

West Anglia Crossroads Caring for Carers  
Charity Registration Number 1091522  
Company Number 4379948



**Carers Trust Cambridgeshire, Peterborough, Norfolk**

**Trustees Annual Report**

**For the year ended 31 March 2018**

“Supporting Carers to Care Well”

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## Legal and Administrative Details

Legal Name: West Anglia Crossroads Caring for Carers  
 Trading Name: Carers Trust Cambridgeshire, Peterborough, Norfolk  
 Charity Number: 1091522  
 Company Number: 4379948  
 Registered Office: Unit 4, Meadow Park, Meadow Lane, St Ives, Cambs PE27 4LG

### Our Advisors

Auditors: Price Bailey, Tennyson House, Cambridge Business Park, Cambridge. CB4 0WZ  
 Bankers: Lloyds Bank plc, PO Box 1000, BX1 1LT  
 Solicitors: Buckles Solicitors LLP, Grant House, 101 Bourges Boulevard, Peterborough, PE1 1NG

### Directors and Trustees

The directors of the charitable company (the charity) are its trustees for the purpose of charity law. The trustees and executive team serving during the year and since the year-end were as follows:

<b>Trustees</b>	<b>Appointed</b>
Ann Braithwaite	2010
Linda Collumbell (Chair – retired 21 September 2017)	2004
Stuart Evans (Chair - appointed 7 August 2017)	2017
Alison Griffiths (Honorary Treasurer)	2016
David Hipple	2017
Matthew Lester	2016
Rhiannon Sarginson (resigned 10 September 2017)	2016
Wayne Weedon	2014
Christina Wells	2016

More information about our Board of Trustees can be found on our website:  
<https://www.carerstrustcpn.org/about-us/our-team/trustees>

### Executive Team

Chief Executive Officer (retired 30 November 2017)	Dr Helen Brown
Chief Executive Officer (appointed 3 January 2018)	Miriam Martin
Deputy CEO	Melanie Gray
Chief Financial Officer	Helen de Spretter FCCA
Director of Operations (appointed 10 September 2017)	Rhiannon Sarginson

More information about our Executive Team can be found on our website:  
<https://www.carerstrustcpn.org/about-us/our-team/executive-team>

## Report of the Chair of Trustees and Chief Executive

### Stuart Evans and Miriam Martin

Well into our first 12 months as the new leadership of Carers Trust Cambridgeshire, Peterborough, Norfolk, we have recognised that 2017/18 was a tough year for the organisation. A year in which demand for support to family carers has never been greater yet we have struggled to recruit enough members of staff to deliver our homecare service, one which enables unpaid family carers to have a break. In 2017/18, a deficit budget of £136k was approved to invest in income generation. However, as the year progressed, regular forecasts highlighted that the deficit was set to increase requiring us to make cost reductions thus losing some dedicated and experienced members of staff. We ended the year incurring a deficit of £103k. The year also saw the retirement of the previous Chair and Chief Executive and the realisation that more change was on the way.

At the time of writing, we are well on the road to developing the organisation for 2018/19 and beyond. We are investing in building our fundraising expertise through the recruitment of a new and experienced manager. We are reviewing our terms and conditions of employment to help us compete in a crowded market for the best homecare staff. We have again planned for a small deficit budget in the coming year to allow us to make the investment we need to build a solid foundation for the organisation to grow.

Family carers are the invisible backbone of our health and social care system. They deserve acknowledgement and support to enable them to care well for those they love. Despite the continued delays to the eagerly awaited Government's Green Paper on Adult Social Care and the National Carer's Action Plan, we will continue to support as many carers as our resources allow in the way they are telling us they need.

2018/19 will also see the publication of the Cambridgeshire and Peterborough Combined Authority and CCG All Age Carers Strategy. This is a significant milestone for carers in the region, and we are pleased to have provided input to its development. We also look forward to working with partners and commissioners in Norfolk as they develop their plans for carers in the years ahead.

Despite the challenges of the past year we have achieved many of the ambitious goals set for the organisation. This wouldn't have been possible without the commitment and dedication of our staff and volunteers, many of whom juggle work and caring responsibilities. Our thanks go to each and every one of them.

This Annual Report also gives us the opportunity to thank the people and organisations who make it possible for us to do everything we can to support family carers of all ages.



Stuart Evans  
Chair




Miriam Martin  
CEO

## Trustees' Report

Carers Trust Cambridgeshire, Peterborough, Norfolk is a charity and company limited by guarantee, registered in England and Wales as West Anglia Crossroads Caring for Carers. We have been supporting carers for over 30 years. We are a network partner of national Carers Trust ([www.carers.org](http://www.carers.org)) but operate independently and locally.

### Why do we exist?

There are around 7 million carers in the UK<sup>1</sup>. By 2030, according to Carers Trust, there will be 10.4 million unpaid carers in the UK<sup>2</sup>. Evidence suggests that most will not recognise themselves as such. Most will not know that there is practical support available that can help them in their caring role. Most will not recognise the importance of the role that they play caring for the people they love and if they do, it can take a long time to reach that stage. In the counties of Cambridgeshire, Peterborough and Norfolk there are an estimated 178,000 carers<sup>3</sup>. Around 50,000 of those 'care' for more than 20 hours each week. Around half are aged over 50. There are around 5,000 young carers under the age of 18 living in Cambridgeshire, Peterborough and Norfolk.



**Carers save the  
UK economy  
£132bn**



**In 2017/18 the  
government spent  
£122bn on health**

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**1 in 9 carers juggle paid  
work alongside their  
caring responsibilities**



**1/3 of working age carers are in  
full-time employment compared  
with almost half of non-carers**



**1 in 6 carers have at one point  
given up paid work to take on  
caring responsibilities**



**Almost 3 million  
carers have reduced  
their working hours**

### The real stories: it's personal

Becoming a carer can happen to anyone. When it happens, it is rarely planned. It isn't something that anyone can really prepare for. For young carers, it is frequently not something that is new, it is a way of life, it is something they will have lived with forever.

From the little girl who attends a local young carers group, having a hard time at home and bullied at school because of her severely disabled brother, to the elderly couple who are struggling to look after each other and are isolated and lost in the 'system', Carers Trust Cambridgeshire, Peterborough, Norfolk provides a little bit of sanctuary, a breathing space and someone to listen when there is no one else that understands.

The stories throughout this report are about some of these real people. They rarely see it as a duty and few would change anything. All they need is help and support to look after the people they love in the best way that they can. As one young carer said, 'empathy not sympathy' is what they are looking for.

That is what we are here for: a listening ear, a friendly face to provide specialist information, advice and guidance, and to support the people that carers love by providing the best possible homecare and being there for them. Our voice is powerful and listened to nationally. We make a difference.

**Our Vision** is of a world where the role and contribution of unpaid carers and young carers is recognised and they have access to the quality support and services they need to live their own lives.

**Our Mission** is to improve lives and prevent, delay or reduce the harmful impact of caring.



**3 out of every 5 of us will have a caring role at some point in our lifetime**

**58% of carers are women**

**42% of carers are men**

5

Many people enjoy and derive great satisfaction from their role as a family, informal or unpaid carer and may acquire new skills and friendships. However, carers often unknowingly place their own physical, mental and financial wellbeing at risk of harm without appropriate support.



**1/4 of young carers are bullied at school**



**Young carers gain lower grades than their peers**

6



**86% of older carers have health problems of their own**



**Over half of older carers have cancelled or postponed their own health appointments**

7

**Our Values** underpin all that we do:

- **Continuously improving:** We strive to always be the best we can be and to achieve high standards in all that we do
- **Aspirational and Innovative:** Together we can change lives for the better for family carers in Cambridgeshire, Peterborough and Norfolk.
- **Caring:** We want all family carers, young carers and people with care needs to feel recognised, valued and supported. We are passionate about improving peoples' lives because people are at the centre of everything we do.
- **Listening:** Together we work with family carers and enable them to find their voice, exercise their choice and regain control.
- **Collaborative:** We actively seek collaboration and partnership with other organisations. We work with local organisations, which have unique expertise, connections and experience. Doing so increases our effectiveness and efficiency, enabling us to better support all family carers.
- **Integrity:** We trust, respect and value each other. We are good people to do business with.

## How do we meet our objectives?

### The people we support

Carers perform a unique role in our society and increasingly so. Anyone can become a carer at any time. It can happen as a result of illness or chronic condition of someone close to us or simply as a result of age. It's usually different for young carers who may be expected to cook, clean and shop to keep the family going even if it's making a pot noodle for lunch because that's all they can do. In addition, they are also expected to go to school, to learn and to do their homework whilst worrying about what's happening at home and without the power to control anything.

