotland is a charity registered in Scotland and a company limited by guarantee. Membership of the organisation is open to individuals who support the objects of the company - including carers and service users. The maximum liability of each member is limited to £1.

Crossroads Caring Scotland is governed by its Memorandum and Articles of Association. The organisation was previously known as Crossroads (Scotland) Care Attendant Scheme Ltd. The name was changed to Crossroads Caring Scotland in December 2005 after the adoption of revised memorandum and articles of association.

There are currently 42 local Crossroads services in Scotland. 23 services are directly managed by Crossroads Caring Scotland whilst a further 19 are governed locally but linked to the national organisation via an affiliation agreement.

Crossroads forums are being developed in areas where the local service has transferred to local management. The purpose of the forums is to help ensure that services remain focused on local priorities – reflecting the needs and views of local carers.

1.2. Directors - Recruitment, Appointment and Induction

The Directors are elected by the membership at the Company's Annual General Meeting. The Directors elect office bearers at the first meeting after the AGM. Newly elected members are encouraged to meet with the Chair, Chief Executive and staff to familiarise themselves with the organisation and staff and to discover more about their individual roles. Ongoing training of Board Members is provided as required.

Under the revised Memorandum and Articles of Association, all Directors are entitled to stand for two terms of 3 years.

1.3. Board of Directors

The Directors at 31 March 2011 are listed on page 1.

In keeping with the terms of the Articles of Association the following Directors are due to retire by rotation: Mr O'Hagan, Mr MacGillivray and Mrs Holroyd. All are eligible for re-election.

1.4. Directors' and Chief Executive's Responsibilities

The law applicable to charities in Scotland 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;
- observe the methods and principles in the Charities SORP;

- 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 proper accounting records that 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 Charities and Trustee Investment (Scotland) Act 2005, the Charities Accounts (Scotland) Regulations 2006 and the provisions of the charity's constitution. 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.

The trustees are responsible for the maintenance and integrity of the charity and financial information included on the charity's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

1.5. Organisational Structure and Decision Making

Crossroads Caring Scotland is governed by its Board of Directors, which sets out the policies of the charity. The Chief Executive Officer is responsible for ensuring implementation of these policies. Members also take part in the policy-making activity of the charity by passing resolutions at the Annual General Meeting.

Responsibility for management matters is delegated to the Chief Executive, within a clearly understood framework of strategic control. The Board of Directors is involved in determining corporate strategy, including setting key strategic objectives and targets and making major decisions involving use of financial and other resources.

The Board can delegate responsibility for specified matters to individual members or committees of the Board. Current committees are the Finance and Administration Committee, Remuneration Committee, Quality Assurance and Policy Committee, Property Committee and Service Development and Management Committee. Decisions taken by individual members or committees of the Board under delegated powers are recorded in written minutes available to the Board as a whole.

The Board of Directors delegate operational and staffing matters to the Chief Executive, who is accountable to the Board for the overall organisation, management, staffing and for all financial and other procedures.

1.6. Staff

During 2010/11 Crossroads Caring Scotland has employed 12 members of staff in the national office - the Chief Executive, Director of Operations, Director of Policy and Development, National Training Officer, Finance Manager, PR and Fundraising Manager, two Regional Officers, Carers Information & Support Line Development Officer and 3 part time clerical staff. By the financial year-end, the organisation employed a staff of 893 working within 23 local area services. These services had previously been affiliate members, managed locally.

A further service transferred in August of 2011 bringing an additional 35 staff to the organisation.

In April 2010, the organisation recruited 2 additional members of staff to the national office, both of whom report to the Director of Operations and provide management and support to services across the country. Currently the Director of Operations also provides line-management for 3 services. A Fundraising manager was also recruited in April 2010 with responsibility for securing additional charitable income and increasing the organisation's profile – nationally and locally.

The continued growth in the organisations size is being kept under review by the Board. A review of central management and national office resources is currently being undertaken to ensure that the infrastructure is sufficiently resourced and skilled to support the growing demands of staff management and support.

Crossroads Caring Scotland's directly managed services are Stewartry, Caithness, Blantyre, Glasgow West & South, Lochaber, Mid & East Lothian, East Dunbartonshire, Largs, East Banff, Aberdeen, Moray, West Stirlingshire, West Lothian, Dundee, Falkirk, Kincardine & Deeside, Ross & Cromarty, Edinburgh, Nairn, Stirling, Dalriada & The Isles, Clackmannan and East Sutherland. All managed services use the charity and company registration numbers of Crossroads Caring Scotland.

1.7. Connected Charities

Crossroads Caring Scotland has 19 (2010: 22) local, independent affiliated schemes which are managed by local volunteers as separate registered charities. They are linked to the national organisation under the terms of an affiliation agreement. Each scheme pays an annual affiliation fee of 0.6% of expenditure.

Crossroads Caring Scotland has no formal links or associations with other charitable bodies but works in partnership with its sister organisation, the Association of Crossroads Care Attendant Schemes in England and Wales and with major community care charities in Scotland, including; Macmillan Cancer Relief, Alzheimer's Disease Society, CCPS, Carers Scotland, Age Concern, Disability Scotland, ENABLE, Marie Curie, Princess Royal Trust for Carers, Shared Care Scotland, and the Coalition of Carers in Scotland.

The Chief Executive attends regular meetings with the senior officers of the 4 other national organisations who have a principal interest in carers' issues. The Chief Executive is working with the other members of the National Carers Organisations group (NCO) toward the development of a national carer training consortium.

1.8. Risk Management

The Directors have assessed the major risks to which the charity is exposed, in particular those related to the operations and finances of the company, and are satisfied that systems are in place to mitigate our exposure to risk.

2. Objectives and Activities

The company is established for the public benefit with the following objects:

- i. The primary objective of the company is to provide support for carers; and
- ii. the secondary objective of the company is to support individuals with care needs to live independently.

These objectives are achieved through the development of local services which provide regular support within the home. A trained staff of Care Attendants takes over all the caring duties of the family, giving the carer respite from the emotional and physical demands of caring. Services are open to all carers and their families regardless of disability, illness, age or ethnicity and are limited only by the availability of local resources.

Crossroads Caring Scotland staff continue to provide professional support services for affiliated Crossroads schemes in keeping with the umbrella function. This includes the provision of advice and 'hands on' support in areas of governance, staff management and contract negotiations. Emphasis is given to training and policy development in order to ensure that the services comply with the requirements of regulation and inspection. Crossroads Caring Scotland supports local developments - particularly in areas of training, quality assurance and policy development. The Company also continues to arrange and coordinate the group insurance cover for all scheme activities.

3. Achievements and Performance

The development of high quality, sustainable services which meet the individual needs of local carers remains the focus of the organisation's agenda. Both managed and affiliated services have continued to provide flexible, 'person centred' services for carers and service users throughout Scotland. Together the 42 services have provided 813,688 hours of care which represents a decrease of 3.1%. The drop in service provision over the year 2010/11 is in itself no cause for concern. Recent history has shown that annual activity levels can fluctuate by as much as 4% either way. However, closer examination of statistical returns from services indicates significantly larger swings in activity.

Services that have achieved growth have done so by providing 'care at home services' as opposed to home based respite care. Indeed some services receive very few, if any, referrals for respite care from local authorities – despite additional government investment for that specific purpose. Although there are significant similarities in the tasks performed in both types of service, 'care at home' services are for shorter periods – in some cases 15/30 minutes – which do not provide a break for carers.

More worryingly, a growing number of services are relying on financial reserves to offset operational losses. The Board is confident that this position can be maintained in the short term. However, reserves are limited and the true impact of the current recession is still to be felt in the public sector.

Tendering has dominated much of the national office's time over the last 12 months with most authorities opting to put all community care contracts out for competition. Crossroads has had a difficult time in securing tenders – partly in terms of matching price but also in preparing submissions. In August 2011 we were advised that the contract to provide respite care across most of the Highlands had been awarded to another provider. The national office staff are currently trying to secure alternative funding in order to maintain a service across the Highlands.

On a more positive note, Crossroads services were successful in securing grants for 2011/12 from the government's £1million carer breaks fund. A 6 month long project was established in the Highlands which provided up to 35 hours of additional short breaks for individual carers – to be used as and when the carer chose. The project was well used and valued by carers.

A children's holiday respite service was also established using the same funding source, for 2011/12. This provides home-based support for children during school holiday breaks – allowing parents from rural areas to continue working.

The organisation has continued to assist the development of local Crossroads services throughout the country by providing support in areas of policy development, training, personnel advice and quality assurance. Results from inspections by the Care Inspectorate have been extremely positive with services achieving consistently high scores. This is down to the commitment and hard work of both national and local staff who are dedicated to achieving the highest standards possible.

Crossroads Caring Scotland continues to manage the Carers Information and Support Line which assists carers to access a range of local services - within the geographic boundaries served by NHS Greater Glasgow & Clyde and Glasgow City Council Social Work Services Department. The service continues to identify and support 500 hidden carers each year. The Annual Training Programme provided 710 training places for service managers and volunteers - focusing on subjects such as staff management and appraisal, financial management, fundraising and assessment processes. The courses are designed to prepare staff and volunteers to meet the demands of service delivery within an increasingly complex care sector. The Annual Training Programme is coordinated by our National Training Officer – a post part funded through a grant from the Roberston Trust.

The Fundraising Manager ran an extremely successful, high profile event at Mar Hall in Renfrew. A Question of Scottish Sport brought together an audience of over 250 people for a gala dinner followed by entertainment from Scottish sports celebrities as they took part in a quiz based on the BBC television series.

4. Future Plans

As suggested above, the true impact of the current recession is only beginning to be felt. The organisation's overall aim for the next 3 years is consolidation. Our key objectives are:

- to sustain local services throughout Scotland which provide practical support, including short breaks, for carers and their families
- to ensure that such services are of the highest quality and exceed the expectations of carers, service users and regulatory bodies
- to support the involvement of local carers and their families in the planning and development of local services
- to inform the public debate on the need for greater access to and expansion of carer respite services

Our agenda for the coming 3 years is consolidation - securing the resources required to provide line management for all Crossroads services, whilst ensuring that they are adequately supported to deliver quality care whilst addressing the demands of regulation and registration. During the year 2011/12 the organisation will implement a wholesale upgrading of IT and communications systems – including the introduction of comprehensive care management and rostering software – with a view to reducing future expenditure and improving efficiency.