*A 'Carer' is not the same as someone who provides care professionally or through a voluntary organisation.*

Over 12,000 people received support from us this year, This includes more than 9,000 family carers of all ages, over 800 families we support with care and over 2,300 individuals who have pledged to support carers as a Carers Friend.

What we do makes a genuine difference to so many people, whether it is providing time out, a break or much needed respite. We are also there as someone to talk to when people need it most. If carers need training, we can provide it; we help plan for emergencies, hold regular hubs for carers to socialise with other carers and we work to support schools and employers.

Because the needs of young carers (5-18) and young adult carers (19-26) are very different to adult carers, we have a specialist team that focuses on supporting them in the best way possible.

### My Sisters by Josie aged 11

I have two severely disabled sisters named Pheobe and Millie, <sup>They are at eight.</sup> short for Amelia, They have an ultra-rare mutation of the gene Grin2b. Grin2b is a severe case which affects the way the brain communicates with the body. My sisters cannot walk or talk. They cannot eat or drink and are fed by a tube. My brother and I have to help and look after them as they need 24/7 care. Despite the fact that they can't say a word, I sometimes talk to them. We give them water with syringes, help re-dress them, operate the lift in the minibus and the house. Sometimes caring for our sisters can be annoying when we are trying to play, but the fact is they will need our care all their lives - they will always be our special sisters and we will always love them.

Josie and her brother Jamie both attend one of our Young Carer groups in Huntingdonshire

*All of our Huntingdonshire Young Carer groups are funded entirely through grants and charitable donations.*

*Breaks from caring have been shown to be one of the best ways of helping unpaid carers cope with the pressures they face.*

For the 817 families for whom we regularly provide homecare, our visits are designed to give the family carer a break from caring as well as ensuring the person with care needs has the appropriate support from fully trained homecare workers. This enhances the value of each single visit.

### A Carers Story

A carer was referred to us for support as they were close to breaking point. Ingrid, one of our Carer Support Officers contacted their doctor for a Family Carers Prescription to discuss what we could do to help.

This person had their own health conditions including visual impairment, as well as looking after their partner. They needed a medicine dispenser that would be easier for them to use. They also mentioned that they were finding it difficult to locate the correct cooker ring.

Ingrid contacted RNIB and they supplied a medication box, bumper sticker and illuminated tape.

Because of the support they received, they told us they had gained so much confidence, and that they now felt able to cope and continue in their caring role.

*"Thank you, darling Ingrid, you have made such a difference and I don't know how to repay the kindness you and your organisation have showed me"*

### A Letter from a working carer

*Sorry for the delay in sending this but can I express my sincere gratitude for the time you gave me at the Saturday working carers group.*

*I have had to work the last 11 years and manage my carers role. Every time I have received information re carers support it has always been when I am at work (full time).*

*Then, at last, finally something I could attend and get support. I always feel so isolated and the fact that I work puts my caring role under so much pressure. It has always been so frustrating that the very thing I needed i.e. contact, was the one thing, because I choose to work, that I felt unable to access. At least when people don't work they have a little more flexibility when they can gain support but when you're working and caring it is virtually impossible as you're simply spinning so many plates.*

*So a very big thank you for putting on these events and addressing what I feel is a marginalised group. The time I spent just talking about my caring role and how lost I felt was invaluable and I will be attending future events which are similarly accessible.*

## Our Staff

- On average, 223 staff worked for us over 2017/18 (130 FTE)
- 107 were homecare workers
- Regulated by the Quality Commission (CQC) and Ofsted
- Regulated homecare team are professionally trained to provide personal care, support with medication, dementia support and to help people live independently

Many of the team of brilliant people who collectively make up the staff of the charity, have been, or are carers themselves. They understand the joy, the commitment, the love, the fulfilment, the desperation, the guilt and the frustrations that can be part of the mix in a carer's daily life. They listen, they help, they support and they care; whatever challenge they face.

As an organisation, Carers Trust Cambridgeshire, Peterborough, Norfolk, strives to reflect this ethos. Despite a number of challenges during the last year, we are a charity that cares for each and every person. We will always strive for excellence, we are flexible, forward thinking, empathetic, we listen, we are innovative and most of all, we care.

*"I get great satisfaction knowing I can give families a break. I see how the family carer can become exhausted and has little time, if any, on their own."*

Brendan, Home Care Worker

*"I work with families who are close to crisis, people who didn't know we existed and wished they had known about us earlier."*

Ruth, Carer Support Officer

## Sarah's Story

Sarah Farrow, our Trainer, was honoured with a top award in The East of England Great British Care Awards 2017, which celebrates excellence across the care industry. Sarah won The Care Trainer Award in what was a hotly contested category!

Sarah was part of a group of staff who were all shortlisted and attended an awards ceremony in Peterborough in November 2017. All had been nominated because of the sterling work they have done throughout the year to make a difference to family carers. We would have loved to nominate every single member of staff, because we think they all deserve recognition for their hard work and dedication.

Sarah went on to the national finals in Birmingham in March, which was hosted by Jeremy Vine.

Along with a wealth of experience in the nursing profession, Sarah has worked for us for over three years and has many more years' experience in the Care Sector. Sarah helped to develop our training programme and was praised in a recent CQC inspection for her training delivery.

"Sarah makes training interesting and fun," said one member of staff. "She supported staff to deliver high quality homecare support and gives them hands-on experience by using 'real-life' scenarios to demonstrate good practice."

Sarah said; "I take great pride in teaching staff of all levels. Giving them the confidence and skills to do the job and have pride in the work they do."



## Our Volunteers

45 active volunteers support carers in the region, providing countless hours of their time. A donation of time is a precious gift which can't always be measured.

Many volunteers have experienced being family carers themselves so they know about the challenges and the difficulties that others face. They know what it is like to be lost in a system which is often not carer-friendly and unnecessarily increases the challenges they face.

Volunteers support carers and the charity in many ways and there are no words that can adequately express the thanks they deserve.

Quite simply, we would be lost without them.

*"People light up here. We give carers a break and we give people with dementia a voice; it's their group. We give people space and if they struggle with words, we can wait. It's extremely uplifting for me to be part of such a special group."*

*Volunteer at one of our Dementia Hubs*

The following are examples of where our brilliant volunteers help us out:

- Carers Ambassadors
- Family Carer Hubs
- Saturday Clubs for Children and Young People with Disabilities
- Young Carer Groups
- Listening Ear Project
- Board of Trustees
- Fundraising
- Carers Weeks events
- Sharing the Caring/Pride in our Carers
- Family Carers Picnic
- Carer Friend Training
- Raising Awareness
- Stands at libraries, supermarkets etc

## Carer Ambassadors

Carer Ambassadors are amongst our most valued and dedicated volunteers. All of them are volunteers and they are, or they have been at some point family carers.

Such as Richard R; Reliable and helpful he always goes the extra mile. He is efficient, hard-working and always has a friendly word for every unpaid family carer he meets.

Or DIY Dave: He gives so generously of his time, helping young carers with practical things such as DIY. As young carers who looks after a parent or sibling, the role of maintaining and undertaking basic household tasks can fall to them. DIY Dave has undertaken a series of sessions sharing his skills and expertise to equip young carers with the confidence and ability to undertake simple tasks safely and practically. He even brings his own tools!

Or Richard C: The first to volunteer to attend at any event, he has helped out enormously with our Carer Friends training, telling attendees about his first-hand experience of being a carer and the problems carers face.

None of our volunteers feels that they are doing anything out of the ordinary, however, they all make a huge difference to someone's life on a daily basis.

All of our volunteers enhance the reputation of our organisation. Their dedication and expertise is something we value greatly. They are a huge supporter of our events, and are seen regularly championing the rights and ensuring the voices of carers are heard.

*"The best thing is, I have been able to help people in their caring role. Just listening and speaking to somebody can improve their situation."*

## Our Partners

We continue to work with a wealth of partners ranging from the voluntary sector to NHS trusts. We link carers into services that are available to support them. As part of our Carers Contract with Cambridgeshire County Council, we completed 597 statutory carers assessments and we reviewed the needs of a further 737 family carers one year after their initial assessment. On average we made 3 referrals per carer receiving an assessment or annual review to additional support. This includes referrals to services within our organisation. In total; of the 9,160 family carers we were in touch with in 2017/18, 2,053 were adult family carers aged over 18 in Cambridgeshire which was part of our carers contract with Cambridgeshire County Council.

The following are examples of true partnership working and we are totally committed to working together with these and many others in the future. They include:

- Working with Addenbrookes on our successful Discharge from and Avoiding Admission to Hospital service. Similar support was extended to Peterborough City Hospital in January 2018 and an Enhanced Home Support Service was implemented in February 2018, where we link with Queen Elizabeth Hospital in Kings Lynn.
- Working with schools and colleges across Cambridgeshire, Peterborough and Norfolk to train their staff to identify and support carers under our Young Carers in Schools (YCIS) programme. 8 more schools were recognised for their work in 2017/18 taking the total to 24.
- Working with Cambridgeshire & Peterborough Clinical Commissioning Group and GP surgeries to provide an easy way for practice staff to identify family carers and refer them to us for support. In 2017/18 we delivered 600 Family Carers Prescriptions of which 83% avoided hospital admission.
- Working with Cambridgeshire & Peterborough Foundation Trust to hold the annual Sharing the Caring carers conference.
- Working with Peterborough City Council and Cambridgeshire County Council to hold the annual Pride in Our Carers Awards.
- Working with Age UK Cambridgeshire & Peterborough, Alzheimer's Society and Cambridgeshire County Council Adult Social Care to deliver face-to-face information and support to carers through our Caring Communities project.

### A Letter from Linda

It is true to say that without  
the support and kindness of  
all of the staff of CFC we would  
have managed in those last  
few weeks.

Neither of us can thank you all  
enough, because of you keep  
my mum was able to die in  
Dignity, with us, in a place of  
her choosing.

My love to you all.

Linda

## Our Supporters

We are incredibly grateful to all of our supporters and we would like to take this opportunity to say a huge thank you to each and every one. They include individuals, commissioners, charitable trusts, Big Lottery Fund, Children in Need, clients, staff, Trustees, businesses and local councils.

Grant funders are listed in Note 4 to the accounts on page 36.

In addition to financial support, we also receive donations in kind such as cakes from Girton WI for Pride in Our Carers Awards 2017 and Boots providing make-up sessions/nail polish/mini-facials for carers at Family Carers Hubs and our AGM in September 2017.

Thank you to all of you.

In particular, we would like to thank;

- Carers Trust
- Huntingdon Freeman's Charity
- Masonic Charitable Foundation
- Mills & Reeve Charitable Trust
- Greggs Foundation
- Jane Tomlinson Appeal
- Digital Reach
- Cambridgeshire Community Foundation
- The Foundation of Hinchingsbrooke School
- NNYAB
- Ramsey Grantscape
- Simon Gibson Charitable Trust
- Tesco's
- Morrison's
- Huntingdonshire District Council
- Ramsey Millions

We would also like to thank all the private individuals who donate to us throughout the year. It is with your generosity and kindness that we are able to support so many unpaid family carers of all ages throughout Cambridgeshire, Peterborough and Norfolk.

### Some of the ways supporters made a difference to family carers of all ages

- 218 young carers (aged 5 to 18 yrs) supported in Huntingdonshire
- 29 young carers from Cambridgeshire, Peterborough & Norfolk attended the national young carers festival for the weekend, joining 1500 other young carers from across the UK.
- Over 300 people attended the Family Carers Picnic enjoying a fun day out for the whole family.
- 38 carers from Cambridgeshire went on a day trip to Sheringham.
- 10 carers attend Scratby Wednesday Club in Norfolk on average every week.
- 125 young adult carers (aged 16 to 25yrs) engaged in support with our **STRIVE** project (**S**tronger **T**ogether **R**espected **I**ndividual **V**alued **E**mpowered), taking part in fundraising, one-to-one support, group work, awareness raising, workshops and outings.
- 113 young carers and children & young people with disabilities have been able to take part in a range of activities as part of the Children in Need, Free to Be Me project.
- 28 Bursaries were awarded to 23 young adult carers
- 80 young /young adult carers were supported to improve their digital skills and gain accreditation of their digital competency.
- 36 young carers from across Huntingdonshire took part in our Intergenerational project, linking them up with local care homes to take part in joint activities with the residents.
- Norfolk Young Carers Forum launched their own campaign called 'Young Carers in Mind' designed to raise awareness of the impact that caring can have on the health and mental health of young carers.

## What difference did we make?

Cambridgeshire & Peterborough Carers Magazine provides useful information and a calendar of events and is now being distributed to 8,334 carers and professionals

*"I have read [the Carers Magazine] throughout and think the content is excellent. It is clear to see you really do know what carers need. It is full of such vital information and you should all be proud of yourselves. I only wish it had been available all those years ago when my caring journey began, it would have been life changing!"*

839 family carers and the 299 people they care for attended Family Carer Hubs in Cambridgeshire & Peterborough which were increased from 3 to 9. Hubs are a place where carers and the people they look after gather to meet other carers and take part in activities.

*"You are the only people I can rely on. This [hub] is a place where I can talk and be myself and be listened to and helped. I feel calmer when I leave the hub I attend."*

The Listening Ear telephone befriending services in Cambridgeshire was introduced in 2018. It is run by volunteers who give up 20 hours a month to listen and chat. Carers and former carers are really important to this project. It is informal and provides some fabulous peer support to carers.

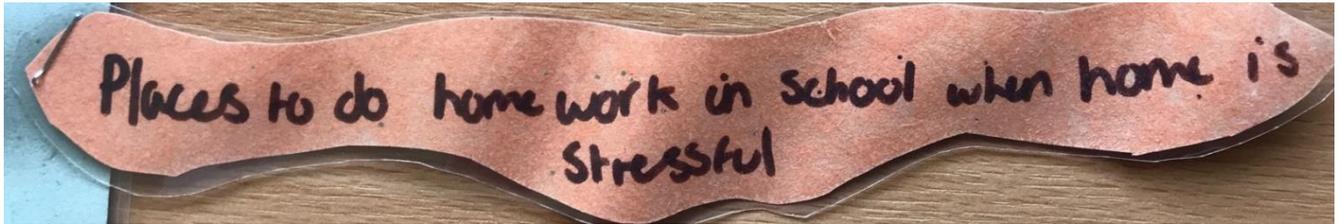
Addenbrookes values the Carers Friends Training we provide so highly that it is now mandatory for all new members of staff.

There is now some free parking and extended visiting hours for carers at Addenbrooke's

What If? Plans, support carers to design an action plan in order to plan ahead. It can provide emergency support in the event of the carer being unable to care because of a sudden illness, accident or other unplanned event.

We responded to 93 emergencies under the scheme we run for Cambridgeshire County Council. We have registered 3,166 What If? Plans since the scheme started.

*"I wish to pass on my sincere gratitude and appreciation for the help I have had from your team in the last 48 hours. My elderly uncle was taken into hospital after a fall and thanks to the 'What If plan', I was promptly contacted about my vulnerable aunt being on her own. Tara has been kind and helpful, supportive and caring - about my aunt and uncle - but also about me. She explained the challenges of the situation but overcame them each time and I cannot express how much I appreciate that. The homecarers I met were people I instantly felt confident in, which helped my stress levels, especially as I have been navigating some of this crisis from a distance. I also spoke to Janice who, it transpired, had been phoning a multitude of people trying to get some help - how reassuring it was to feel that someone else was helping me navigate what is a complicated minefield of organisations and systems."*



### Young Carers in Mind Event

*"It was an excellent event. Well organised, planned and facilitated. It was so powerful and I really thank the young carers, young adult carers and families in sharing their stories and views.*

*I will take forward the learning from this event into my work in Norfolk County Council as lead for young carers and families and continue to actively support this campaign.*

*One of the best Norfolk Young Carers Forum events I have ever attended. Thank you to all involved."*

Sue Hobbs

### Emma's Story

Emma had been referred to us after her husband's leg had been amputated and she found herself struggling to cope with looking after her husband and her young son. Emma received a Family Carers Prescription which funded a day out for the whole family together which brought them all closer together. At the same time, Emma was referred to other charities for support.

Emma recently called us to refer a friend of hers. Emma told us that because of the help and support she had received from us, it had inspired her to help others in the same way. This led her to starting her own charity called 'Steel Bones'. This local charity is now supporting civilian amputees nationally and is growing every day with the help of her friend whose little girls are also affected.



### West Anglia Crossroads Caring for Carers

(Known as Carers Trust Cambridgeshire, Peterborough, Norfolk)

Company No. 4379948

## Our impact in 2017/18



**553 people avoided admission to hospital**



**We received 670 referrals for Family Carer Prescriptions**



**252 discharges from hospital were facilitated by us**



**We saved the NHS £2M through admission avoidance, timely hospital discharge and preventing any unnecessary re-admissions**



**103,000 care hours provided by us across Cambridgeshire, Peterborough & Norfolk**



**503 young carers supported in 2017/18**



**A further 2,033 people committed to becoming a Carer Friend in order to identify and support carers**



**100% of carers felt they were treated with respect and dignity throughout the Carers Assessment process**



**65 Children & young people with disabilities and their families supported across 6 children's groups in Cambridgeshire**

## Strategic Report

### Achievements and performance.

We have maintained our excellent reputation across the region. We have the support of several charitable trusts including Big Lottery and Children in Need, which helps us to deliver additional services to complement and enhance our main commissioned services from local authorities and NHS Trusts. This enables us to provide a wider network of support for family carers and their loved ones.