The Board has prepared its strategy for the next three years and is working with staff across the country to increase the organisation's capacity to support carers. One area of potentially positive development is in the area of self directed support. This government led initiative gives service users and their carers control over the services they receive – including who provides the service and when it is provided. Unfortunately, the roll out of this initiative has been slower than anticipated.

It is recognised that the organisation needs to increase its profile, both nationally and locally, if it is to achieve its core objectives. A complete rebranding of the organisation is underway.

As in previous years, our ongoing priority is to build the capacity of staff at all levels. It is essential that Crossroads staff members are trained to the minimum standards set by the SSSC. It is believed that continued investment in high quality training will assist in the retention of existing staff and will improve the organisation's capacity to recruit new staff across the country and to provide better support to carers. Our central objective is to improve the capacity of Crossroads to meet the support needs of Carers and their families throughout Scotland.

5. Financial Review

The combined income for the national office and care delivery for 2010-11 stands at £7,581,744, which represents an increase of £1,318,048 on the previous year. Expenditure over the year was £7,111,877 leaving an operational surplus of £469,867. It should be noted however, that this surplus is arrived at after crediting balances transferred in from new managed schemes of £336,644. Thus the underlying position for the year is in fact a surplus of £133,203. There was some movement in respect of the Company's investments during the year. This has resulted in a net gain of £15,385. After the various movements in funds have been taken into account the balance sheet shows total Company assets of £2,474,989.

The national office is therefore working within extremely tight financial margins and continues to rely on donations and grants to fulfil its role.

The Board is grateful to the Scottish Government for continued financial support from its Section 10(1) grant programme (£42,329) which supports core activity, Section 9 grant programme (£43,315) which supports the Training Officer's post and the Voluntary Sector Development Fund for Service Manager training. Crossroads Caring Scotland continues to provide training free of charge to schemes and to subsidise the travel costs of scheme participants.

We are grateful to the following bodies for their continued financial support:

Bellahouston Bequest Fund, Mrs Ina B Briggs' Memorial Trust, Brownlie Charitable Trust, W A Cargill Charitable Trust, Martin Connell Charitable Trust, Cruden Foundation Ltd, Gannochy Trust, Susan H Guy Charitable Trust, Christina Mary Hendrie Trust, JTH Charitable Trust, Margaret Murdoch Charitable Trust, Hugh and Mary Miller Bequest, James Paton Charitable Trust, Neil and Pauline Pettefar Charitable Trust, PF Charitable Trust, The Robertson Trust, Scottish Association of Meat Wholesalers, Souter Charitable Trust, Stafford Trust, Stirling Multiple Sclerosis Society, Tay Charitable Trust, John A Tombazis' Charitable Trust, James Weir Foundation, J & J R Wilson Trust, Batchworth Trust, Dawson Trust, Age Concern, Braes Social Club, Shell UK, Nursing Relief, John Gordon Charitable Trust, Morningfield Association, Coalfield Regeneration Trust, Paul Charitable Trust, Caram Trust, Stichting Teuntjeanna Fund, Ford Shaw & Friends, Eastern Star of Clackmannan, Inner Wheel of Allow and James Wood Bequest Fund.

Thanks are due to all who have supported us during the year. The Board hopes that they will continue to support us in our efforts to expand and sustain the provision of Care for Carers.

5.1 Reserves Policy

At 31 March 2011, reserves were £2,474,989 (2010: £1,989,737). The current reserves balance is required to be equal to three months' combined expenditure of the national office and local services (approximately £1,800,000).

5.2 Investment Policy

As required in its Memorandum of Association, the charitable company has the power to invest the monies of the company in 1) trustee investments authorised by UK law; and 2) subject to the provisos hereinafter mentioned in (a) securities of governments and local authorities (b) fixed interest stock or shares of companies (c) ordinary stock or shares of companies (d) fixed interest or fully paid stock or shares of investments, financial or unit quoted on a recognised stock exchange and (e) property unit trusts.

The Directors of the Company have engaged Rathbones to manage the Company's investment portfolio. Rathbones will base the management of the portfolio on long term considerations and will direct the investment policy towards achieving capital growth with income being of secondary importance.

5.3 Fixed Assets

Movements in fixed assets are shown in note 10 and 11 to the financial statements.

5.4 Funds

Donations and grants that have been received for specific purposes are carried as restricted funds.

All restricted funds are operated in line with the requirements of SORP.

6. Disabled Employees

The company gives full consideration to applications for employment from disabled persons where the requirements of the job can be adequately fulfilled by a handicapped or disabled person. Where existing employees become disabled, it is the company's policy wherever practicable to provide continuing employment under normal terms and conditions and to provide training and career development and promotion to disabled employees wherever appropriate.