We have recruited a new Chief Executive and Chair, in order to lead the organisation and ensure it is fit for the future.

What we said we would do in 2017/18	What we did in 2017/18
Ensure we have sustainable income by increasing, replacing and maintaining funding.	<ul style="list-style-type: none"> <li>Secured framework contracts for the provision of homecare and support for children with disabilities</li> <li>Received grants of £314k</li> </ul>
Delivering an enhanced service alongside contracts, through grant-funded activity and diversification.	<ul style="list-style-type: none"> <li>Increased family carer hubs from 3 to 9 through grants from the Big Lottery and the Innovation Fund</li> <li>The Avoiding Admissions to Hospital project based at Addenbrookes was a success and has been rolled out in Peterborough and Norfolk</li> <li>Additional funding secured for Norfolk Young Carers Forum</li> </ul>
Ensure contractual compliance in all aspects of funded delivery and maintain good partnerships working with strategic commissioners.	<ul style="list-style-type: none"> <li>Evidenced high performance on all contracts we have been awarded. We have exceeded contractual outcomes engaging more carers within our services than ever before.</li> <li>Our reputation with commissioners and partners remains strong and has led to requests for us to take on new work such as Enhanced Home Support Service in Norfolk, the continuation of Bridging the Gap in Addenbrookes and a discharge and admission avoidance type service in Peterborough City Hospital</li> </ul>
Review recruitment and induction processes to make them more efficient and increase our homecare staff numbers by 25.	<ul style="list-style-type: none"> <li>Recruitment and induction processes reviewed and improved.</li> <li>We have successfully recruited 22 new homecare staff but we lost 18 and so the net increase position was not achieved.</li> </ul>
Review staff and volunteer training to make it both more effective and cost effective with a particular focus on dementia.	<ul style="list-style-type: none"> <li>We have implemented an e-learning system with the loan of equipment to enable easy access to it. It has become an effective way of monitoring</li> </ul>

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Company No. 4379948

	achievement of training that has been identified for each individual.
Review service delivery processes to identify improvements and potential for using technology for greater efficiency.	<ul style="list-style-type: none"> <li>• Process mapping of systems and procedures has been completed.</li> <li>• New ways of working adopted to improve customer experience largely around reducing the burden of administration that adds no value.</li> </ul>
Launch 'Employers for Carers' and help five employers to support carers within their workforce by 31 <sup>st</sup> March 2018.	<ul style="list-style-type: none"> <li>• We have achieved this and are working with the Passport Office, Boots, Queensgate Shopping Centre, Wincanton, John Lewis and Sainsbury's.</li> </ul>
Increase encouragement and greater awareness through digital and social media.	<ul style="list-style-type: none"> <li>• On-line directory for carers completed and launched.</li> <li>• On-going website refreshment to increase ease of use.</li> <li>• 2,211 Facebook likes and 1,094 Twitter followers (as of 28.06.18)</li> </ul>
For financial performance to match or exceed budget.	<ul style="list-style-type: none"> <li>• We end the year in a better than budget position of a deficit of £103k vs £136k which had been the original budget. However, we had to make cuts to our workforce to achieve this.</li> </ul>
Extend our Carer's Magazine to cover Peterborough as well as Cambridgeshire and compile an updated directory of carer's services available in Cambridgeshire and Peterborough.	<ul style="list-style-type: none"> <li>• Magazine is now distributed throughout Cambridgeshire and Peterborough.</li> <li>• We have also consulted readers on what they value about the magazine so we can continually improve it.</li> <li>• The online directory of services for Cambridgeshire and Peterborough is now available on our website</li> </ul>
Revisit Vision, Mission and values after publication of Carers Trust's strategic framework and taking into account the new national carers' strategy.	<ul style="list-style-type: none"> <li>• This hasn't been achieved yet due to both Carers Trust's framework and the national carer's strategy being delayed.</li> </ul>
Consult members regarding updating our membership structure and revise Memorandum and Articles of Association.	<ul style="list-style-type: none"> <li>• We have consulted our members who support the new structure. However an administration error means that we haven't been able to complete this work in 2017/18.</li> </ul>
Maintain high quality standards of quality and regulatory compliance.	<ul style="list-style-type: none"> <li>• A CQC inspection at one of our registered offices assessed our services as 'Good.'</li> <li>• At another office, our services were assessed as 'Requires Improvement.' We implemented an action plan to improve processes and procedures. After a detailed review, the best way to improve was to consolidate our services at a single location.</li> </ul>

## Our plan for 2018/19

We will focus our activities in the coming year to ensure that more:

- **Individual carers, their families and professionals receive high quality information, advice and guidance,**
- **Families receive high quality practical and emotional support,**
- **Families have an increased voice to raise awareness and influence service design and delivery and that;**
- **We make our organisation fit for the future.**

This year we plan to:	The Outcomes we aim to achieve:
<ul style="list-style-type: none"> <li>• Increase our capacity to deliver information, advice and guidance by phone, on-line or face to face.</li> <li>• Monitor and improve standards across our service portfolio.</li> <li>• Grow opportunities for families to connect with us and each other.</li> <li>• Extend the reach of our schools programme focussing specifically on primary age young carers.</li> <li>• Deliver exceptional value to our commissioners.</li> <li>• Implement a marketing plan to increase awareness of our organisation and the support we can provide carers of all ages.</li> <li>• Create a new post of Fundraising and Communications Manager</li> <li>• Develop a volunteering plan.</li> <li>• Implement a refreshed performance reporting framework.</li> <li>• Review our internal systems and processes and implement an action plan to improve efficiency.</li> <li>• Implement revised terms and conditions, invest in the development of our people to position ourselves as an employer of choice.</li> <li>• Review our office requirements and make decisions about future locations.</li> </ul>	<ul style="list-style-type: none"> <li>• Extending our reach to more family carers.</li> <li>• Ensure carers of all ages understand and are supported to access their statutory entitlements.</li> <li>• Family carers maximise their income.</li> <li>• Family carers can live with confidence and with a positive outlook.</li> <li>• Equality of opportunity for carers.</li> <li>• Customers receive a positive experience regardless of channel.</li> <li>• Greater stability in our workforce.</li> <li>• Successful commissioning for our services.</li> <li>• Full compliance with regulatory and our own policy frameworks.</li> <li>• Hannah Clay will be in position as our new Fundraising and Communications Manager in August 2018.</li> <li>• Operating to budget or better.</li> <li>• Increase in volunteering hours.</li> <li>• Family carers are supported to influence the design and delivery of services in their communities.</li> </ul>

## Financial Review and Results for the Year.

The financial statements comply with the Charities Act 2011, the Companies Act 2006, the Memorandum and Articles of Association, and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective January 1 2015).

### Overall

The charity incurred a net deficit of £103k in the Financial Year to 31st March 2018 with a prior year surplus of £95k. The deficit was budgeted for, recognising the difficulties in the Care Sector and reduction in contract income.

### Income

Our income decreased from last year by £279k (6.5%) to £3,986k.

- Care fees and contracts are our main sources of income:
  - Contracts and care fees relating to CQC regulated services.
  - Contracts for carers support, which includes our contract as a strategic partner with Cambridgeshire County Council for statutory carers assessments.
- Care fees and contract income decreased by £264k to £3,585k.
  - £171k, 6.7%, was due to a reduction in care fees relating to CQC regulated services. The cross-sector shortage of care staff has impacted on the recruitment and retention of Care Workers leading to a shortage of staff available for the delivery of care.
  - Contracts decreased by £93k. There were increases and decreases across a number of contracts. The main changes were: a 10% reduction of £41k on our contract with the CCG; in the 2017 accounts there was £83k of income that had been deferred from previous years contracts; and, a full year of the hospital discharge contract giving an increase of £50k in 2018.
- Grants Donations and legacies are our other sources of charitable income. Grants income has remained stable compared with last year, while donations and legacies have reduced by £16k.
- 63% of our charitable income supports carers in Cambridgeshire, 15% in Peterborough and 22% in Norfolk.

### Expenditure

- Our expenditure also decreased this year – our total expenditure of £4,090k was £81k less than last year, which reflects the reduction in the cost of delivery for CQC-related care support services, and includes the £81k of cost for termination costs in respect of the restructure.
- Support costs increased with a new post for Director of Operations, the CFO role being filled for the whole of 2018 (only part of the year 2017), and increased Governance Costs, mostly for GDPR.
- The cost of raising funds was £34k. This represents the time and costs spent on fundraising events and grant applications (rather than in raising our profile to obtain donations).

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#### West Anglia Crossroads Caring for Carers

(Known as Carers Trust Cambridgeshire, Peterborough, Norfolk)  
Company No. 4379948

## Funds and Reserves

- In 2018 we incurred a deficit of £103k using some of our prior year accumulated reserves to continue to deliver services.
- This reduces our total general reserves to £717k.
- Restricted reserves for projects were reduced to nil – we fully utilised our £20k of restricted funds from 2017 delivering a range of projects as detailed in note 16 to the financial statements.
- Debtors decreased in 2018 to £778k because of decreased turnover and one contract we invoiced in advance for in the quarter to 30 June 2017 before the year end which we did not do in 2018. This timing of invoices also increased deferred income that is included in Creditors, which decreased by £74k.

## Fundraising

During the reporting period, Carers Trust Cambridgeshire, Peterborough, Norfolk's fundraising cost and effort was focussed on grant applications with a few small fundraising events. The majority of donations were offered to the charity voluntarily without us approaching the donor.

We engage one part-time consultant fundraiser to manage grant applications. All applications for funds are reviewed and signed off by the Executive Team before applications are submitted. We are committed to following fundraising guidelines and best practice and all donations received are used for charitable purposes. We follow regulations relating to privacy and data protection in all matters, including fundraising.

We have a complaints policy and procedure and we have not received any complaints in respect of fundraising during the fundraising period.



The Board of Trustees and Executive Team (July 2018)

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### West Anglia Crossroads Caring for Carers

(Known as Carers Trust Cambridgeshire, Peterborough, Norfolk)  
Company No. 4379948

## Financial Management and Policies.

### Reserves Policy

The definition of reserves used follows the guidance given by The Charity Commission. These are funds available to be used in furtherance of the charitable object which have not yet been spent, committed or designated.

The Board of Carers Trust Cambridgeshire, Peterborough, Norfolk reviews the level of reserves on an annual basis, in line with its reserves policy, and consider that the level of unrestricted reserves, £717k as at 31 March 2018, is acceptable.

At 31 March 2018 our unrestricted free reserves were £717k, a decrease of £83.2k since the year before, having used reserves to fund the delivery of the business. The Board consider the level of reserves is sufficient and therefore the Board is of the view that the charity will be able to continue as a going concern in the foreseeable future. As at 31st March 2018 we no longer hold any restricted reserves.

### Investment Policy

The directors, having regard to the liquidity requirements of operating the company, have kept available funds in an interest-bearing deposit account. The invested funds are held on 90 day deposit and achieved an average rate of 1.1% against the closing retail price index of 3.1%.

## Governance and Management.

### Our Governing Document

The organisation is a charitable company limited by guarantee. The founder charity began in April 1985 and the organisation was registered as a charity on 8 September 1992. It was incorporated on 22 February 2002. The company was established under a Memorandum of Association which established the objects and powers of the charitable company and is governed under its Articles of Association. In the event of the company being wound up members are required to contribute an amount not exceeding £1 while they are members, or within one year after they cease to be members, for payment of debts and liabilities contracted before they ceased to be members.

West Anglia Crossroads Caring for Carers ("Carers Trust Cambridgeshire, Peterborough, Norfolk") is governed by our latest articles of association and memorandum dated 11 September 2012.

## The Board

### Appointment of trustees

The Board of Trustees is elected by and from the membership at the Annual General Meeting. New Trustees are co-opted by the majority of Trustees in office at that time, to fill any vacancies arising. Trustees are selected to ensure that the Board has all relevant competencies, including a good mix of professional skills and lived experience as a family carer. Trustees are also selected to be representative of both the communities served by the charity and our beneficiaries.

The Board of Trustees comprises of a minimum of three Trustees and a maximum of twelve Trustees. Trustees serve an initial term of three years that can be extended up to a maximum of nine years.

The charity reviews Board member skills and competencies regularly. New Trustees are recruited through selective advertising, on-line network such as Reach, our website, newsletter and networking with the community. Interested parties apply and are invited to meet the Chair and other Trustees for informal discussions. Should both parties want to proceed, prospective Trustees are invited to visit the charity and meet the Chief Executive. All Trustees are subject to appropriate vetting checks and asked to sign policies which include a Fit and Proper Persons (Disqualification Disclaimer) form, a register of interests and the Charity Commission's Eligibility form.

### Trustee induction and training

The charity has developed a Trustee induction pack based on information from the Charity Commission which covers the obligations of Trustees, Trustee policies and guidance produced by Carers Trust, the charity's Memorandum and Articles of Association, the latest financial statements and strategic plan and other relevant documentation.

Additionally, new Trustees familiarise themselves with the charity and the context within which it operates through meeting the Chief Executive and the Executive Team. Trustees are encouraged to meet or shadow members of staff and meet beneficiaries of the charity, including young carers. Trustees are also encouraged to attend appropriate professional training courses and receive copies of Civil Society's Governance suite of magazines.

### Organisation

The charity has a Board of Trustees who meet six times per year. We also hold two or more Strategic away days per annum. Task and Finish groups may be mandated to complete specific functions.

A scheme of delegation is in place and day-to-day responsibility for the provision of the services rests with the Chief Executive, along with the Senior Management Team. The Chief Executive is responsible for ensuring that the charity delivers the services specified and that key performance indicators are met. Her team is responsible for the day to day operational management of Adult Carer Support, Young Carer and Young Adult Carer Support and Registered Homecare provision.

## **Ensuring our work delivers our aims**

Trustees are responsible for the strategic direction and governance of the charity.

In 2018/19, the annual business plan will form part of a 3 year rolling delivery plan with a new strategic plan that will reflect the times we are living in and the pace of change in that world.

Strategic reviews look at what we have achieved, the outcomes of our work in the previous 12 months and the fundamental changes taking place in the sector. We examine the success of each key service and the benefits brought to those groups of people we are set up to help. Reviews also help us ensure our aims, objectives and activities remain focused on our stated purposes and vision.

## **Related parties and co-operation with other organisations**

We are a Network Partner of Carers Trust, an independent registered charity in England and Wales (No. 1145181) who work with a network of about 150 partners throughout England, Wales, N Ireland and Scotland to improve support, services and recognition for carers. We pay them an affiliation fee for central support and services.

We seek to work in partnership with local charities so that we can reach and support carers they already serve. We are affiliated to Carers UK and members of local CVS organisations. In addition, we are members of Cambridgeshire's Health and Wellbeing Network and Peterborough Plus Voluntary Community and Social Enterprise (VCSE) consortium, aiming to improve wellbeing of people through the VCSE sector.

Our operational policies are adopted and approved independently by the Board of Trustees.

## **Management**

### **Pay policy for senior staff**

The Key Management Personnel of the charity are the Board of Trustees and the Executive Team, as listed on page 3. All Trustees give of their time freely and none received remuneration in the year. Details of directors' expenses and related party transactions are disclosed in notes 10 and 11 to the accounts.

The company has an agreed remuneration policy. Salaries for the Executive Team are set and reviewed annually by the Board of Trustees in consultation with the Chief Executive as appropriate. All other staff salaries are set by the Executive Team. Increases in pay are kept within the budget agreed by the Board. Pay increases are split partly to take into account inflation and also to reward performance. Salaries are openly stated in job adverts.

## **Risk Management**

The Board of Trustees is responsible for ensuring that effective and adequate risk management and internal control systems are in place to manage the major risks to which the charity is exposed. It does this through monitoring the effectiveness of the risk management framework.

Trustees and management remain focussed on those risks which could adversely affect our reputation.

Risks	Mitigation
<p><u>Corporate Governance</u> Ineffective &amp; noncompliant governance of the organisation</p>	<ul style="list-style-type: none"> <li>• Annual review of board effectiveness</li> <li>• Robust recruitment and vetting process for new Trustees</li> <li>• Annual review of business continuity plans</li> <li>• Provision of legislative update from Carers Trust</li> <li>• Subscription to Charity Commission updates</li> <li>• Regular system of incident reporting to the Board</li> <li>• Incident reporting at Board Meetings</li> <li>• Nominated Trustees with oversight of specialist areas of compliance eg Information Governance</li> <li>• Registration with relevant regulatory bodies</li> </ul>
<p><u>Finance</u> Over-reliance on contract income. Inability to control costs &amp; increase income Loss of contract Lack of reserves</p>	<ul style="list-style-type: none"> <li>• Investment in fundraising agreed for 2018/19</li> <li>• Finance &amp; Audit committee established</li> <li>• Performing well against current contracts &amp; have positive relationships with commissioners</li> <li>• Scenario planning for loss of major contracts</li> <li>• Annual review of reserves policy</li> </ul>
<p><u>People</u> Inability to recruit the number of high calibre homecare staff required Retention of staff Staff and volunteers causing harm</p>	<ul style="list-style-type: none"> <li>• Ongoing recruitment drive underway</li> <li>• Review of Terms and Conditions underway</li> <li>• Staff survey carried out annually</li> <li>• Mandatory training programme in place &amp; monitored to all staff</li> </ul>
<p><u>Systems</u> Failure causes loss of output, data and inability to deliver services Existing systems are inefficient &amp; require manual processes to supplement (inefficient systems &amp; undertrained staff)</p>	<ul style="list-style-type: none"> <li>• Cloud-based systems in use</li> <li>• Internal expertise developed to respond to local issues</li> <li>• New staff trained in systems use</li> <li>• Systems review will be planned in 2018/19</li> </ul>
<p><u>Competition</u> Failure to win contracts Failure to compete in Homecare market</p>	<ul style="list-style-type: none"> <li>• CEO &amp; Deputy CEO linked into local, regional &amp; national networks</li> <li>• Excellent relationships with commissioners maintained</li> <li>• Maintain membership of professional bodies.</li> </ul>

## Statement of Trustee Responsibilities

The Trustees (who are also Directors of West Anglia Crossroads Caring for Carers for the purposes of company law) are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and regulations.