7. Employee Involvement

During the year, the policy of providing employees with information about the company has been continued through internal media methods in which employees have also been encouraged to present their suggestions and views on the company's performance. Regular meetings are held between local management and employees to allow a free flow of information and ideas.

8. Going Concern

Crossroads Caring Scotland's Board has reviewed and approved a budget, cashflow forecast and its three year strategy document, which are based on reasonable prudent assumptions. After careful consideration of these reports, in the context of the current economic climate, and the impact that this may have on the future of Crossroads Caring Scotland, there is no reason to believe that the organisation will not have sufficient funds to meet its working capital requirements for at least the next twelve months.

9. Auditors

Baker Tilly UK Audit LLP has indicated its willingness to continue in office.

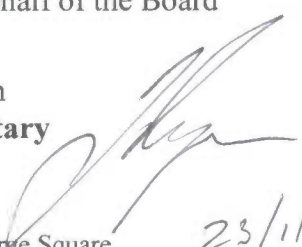
This report has been prepared in accordance with the provisions applicable to companies entitled to the small companies exemption.

On Behalf of the Board

J Ryan
Secretary

Date:

24 George Square
Glasgow
G2 1EG



23/11/2011

INDEPENDENT AUDITORS' REPORT TO THE TRUSTEES AND MEMBERS OF CROSSROADS CARING SCOTLAND

We have audited the financial statements of Crossroads Caring Scotland for the year ended 31 March 2011 which comprise the Statement of Financial Activities, the Balance Sheet and related notes. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice)

This report is made exclusively to the members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006, and to the charity's trustees, as a body, in accordance with section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and regulation 10 of the Charities Accounts (Scotland) Regulations 2006. Our audit work has been undertaken so that we might state to the members and the charity's trustees 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, its members as a body, and its trustees as a body, for our audit work, for this report, or for the opinions we have formed.

Respective responsibilities of trustees and auditor

As explained more fully in the Statement of Trustees' responsibilities set out on pages 2 to 3, the trustees' (who are also the directors of the company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view.

We have been appointed auditors under section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and under the Companies Act 2006 and report to you in accordance with regulations made under those Acts. Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's (APB's) Ethical Standards for Auditors.

Scope of the audit of the financial statements

A description of the scope of an audit of financial statements is provided on the APB's website at www.frc.org.uk/apb/scope/private.cfm.

Opinion on financial statements

In our opinion the financial statements:

- give a true and fair view of the state of the charity's affairs as at 31 March 2011 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 and regulation 8 of the Charities Accounts (Scotland) Regulations 2006 (as amended).

Opinion on other requirement of the Companies Act 2006

In our opinion the information given in the Trustees' Report for the financial year for which the financial statements are prepared is consistent with the financial statements.

INDEPENDENT AUDITORS' REPORT TO THE TRUSTEES AND MEMBERS OF CROSSROADS CARING SCOTLAND (CONTINUED)

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters where the Companies Act 2006 and the Charities Accounts (Scotland) Regulations 2006 requires us to report to you if, in our opinion:

- the charity has not kept proper and adequate accounting records, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the Trustees' were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies exemption in preparing the Trustees' report



Kelly Adams (Senior Statutory Auditor)

For and on behalf of BAKER TILLY UK AUDIT LLP, Statutory Auditor

Chartered Accountants

274 Sauchiehall Street

Glasgow

G2 3EH

Date 25/11/11

Baker Tilly UK Audit LLP is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006

STATEMENT OF FINANCIAL ACTIVITIES FOR THE YEAR ENDED 31 MARCH 2011

Incorporating an Income and Expenditure Account

	Notes	Unrestricted Funds £	Restricted Funds £	2011 Total Funds £	2010 Total Funds £
Incoming Resources					
<i>Incoming Resources from generated funds:</i>					
Voluntary Income	2	848,343	-	848,343	625,509
Activities for generating funds:					
Fundraising		66,059	-	66,059	46,352
Rental Income		7,910	-	7,910	8,049
Investment income	3	15,883	-	15,883	23,472
<i>Incoming Resources from charitable activities:</i>					
Provision of care related services	4	6,356,372	46,948	6,403,320	5,332,427
Development		74,547	-	74,547	71,087
Training		-	85,815	85,815	73,122
Policy		21,035	-	21,035	21,197
Carers Info. & Support Line	22	-	53,030	53,030	53,030
<i>Other Incoming resources</i>		5,802	-	5,802	9,451
Total incoming resources		7,395,951	185,793	7,581,744	6,263,696
Resources expended					
Cost of charitable activities:	5				
Provision of care related services		6,725,505	46,948	6,772,453	5,650,938
Development		86,098	-	86,098	93,281
Training		-	86,304	86,304	74,976
Policy		23,841	-	23,841	24,142
Carers Info. & Support Line	22	-	52,713	52,713	48,860
Governance		30,397	-	30,397	29,206
Costs of generating funds					
Costs of generating voluntary income	8	60,071	-	60,071	18,168
Total resources expended		6,925,912	185,965	7,111,877	5,939,570
Net incoming / (outgoing) resources		470,039	(172)	469,867	324,126
Transfers					
Gross transfers between funds	16	(4,537)	4,537	-	-
Net incoming resources before other recognised gains and losses		465,502	4,365	469,867	324,126
Other recognised gains/losses					
Unrealised gain on investments	12	15,385	-	15,385	25,042
Net movement in funds		480,887	4,365	485,252	349,167
Reconciliation of Funds					
Fund balances brought forward- as previously stated		319,840	1,669,897	1,989,737	1,640,570
Prior year adjustment (note 20)		1,658,163	(1,658,163)	-	-
As restated		1,978,003	11,734	1,989,737	1,640,570
		2,458,890	16,099	2,474,989	1,989,737