Company law requires the charity trustees to prepare financial statements for each year which give a true and fair view of the state of affairs of the charitable company and the group and of the incoming resources and application of resources, including the income and expenditure, of the charitable group for that period. In preparing the 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 judgements and estimates that are reasonable and prudent;
- state whether applicable UK 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 to 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 the group and hence taking reasonable steps for the prevention and detection of fraud and other irregularities.

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

## Statement as to Disclosure to our Auditors

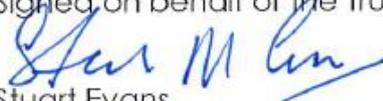
In so far as the trustees are aware at the time of approving our trustees' annual report:

- there is no relevant information, being information needed by the auditor in connection with preparing their report, of which the group's auditor is unaware, and
- the trustees, having made enquiries of fellow directors and the group's auditor that they ought to have individually taken, have each taken all steps that he/she is obliged to take as a director in order to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

The report has been prepared in accordance with the special provisions for small companies under Part 15 of the Companies Act 2006.

By order of the board of trustees

Signed on behalf of the Trustees on 25<sup>th</sup> July 2018



Stuart Evans

Chair of Trustees

## **Independent Auditor's Report to the Members of West Anglia Crossroads Caring for Carers**

### **Opinion**

We have audited the financial statements of West Anglia Crossroads Caring for Carers (the 'charitable company') for the year ended 31 March 2018 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cashflows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2018, 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.

### **Basis for opinion**

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### **Conclusions relating to going concern**

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the trustees' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the charitable company's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

## **Independent Auditor's Report to the Members of West Anglia Crossroads Caring for Carers (cont.)**

### **Other information**

The trustees are responsible for the other information. The other information comprises the information included in the trustees' annual report, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

### **Opinions on other matters prescribed by the Companies Act 2006**

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the trustees' report incorporating the directors' report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the directors' report has been prepared in accordance with applicable legal requirements.

### **Matters on which we are required to report by exception**

In the light of our knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the directors' report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, 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 directors' remuneration specified by law are not made; or

## **Independent Auditor's Report to the Members of West Anglia Crossroads Caring for Carers (cont.)**

- 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' exemptions in preparing the directors' report and from the requirement to prepare a strategic report.

### **Responsibilities of trustees**

As explained more fully in the trustees' responsibilities statement in the trustees' report, the trustees (who are also the directors of the charitable 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, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

### **Auditor's responsibilities for the audit of the financial statements**

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our auditor's report.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

## **Independent Auditor's Report to the Members of West Anglia Crossroads Caring for Carers (cont.)**

This report is made solely to the charitable company'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 charitable company'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 charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Signed: *J Wilkinson*

Dated: *9 August 2018*

Helena Wilkinson FCA DChA (Senior statutory auditor)  
For and on behalf of  
Price Bailey LLP  
Chartered Accountants and Statutory Auditors  
Tennyson House, Cambridge Business Park, Cambridge, CB4 0WZ

## Financial Statements for the Year Ended 31 March 2018

### Statement of Financial Activities (Including income and expenditure account)

Income	Notes	2018			2017
		Unrestricted Funds £000	Restricted Funds £000	Total Funds £000	Total Funds £000
Donations & legacies	2	30.6	22.7	53.3	69.5
<i>Income from charitable activities:</i>	3				
Grants receivable	4	-	291.0	291.0	293.0
Care fees and contracts		3,585.7	-	3,585.7	3,849.2
Other charitable income	5	29.4	-	29.4	30.8
Investment income		2.9	-	2.9	0.1
Other		24.0	-	24.0	22.5
		-----	-----	-----	-----
Total Income		3,672.5	313.7	3,986.2	4,265.1
		-----	-----	-----	-----
Expenditure					
Costs of raising funds		27.1	-	27.1	41.3
Expenditure on Charitable activities		3,728.6	333.9	4,062.5	4,129.1
		-----	-----	-----	-----
Total expenditure	6	3,755.7	333.9	4,089.6	4,170.4
		-----	-----	-----	-----
<b>Net Income /(expenditure) before transfers</b>		(83.2)	(20.2)	(103.4)	94.7
Transfer between funds	16	-	-	-	-
		-----	-----	-----	-----
<b>Net movement in funds for the year</b>	20	(83.2)	(20.2)	(103.4)	94.7
		-----	-----	-----	-----
<b>Reconciliation of funds</b>					
Total funds brought forward		800.7	20.2	820.9	726.2
		-----	-----	-----	-----
<b>Total funds carried forward</b>	19	717.5	-	717.5	820.9
		-----	-----	-----	-----

note 22

There were no recognised gains or losses for 2017 or 2018 other than those included in the Statement of Financial Activities. All activities are continuing.

The notes on pages 33 to 51 form part of these financial statements.

## Balance Sheet

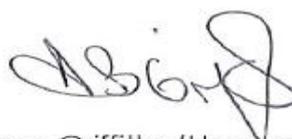
	Notes	2018 £000	2017 £000
<b>Fixed Assets</b>			
Tangible assets	12	-	-
<b>Current Assets</b>			
Debtors	13	777.6	914.5
Cash at bank and in hand		621.8	662.5
Total Current Assets		1,399.4	1,577.0
<b>Liabilities:</b> creditors falling due within one year	14	681.9	756.1
<b>Net Current Assets</b>		717.5	820.9
Net Assets		717.5	820.9
<b>The Funds of the charity</b>			
Unrestricted funds	15	717.5	800.7
Restricted funds	16	-	20.2
Total charity funds		717.5	820.9

The accounts have been prepared in accordance with the special provisions for small companies under Part 15 of the Companies Act 2006.

The financial statements were approved by the directors on 25 July 2018 and signed on their behalf by



Stuart Evans (Chair)



Alison Griffiths (Honorary Treasurer)

The notes on pages 33 to 51 form part of these financial statements.

**Statement of Cash Flows**

		<b>2018</b>	2017
	Notes	<b>£000</b>	£000
<b>Cash provided by/(used in) operating activities</b>	20	<b>(43.6)</b>	16.2
<b>Cash flows from investing activities</b>			
Interest income		<b>2.9</b>	0.1
		-----	-----
Cash provided by/(used in) investing activities		<b>2.9</b>	0.1
		-----	-----
<b>Increase/(decrease) in cash and cash equivalents in the year</b>		<b>(40.7)</b>	16.3
Cash and cash equivalents at the beginning of the year		<b>662.5</b>	646.2
		-----	-----
<b>Total cash and cash equivalents at the end of the year</b>		<b>621.8</b>	662.5
		-----	-----

The notes on pages 33 to 51 form part of these financial statements.

## Notes to the Accounts

### 1 Accounting Policies

The principal accounting policies adopted, judgements and key sources of estimation and uncertainty in the preparation of the financial statements are as follows:

#### (a) Basis of Preparation

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015 - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

The charity meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note(s).

#### (b) Preparation of the accounts on a going concern basis

The board of trustees consider that there are sufficient reserves held at the year-end to manage any foreseeable changes in contracts and other income sources for the charity. The trustees believe there are no material uncertainties about the charity's ability to continue as a going concern, and have adopted the 'going concern' basis in preparing the accounts.

#### (c) Income

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the item(s) of income have been met, it is probable that the income will be received and the amount can be measured reliably.

Income from government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

For legacies, entitlement is taken as the earlier of the date on which either: the charity is aware that probate has been granted, the estate has been finalised and notification has been made by the executor(s) to the Trust that a distribution will be made, or when a distribution is received from the estate. Receipt of a legacy, in whole or in part, is only considered probable when the amount can be measured reliably and the charity has been notified of the executor's intention to make a distribution.

Where legacies have been notified to the charity, or the charity is aware of the granting of probate, and the criteria for income recognition have not been met, then the legacy is treated as a contingent asset and disclosed if material.

Income received in advance of the provision of a specified service is deferred until the criteria for income recognition are met.

**Notes to the Accounts (cont.)****(d) Donated services and facilities**

Donated professional services and donated facilities are recognised as income when the charity has control over the item and any conditions associated with the donated item have been met. The receipt of economic benefit from use by the charity of the item is in accordance with the Charities SORP (FRS 102). Our general volunteer time is not recognised financially. Please refer to the trustees' annual report for more information about their contribution.

On receipt, donated professional services and donated facilities are recognised on the basis of the value of the gift to the charity which is the amount the charity would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

**(e) Interest receivable**

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the Bank.

**(f) Fund accounting**

Restricted funds are to be used for the specified purposes laid down by the donor. Expenditure for those purposes is charged to the fund, together with a fair allocation of overhead and support costs.

Unrestricted funds are donations and other incoming resources received or generated for expenditure on the general objects of the charity. Designated funds are unrestricted funds of the charity which the trustees have decided at their discretion to set aside to use for a specific purpose.

**(g) Expenditure and irrecoverable VAT**

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. Expenditure is classified under the following activity headings:

- Costs of raising funds comprise the costs of fundraising organised by the charity such as quiz nights and grant applications and their associated support costs.
- Expenditure on charitable activities includes the costs of providing care and support for carers and their associated support costs.

The cost of redundancy is included in the period when the staff member ceases to work actively for the charity.

Voluntary termination payments are included at the point that the employee accepts the offer.

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

## Notes to the Accounts (cont.)

### (h) Allocation of support costs

Support costs are those functions that assist the work of the charity but do not directly undertake charitable activities. They include back office costs, finance, personnel, payroll and governance costs.

These costs have been allocated between cost of raising funds and expenditure on charitable activities.

The bases on which support costs have been allocated are set out in note 8.

### (i) Operating leases

Rentals applicable to operating leases, where substantially all of the benefits and risks of ownership remain with the lessor, are charged against income as incurred.

### (j) Depreciation

Individual tangible fixed assets costing £1,000 or more are capitalised at cost.

Depreciation is provided on all tangible fixed assets at rates calculated to write off the costs less estimated residual value of each asset over its expected useful life.

Asset Category	Annual rate
Equipment	25%
Motor vehicles	25%

### (k) Debtors

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

### (l) Cash at bank and in hand

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

### (m) Creditors and provisions

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

## Notes to the Accounts (cont.)

### (n) Pensions

The charity operates a defined contribution pension scheme with The People's Pension. The pension charge represents the amounts payable by the charity to the fund in respect of the year. The assets of the scheme are held separately from those of the charity in an independently administered fund.

The charity also makes defined contributions for a number of staff who were transferred to us under TUPE from Cambridgeshire County Council (CCC). They remain members of the multi-employer defined benefit scheme that CCC used but CCC have agreed to bear the cost of employer contributions which exceed those payable under our scheme plus any pension shortfall.

### (o) Financial instruments

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value. Fixed assets are recorded at depreciated historical cost.

### (p) Corporation tax exemption

The company is considered to pass the tests set out in Paragraph 1 Schedule 6 of the Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes.

Accordingly, the company is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 Part 11 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes

## 2. Income from donations and legacies

	<b>2018</b>		
	Unrestricted	Restricted	<b>Total</b>
	£000	£000	<b>£000</b>
Gifts	29.6	22.7	<b>52.3</b>
Legacies	1.0	-	<b>1.0</b>
	-----	-----	-----
	30.6	22.7	<b>53.3</b>
	-----	-----	-----
	<b>2017</b>		
	Unrestricted	Restricted	<b>Total</b>
	£000	£000	<b>£000</b>
Gifts	26.1	43.1	<b>69.2</b>
Legacies	0.3	-	<b>0.3</b>
	-----	-----	-----
	26.4	43.1	<b>69.5</b>
	-----	-----	-----

The Charity benefits greatly from the involvement and enthusiastic support of its many volunteers, as outlined in our annual report. In accordance with FRS 102 and the Charities SORP (FRS 102).

The economic contribution of general volunteers is not recognised in the accounts.

**3. Income from charitable activities**

	Direct support for:			<b>2018 Total £000</b>
	Adult Carers (>25yrs) £000	Young Adult & Young Carers (<26 yrs) £000	Care breaks including emergency care £000	
By area:				
Cambridgeshire	1,018.9	96.0	1,335.5	<b>2,450.4</b>
Peterborough	272.3	89.5	220.2	<b>582.1</b>
Norfolk	-	106.9	766.7	<b>873.6</b>
	-----	-----	-----	-----
Total income from charitable activities	1,291.2	292.4	2,322.4	<b>3,906.1</b>
	-----	-----	-----	-----
By source:				
Grants receivable	72.9	217.1	1.1	<b>291.0</b>
Care fees and contracts	1,218.4	75.0	2,292.3	<b>3,585.7</b>
Other income	-	0.3	29.1	<b>29.4</b>
	-----	-----	-----	-----
Total income from charitable activities	1,291.2	292.4	2,322.4	<b>3,906.1</b>
	-----	-----	-----	-----

	Direct support for:			<b>2017 Total £000</b>
	Adult Carers (>25yrs) £000	Young Adult & Young Carers (<26 yrs) £000	Care breaks including emergency care £000	
By area:				
Cambridgeshire	1,368.4	46.8	1,225.6	<b>2,640.8</b>
Peterborough	341.6	98.5	148.8	<b>588.9</b>
Norfolk	-	116.0	827.3	<b>943.3</b>
	-----	-----	-----	-----
Total income from charitable activities	1,710.0	261.3	2,201.7	<b>4,173.0</b>
	-----	-----	-----	-----
By source:				
Grants receivable	90.8	166.9	35.3	<b>293.0</b>
Care fees and contracts	1,619.2	94.4	2,135.7	<b>3,849.2</b>
Other income	-	-	30.8	<b>30.8</b>
	-----	-----	-----	-----
Total income from charitable activities	1,710.0	261.3	2,201.7	<b>4,173.0</b>
	-----	-----	-----	-----

**4. Grants receivable**

	<b>2018</b>			<b>2017</b>
	Unrestricted funds £000	Restricted funds £000	<b>Total funds £000</b>	<b>Total funds £000</b>
Big Lottery - Norfolk Young Carers Forum	-	103.8	<b>103.8</b>	<b>179.0</b>
Big Lottery - Awards for All	-	9.9	<b>9.9</b>	-
Big Lottery - Reaching Communities	-	50.0	<b>50.0</b>	-
Big Potential	-	-	-	<b>63.2</b>
Carers Trust	-	3.8	<b>3.8</b>	<b>42.9</b>
Children in Need	-	20.4	<b>20.4</b>	<b>32.3</b>
Huntingdon Freeman's Charity	-	10.0	<b>10.0</b>	<b>10.0</b>
Freemasons	-	10.0	<b>10.0</b>	-
Digital Reach	-	8.4	<b>8.4</b>	-
Cambridgeshire Community Foundation - Innovation Project	-	25.0	<b>25.0</b>	-
The Foundation of Hinchingsbrooke School	-	5.0	<b>5.0</b>	<b>5.0</b>
Bright Futures Grass Roots	-	-	-	<b>3.3</b>
D'Oyly Carte Charitable Trust	-	-	-	<b>3.2</b>
St Neots Town Council	-	-	-	<b>2.5</b>
Jane Hodge Foundation	-	-	-	<b>2.5</b>
NNYAB	-	7.5	<b>7.5</b>	<b>2.5</b>
Ramsey Grantscape	-	5.5	<b>5.5</b>	-
Simon Gibson Charitable Trust Foundation	-	5.0	<b>5.0</b>	-
Tesco Bags for Help	-	4.0	<b>4.0</b>	-
Morrison Foundation	-	3.5	<b>3.5</b>	-
Hunts DC	-	3.0	<b>3.0</b>	-
Ramsey Millions	-	2.0	<b>2.0</b>	-
Girton Town Charity	-	-	-	<b>0.6</b>
Cambridgeshire Community Foundation Trust	-	5.0	<b>5.0</b>	-
Others under £2,500	-	17.0	<b>17.0</b>	<b>17.2</b>
Add: brought forward deferred from previous year	-	72.8	<b>72.8</b>	<b>1.6</b>
Less: deferred to projects in the next year	-	(80.7)	<b>(80.7)</b>	<b>(72.8)</b>
	-----	-----	----	-----
	-	291.0	<b>291.0</b>	<b>293.0</b>
	-----	-----	----	-----