All activities derive from continuing operations. There are no recognised gains or losses for the current and preceding year other than as noted above.

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

BALANCE SHEET
AS AT 31 MARCH 2011

	Notes	2011		Restated 2010	
		£	£	£	£
Fixed Assets					
Property	10		127,400		130,000
Tangible fixed assets	11		1,314		1,967
Investments	12		315,488		302,595
Current assets					
Held on deposit		1,074,667		1,191,011	
Cash at Bank		987,014		461,027	
Sundry debtors and prepayments		772,951		425,232	
		<u>2,834,632</u>		<u>2,077,270</u>	
Creditors: amount falling due within one year					
Accrued charges		410,586		329,006	
Other taxes and social security costs		101,668		93,020	
Held on behalf of area schemes		2,055		84	
Deferred income	14	289,536		99,985	
		<u>803,845</u>		<u>522,095</u>	
Net current assets			<u>2,030,787</u>		<u>1,555,175</u>
Net assets			<u>2,474,989</u>		<u>1,989,737</u>
Funds:					
Unrestricted -general	15		335,123		294,840
Unrestricted - designated	15		2,123,767		1,683,163
Restricted	16		16,099		11,734
			<u>2,474,989</u>		<u>1,989,737</u>

The financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies regime and with the Financial Reporting Standard for Smaller Entities (effective April 2008).

The accounts on pages 11 to 20 were approved and authorised for issue on 23/11/11 and signed on behalf of the Board by:



Director Dr J Scott

Director Mr H Brownlie

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

Notes to the Accounts

For the Year Ended 31 March 2011

1. Accounting Policies

The financial statements are prepared in accordance with applicable accounting standards, the Statement of Recommended Practice (SORP) – Accounting and Reporting by Charities as revised in 2005, the Charities Accounts (Scotland) Regulations 2006 and the Companies Act 2006. The principal accounting policies, which have been applied consistently, except where noted, are set out below:

(a) Accounting Convention

The financial statements are prepared under the historical cost convention.

(b) Going concern

Crossroads Caring Scotland's Board has reviewed and approved a budget, cashflow forecast and its three year strategy document, which are based on reasonable prudent assumptions. After careful consideration of these reports, in the context of the current economic climate, and the impact that this may have on the future of Crossroads Caring Scotland, there is no reason to believe that the organisation will not have sufficient funds to meet its working capital requirements for at least the next twelve months.

(c) Tangible Fixed Assets

Fixed assets purchased, at an individual cost exceeding £1,000, are shown at cost and depreciated by annual instalments over their estimated useful lives, at the following rates of 25% - 33% per annum for office furniture and equipment and 2% for properties.

(d) Investments

Investments are stated at market value as noted in Note 12. An unrealised gain in market value for the year has been incorporated within the accounts. Dividends and interest together with the related tax credits receivable are treated as income on an accrued basis.

(e) Leases

All leases are regarded as operating leases and the total payments made under them are charged to the Statement of Financial Activities on a straight line basis over the lease term.

(f) Grants Payable and Receivable

Grants are received by the company both towards the running of the company and also for onward transmission to Area Schemes. All grants are recognised in the Statement of Financial Activities when any conditions for receipt are met. If any grant has been provided for a stated purpose, it is shown as a restricted fund. Any unused grants not able to be used for the purpose determined by the funder are returned in accordance with the funder agreement.

(g) Deferred Income

Donations and grants received in advance of the period in which the funder requires the expenditure to be applied are reflected in deferred income. Where income is received in advance of entitlement, it is deferred and included within other creditors.

(h) Donations

Donations are recognised on receipt. Assets and liabilities of new managed schemes taken on by Crossroads Care Scotland are received as voluntary donations.

(i) Legacies

Legacies are recognised in the year when notification has been received.

(j) Affiliation Fees

Affiliation fees are recognised as income when they are invoiced to area services and schemes

(k) Consultancy and Support Fees

Consultancy and support income is recognised on an accrued basis.

(l) Resources Expended

Liabilities are recognised as resources expended as soon as there is a legal or constructive obligation committing the charity to the expenditure.

All expenditure is accounted for on an accruals basis and has been classified under the charitable expenditure activity headings with reference to activities performed in the year.

Costs of generating funds are those costs relating to fundraising. Governance costs are those incurred in connection with the administration of the charity and constitutional and statutory compliance. Staff costs are all emoluments incurred. Other direct costs are non-staff costs incurred by each principal activity. Support costs are allocated to each charitable activity in Note 5 on the basis of staff numbers.

(m) Reserves

Unrestricted funds are expendable at the discretion of the Board of Directors in furtherance of the charity's objectives. Unrestricted funds represent funds raised or grants awarded for no specified project, where the expenditure has not yet occurred. The expenditure will arise in subsequent financial periods. Transfers to and from unrestricted funds are subject to the approval of the Board of Directors.

The Trustee Board has designated various reserves for specific purposes. Designated funds for the provision of Care Related Services represent Funds held for the direct provision of care, under contract with local authorities - spot purchase arrangements, grants and localised fundraising. The Board have also designated an Emergency Fund which is to be used to assist services that are facing short/ medium term cash flow difficulties.

Restricted funds are awarded for specified projects which will be declared by the donor when awarded. Income may be awarded in one year for expenditure in that or a subsequent year. Transfers from restricted funds are only possible at the request of the original donor with the approval of the Board of Directors.

(n) Pensions

The company operates a defined contribution scheme for some of its permanent employees. The scheme's funds are administered by Trustees and are independent of the company's finances. The company also contributes to the Personal Pensions of some of its permanent employees. The company's contributions to the scheme and to the Personal Pensions are charged in the Income and Expenditure Account as they accrue.

(o) Taxation

The company, by virtue of its recognition by OSCR as a charity, is not assessable to corporation tax on its charitable activities.

NOTES TO THE ACCOUNTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2011

2)	Voluntary Income	2011	2010
		£	£
	General public and corporate bodies	243,599	193,934
	Donations from transferred schemes	336,644	369,127
	Legacies	268,100	62,448
		<u>848,343</u>	<u>625,509</u>

3)	Investment income	£	£
	Income from investments	5,114	5,782
	Interest on deposits	10,769	17,690
		<u>15,883</u>	<u>23,472</u>

4)	Incoming Resources from charitable activities					2011	2010	
	Provision of care related services				Carers Info. & Support Line	Total	Total	
		Development	Training	Policy				
	Public and Private funding	6,399,518	42,329	67,585	-	53,030	6,562,462	5,476,547
	Affiliation Fees	-	30,852	18,230	21,035	-	70,117	70,655
	Consultancy/Support Fees	3,802	1,366	-	-	-	5,168	3,661
		<u>6,403,320</u>	<u>74,547</u>	<u>85,815</u>	<u>21,035</u>	<u>53,030</u>	<u>6,637,747</u>	<u>5,550,863</u>
	2010 Totals	<u>5,332,427</u>	<u>71,087</u>	<u>73,122</u>	<u>21,197</u>	<u>53,030</u>	<u>5,550,863</u>	

Public funding includes a Scottish Government Section 10 grant of £42,329, Section 9 grant of £43,315 and a SWSG - Voluntary Sector Development Grant of £23,500.

NOTES TO THE ACCOUNTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2011

5) Total Resources Expended

									2011	2010
	Salaries	Administration & Premises	Travel & Conferences	Training Costs	Service Costs	Prof. Fees Inc. Audit	Fund- Raising	Advertising		
Charitable Activities										
Prov. of care related services	5,501,630	562,019	635,654	29,869	25,206	10,539	7,536	-	6,772,453	5,650,938
Development	62,014	19,568	4,447	-	-	69	-	-	86,098	93,281
Training	53,411	6,207	1,359	25,327	-	-	-	-	86,304	74,976
Policy	20,927	2,906	8	-	-	-	-	-	23,841	24,142
Carers Info. & Support Line	41,043	6,628	9	-	-	-	-	5,033	52,713	48,860
Governance	9,986	278	1,850	-	-	18,283	-	-	30,397	29,206
Costs of generating funds	49,830	361	175	-	-	-	4,904	4,801	60,071	18,168
	5,738,841	597,967	643,502	55,196	25,206	28,891	12,440	9,834	7,111,877	5,939,571
2010 Totals	4,763,603	492,803	567,689	46,003	23,121	32,794	9,892	3,666		5,939,571
Notes	6	7								

6) Staff emoluments and expenses of directors and sub-committees

	2011	2010
	No	No
Average number of staff employed - National Office	12	10
Average number of staff employed - Area Services	893	630
Total average number of staff employed	905	640
Remuneration:	£	£
Salary and Social Security costs	5,698,186	4,734,593
Pension costs	40,655	29,010
Total costs	5,738,841	4,763,603

Directors' remuneration (including pension contributions) amounted to £Nil (2010 - £Nil). No employee earned over £60,000 in emoluments.

Travelling expenses incurred by 11 directors, (2010: 11) and reimbursed by the company amounted to £1,850 (2010:£1,855)

Contributions to the pension scheme totalling £34,780 (2010:£31,495) are outstanding at the year end and are included within accrued charges.

7) Administration and Premises Costs

	£	£
Telephone	60,409	50,700
Rent, rates and services	118,876	86,166
Repairs and maintenance	25,014	34,233
Postage, stationery and equipment	94,482	74,110
Heat and light	22,929	28,157
Insurance	37,755	28,586
Other professional fees	196,254	161,999
Sundries	21,251	13,090
Depreciation	653	656
Information technology	20,344	15,106
	597,967	492,803

8) Cost of Generating Funds

Salaries	49,830	7,898
Purchase of goods for resale	4,694	3,467
Other general costs	8,072	6,803
Events & publicity	5,011	-
	67,607	18,168

NOTES TO THE ACCOUNTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2011

9) Training Costs

During the year costs have been incurred in training amounting to £86,304. This amount has been charged to the Annual Training Programme in Restricted Funds (Note 16). In 2010, the total expenditure was £74,976.

10) Property

Cost	
Balance at 1 April 2010	130,000
Additions	-
Balance at 31 March 2011	<u>130,000</u>
Depreciation	
Balance at 1 April 2010	-
Charge for year	2,600
Disposals	-
Balance at 31 March 2011	<u>2,600</u>
Net book value at 31 March 2011	<u>127,400</u>
Net book value at 31 March 2010	<u>130,000</u>

Property relates to the Property owned at 42-46 Barclays Street, Stonehaven which is used by the Kincardine & Deeside service. The property was professionally valued on 18 August 2010 by Anthoills, Chartered Surveyors to £130,000, on the date of transfer to Crossroads Caring Scotland which became the assets deemed cost.

11) Tangible Fixed Assets

<i>Office furniture and equipment</i>	£
Cost	
Balance at 1 April 2010	18,774
Additions	-
Disposals	-
Balance at 31 March 2011	<u>18,774</u>
Depreciation	
Balance at 1 April 2010	16,807
Charge for year	653
Disposals	-
Balance at 31 March 2011	<u>17,460</u>
Net book value at 31 March 2011	<u>1,314</u>
Net book value at 31 March 2010	<u>1,967</u>

12) Investments

	2011	2010
	£	£
Investments:		
Market value at 1 April 2010	302,595	112,042
Purchases/transfers during year	85,296	172,101
Sales during year	(150,369)	(6,590)
Revaluations	9,939	25,042
Gain/(loss) on disposals	5,446	-
Investments held in cash	<u>62,581</u>	<u>-</u>
Market value at 31 March 2011	<u>315,488</u>	<u>302,595</u>
Book costs of investments	<u>54,602</u>	<u>54,602</u>

NOTES TO THE ACCOUNTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2011

13) Commitments

At 31 March 2011 the company had capital commitments totalling £Nil (2010 - £Nil).

14) Deferred Income

	Balance 31 March 2010 £	Received in year £	Allocated year to 31 March 2011 £	Balance 31 March 2011 £
Highland Council -				
Lochaber Service	-	60,314	-	60,314
Caithness Service	-	50,435	-	50,435
Ross & Cromarty	-	81,776	-	81,776
Nairn	-	37,415	-	37,415
East Sutherland	-	37,262	-	37,262
West Lothian Council				
West Lothian Service	97,485	-	97,485	-
SWSG - Voluntary Sec. Dev Fund				
Grant	1,500	22,000	23,500	-
McMillan Cancer Support				
Dalriada & The Isles	-	3,000	-	3,000
East Banff & Buchan				
Gannochy Trust	-	10,000	5,833	4,167
Christina Mary Hendrie Trust	-	16,500	1,833	14,667
JTH Trust	1,000	500	1,000	500
	<u>99,985</u>	<u>319,202</u>	<u>129,651</u>	<u>289,536</u>

			2011	Restated 2010
15) Unrestricted Funds	Designated Fund	General Fund	Total Fund	Total Fund
		£	£	£
Total incoming resources	7,176,894	219,057	7,395,951	159,364
Total resources expended	6,738,985	186,927	6,925,912	150,772
Net incoming				
Resources	437,909	32,130	470,039	8,592
Transfers to/from designated funds	(3,699)	3,699	-	-
Transfers to/from restricted funds	-	(4,537)	(4,537)	13,748
Gain on investments				
Unrealised	6,394	8,991	15,385	25,042
Net movements in funds	440,604	40,283	480,887	47,382
Balances brought forward as previously stated	25,000	294,840	319,840	1,942,355
Prior period adjustment (note 20)	1,658,163	-	1,658,163	-
As restated	1,683,163	294,840	1,978,003	1,989,737
Balances carried forward	<u>2,123,767</u>	<u>335,123</u>	<u>2,458,890</u>	<u>1,989,737</u>

The Board have designated funds for area services of £2,098,767 for the provision of care. An Emergency Care Fund of £25,000 had previously been set aside to give assistance to

Area Schemes in emergency situations.

NOTES TO THE ACCOUNTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2011

16) Restricted Funds

	Balance as	Prior Period	Restated Balance	Movement in Funds:			Balance
	previously stated	Adjustment	as at	Incoming	Resources	Transfers/	31 March
	31 March	(Note 20)	31 March	Resources	Expended	Gains	2011
	£		£	£	£	£	£
Children Services	-	-	-	10,948	(10,948)	-	-
Training Services	-	-	-	85,815	(86,304)	4,537	4,048
Carer's Information & Support Line	11,734	-	-	53,030	(52,713)	-	12,051
Grant-Care	-	-	-	36,000	(36,000)	-	-
Provision for care	1,658,163	(1,658,163)	-	-	-	-	-
	<u>1,669,897</u>	<u>(1,658,163)</u>	<u>-</u>	<u>185,793</u>	<u>(185,965)</u>	<u>4,537</u>	<u>16,099</u>

17) Analysis of net assets between funds

	Unrestricted	Restricted	Total
	Funds	Funds	Funds
	£	£	£
Tangible fixed assets	128,714	-	128,714
Investments	315,488	-	315,488
Net current assets	2,030,787	-	2,030,787
	<u>2,474,989</u>	<u>-</u>	<u>2,474,989</u>

18) Auditors Remuneration

	2011	2010
	£	£
For services as auditors	8,871	8,000
For other services, to related entities of Baker Tilly UK Audit LLP	-	-
	<u>8,871</u>	<u>8,000</u>

19) Financial Commitments

At 31 March 2011 Crossroads Caring Scotland were committed to making the following payments under non-cancellable operating leases in the year to 31 March 2012

	Land & Buildings		Other	
	2011	2010	2011	2010
Within 1 year	-	-	60,024	51,808
Between 2 and 5 years	36,000	36,000	164,447	164,447
In over 5 years	-	-	8,525	8,525
	<u>36,000</u>	<u>36,000</u>	<u>232,996</u>	<u>224,780</u>

20) Prior Period Adjustment

A prior period adjustment has been recognised in the financial statements due to a mis-allocation of the Charities provision of care services income and expenditure as restricted. In line with the Charities SORP 2005 this income and the related expenditure falls under the unrestricted funds of the charity. This mis-allocation has been corrected and in the current year this has resulted in a decrease to restricted reserves of the Charity to the effect of £1,658,163, and an increase to the designated unrestricted reserves totalling £1,658,163.

The disclosures for 2010 have also been restated to reflect this prior period adjustment, although there is no effect to the overall funds of the Charity or to the net movement in funds in the SOFA in either 2010 or 2011.

21) Post Balance Sheet Events

In August 2011 a managed scheme at Blantyre was transferred to Crossroads Caring Scotland.

In September 2011 the contract for 4 managed schemes in the Highland Council Area was awarded to another provider.

The following pages do not comprise audited financial statements

NOTES TO THE ACCOUNTS (UNAUDITED)
FOR THE YEAR ENDED 31 MARCH 2011

22)	Carers Information and Support Line (CISL)	2011	2010
		£	£
	Income		
	Glasgow City Council/NHS Glasgow	53,030	53,030
	Total incoming resources	<u>53,030</u>	<u>53,030</u>
	Expenditure		
	Staff Costs		
	Salaries	41,043	38,236
	Recruitment Costs	-	-
	Administration and Establishment Costs		
	Property Costs	2,606	3,615
	Administration, posts and telephone	3,622	3,120
	Project Costs		
	Travel	9	105
	Training	-	-
	Advertising	5,033	3,477
	IT	400	307
	Capital Costs	-	-
	Total resources expended	<u>52,713</u>	<u>48,860</u>
	Net (outgoing)/incoming resources	317	4,170
	Transfer from core funding	-	-
	Net movement in funds	317	4,170
	Fund balance brought forward	11,736	7,566
	Fund balance carried forward as at 31 March 2011	<u>12,053</u>	<u>11,736</u>

23)	Cumulative area services costs	2011	2010
		£	£
	Income		
	Care related income	6,399,518	5,328,765
	Donations - Transferred schemes	336,644	369,127
	Transfer/Support Fees	3,802	3,661
	Grants/General donations	399,496	200,181
	Investments	10,058	16,512
	Fundraising	60,620	42,433
	Other	13,704	17,501
	Total incoming resources	<u>7,223,842</u>	<u>5,978,180</u>
	Expenditure		
	Staff Costs		
	Salaries	5,501,630	4,582,995
	Recruitment Costs	10,539	9,426
	Administration and Establishment Costs		
	Property Costs	381,256	325,345
	Administration, posts and telephone	180,763	123,624
	Project Costs		
	Travel	635,654	555,024
	Training	29,869	31,401
	Other Service costs	25,206	23,121
	Costs of generating funds	7,536	6,425
	Governance	13,480	7,600
	Total resources expended	<u>6,785,933</u>	<u>5,664,961</u>
	Net incoming resources	437,909	313,219
	Unrealised gain/(loss) on investments	6,394	-
	Transfer to core funding	(3,699)	(15,602)
	Net movement in funds	440,604	297,617
	Fund balance brought forward	1,658,163	1,360,546
	Fund balance carried forward as at 31 March 2011	<u>2,098,767</u>	<u>1,658,163</u>

Care related income includes a Glasgow City Council/NHS grant of £78,405 for the support of Older People with a functional mental illness (Older People's Project)

Grant income includes £3,282 from the Big Lottery Fund to support teenage clubs in East Banff.