**5. Other charitable income**

	2018		<b>Total funds £000</b>
	Unrestricted funds £000	Restricted funds £000	
Session fees	29.0	-	<b>29.0</b>
Other income	0.4	-	<b>0.4</b>
	-----	-----	-----
	29.4	-	<b>29.4</b>
	-----	-----	-----
	2017		<b>Total funds £000</b>
	Unrestricted funds £000	Restricted funds £000	
Session fees	30.6	-	<b>30.6</b>
Other income	0.2	-	<b>0.2</b>
	-----	-----	-----
	30.8	-	<b>30.8</b>
	-----	-----	-----

## 6. Analysis of expenditure

Direct costs by area:	Charitable Activity				2018 Total £000
	Adult Carers (>25yrs) £000	Young Adult & Young Carers (<26 yrs) £000	Care breaks including emergency care £000	Fund -raising Activities £000	
Cambridgeshire	646.2	174.5	1300.8	-	2121.5
Peterborough	72.9	75.7	162.4	-	311.0
Norfolk	-	102.2	824.7	-	926.9
Support costs (note 8)	191.4	91.0	420.7	27.1	730.2
	-----	-----	-----	-----	-----
Total expenditure on charitable activities	910.5	443.4	2,708.6	27.1	4,089.6
	-----	-----	-----	-----	-----
By type: <b>Direct costs</b>					
Staff costs	581.0	304.7	1872.3	-	2758.0
Staff travel	6.2	10.2	217.8	-	234.2
Staff training	0.0	0.5	51.2	-	51.7
Direct project costs	72.5	28.4	65.0	-	165.9
Communications	42.2	3.6	56.5	-	102.3
Promotion	4.9	0.3	1.7	-	6.9
Staff welfare and recruitment	0.8	0.2	7.2	-	8.2
Premises	11.5	4.5	16.2	-	32.2
Subscriptions, insurance & professional fees	-	-	-	-	-
Support costs (note 8)	191.4	91.0	420.7	27.1	730.2
	-----	-----	-----	-----	-----
Total expenditure on charitable activities	910.5	443.4	2708.6	27.1	4089.6
	-----	-----	-----	-----	-----

Expenditure on charitable activities by the company was £4,089.6k (2017: £4,107.4k) of which £3,732.9k was unrestricted (2016: £3,814.2k) and £356.6k was restricted (2017: £356.2k).

Direct costs by area:	Charitable Activity				2017 Total £000
	Adult Carers (>25yrs) £000	Young Adult & Young Carers (<26 yrs) £000	Care breaks including emergency care £000	Fund -raising Activities £000	
Cambridgeshire	669.2	126.5	1,399.4	-	2,195.1
Peterborough	89.3	73.2	141.7	-	304.2
Norfolk	-	132.5	905.7	-	1,038.2
Support costs (note 8)	172.7	52.9	366.0	41.3	632.9
	-----	-----	-----	-----	-----
Total expenditure on charitable activities	931.3	385.1	2,812.8	41.3	4,170.4
	-----	-----	-----	-----	-----
By type: Direct costs					
Staff costs	685.9	278.5	1,920.4	-	2,884.8
Staff travel	10.2	17.0	272.4	-	299.6
Staff training	3.5	5.5	63.0	-	72.0
Direct project costs	39.4	22.9	55.7	-	118.0
Communications	5.4	4.4	88.1	-	97.9
Promotion	2.7	0.3	1.5	-	4.5
Staff welfare and recruitment	0.8	0.2	29.5	-	30.5
Premises	10.6	3.4	16.2	-	30.2
Subscriptions, insurance & professional fees	-	-	-	-	-
Support costs (note 8)	172.7	52.9	366.0	41.3	632.9
	-----	-----	-----	-----	-----
Total expenditure on charitable activities	931.2	385.1	2,812.8	41.3	4,170.4
	-----	-----	-----	-----	-----

**7. Summary analysis of expenditure and related income**

	Adult Carers (>25yrs) £000	Young Adult & Young Carers (<26 yrs) £000	Care breaks including emergency care £000	<b>2018 Total £000</b>
Costs (Note 6)	(910.5)	(443.4)	(2,708.6)	<b>(4,062.5)</b>
Care fees and contracts (Note 3)	1,218.4	75.0	2,292.3	<b>3,585.7</b>
	-----	-----	-----	-----
Net cost funded by donations, grants, other income & reserves	307.9	(368.4)	(416.3)	<b>(476.7)</b>
	-----	-----	-----	-----
	Adult Carers (>25yrs) £000	Young Adult & Young Carers (<26 yrs) £000	Care breaks including emergency care £000	<b>2017 Total £000</b>
Costs (Note 6)	(1,145.0)	(389.0)	(2,595.1)	<b>(4,129.1)</b>
Care fees and contracts (Note 3)	1,619.2	90.7	2,165.2	<b>3,875.1</b>
	-----	-----	-----	-----
Net cost funded by donations, grants & other income	474.2	(298.3)	(429.9)	<b>(254.0)</b>
	-----	-----	-----	-----



**9. Net income / (expenditure) for the year**

	<b>2018</b>	<b>2017</b>
This is stated after charging:	<b>£000</b>	<b>£000</b>
Depreciation	-	1.6
Audit fee	5.8	2.4
Operating lease rentals - land & buildings	73.8	63.2

**10. Staff costs, trust remuneration & expenses, and the cost of key management personnel**

	<b>2018</b>	<b>2017</b>
The staff costs were:	<b>£000</b>	<b>£000</b>
Wages and salaries	2,999.1	2,997.5
Social security costs	151.1	144.5
Payments for Termination of Employment	81.4	-
Employer Pension costs	25.7	21.2
	-----	-----
	<b>3,257.4</b>	<b>3,163.2</b>
	-----	-----

No member of staff received employee benefits (excluding employer pension costs) of more than £60,000

The charity trustees were not paid and did not receive any other benefits from employment with the charity or a related entity in the year (2017: nil). Neither were they paid for professional or other services supplied to £1,012 were reimbursed regarding 3 directors (2017: £206 to 2 directors).

The key management personnel of the charity comprise: the Trustees, Chief Executive Officer, Deputy CEO, Chief Finance Officer, Director of Operations, Quality & Audit Manager, Impact & Improvement Manager, Head of YC/YAC Services, Regional Operations Manager. The total employee benefits of the key management personnel of the charity were £356.0k (2017: £291.6k ). The Director of Operations was a new post and the CFO post was filled for a full year in 2018 and only filled for part of the year in 2017.

A restructure programme was undertaken in full consultation with the staff. The objective was to achieve a number of voluntary exits whilst retaining the skills required for the future.

- No compulsory redundancies were required and staff left the Service through voluntary settlement agreements.
- The exits were agreed by the Board.
- Exits took place from September 2017 through to March 2018 and the payments accounted for within the financial year 2017/18.
- The policy is to account for the voluntary termination payments at the point that the employee accepted the offer.
- The total payments of £81.4k were made and were all within contractual terms except for one where legal advice was taken.

## 11. Staff numbers

The average monthly head count was 223 staff (2017: 234 staff). The average number of employees during the year, calculated on the basis of full-time equivalents, was as follows:

	<b>2018</b>	<b>2017</b>
	<b>Number</b>	<b>Number</b>
Senior management	6.5	6.0
Provision of care	115.2	126.0
Administration and finance	7.7	8.0
	-----	-----
<b>Total</b>	<b>129.4</b>	<b>140.0</b>
	-----	-----

## 12. Fixed Assets

All funded by Restricted Reserves	Motor Vehicles £000	Equipment £000	<b>Total £000</b>
<i>Cost</i>			
At 1 April 2016 and 31 March 2017	23.0	20.4	<b>43.4</b>
	-----	-----	-----
<i>Depreciation</i>			
At 1 April 2017	23.0	20.4	<b>43.4</b>
Depreciation charge	-	-	-
	-----	-----	-----
<b>At 31 March 2018</b>	<b>23.0</b>	<b>20.4</b>	<b>43.4</b>
	-----	-----	-----
<i>Net Book Value</i>			
At 1 April 2017	-	-	-
	-----	-----	-----
<b>At 31 March 2018</b>	<b>-</b>	<b>-</b>	<b>-</b>
	-----	-----	-----

**13. Debtors:** Due within one year

	<b>2018</b>	<b>2017</b>
	<b>£000</b>	<b>£000</b>
Trade debtors	<b>506.2</b>	<b>637.9</b>
Prepayments and accrued income	<b>268.5</b>	<b>269.6</b>
Other debtors	<b>2.9</b>	<b>7.0</b>
	<b>777.6</b>	<b>914.5</b>

Trade debtors have decreased as a result of decreased turnover and in 2017 we invoiced in advance for our major contracts, whereas in 2018 there is one major contract that we have not invoiced for in advance.

See also deferred income in note 14.

**14. Creditors:** Due within one year

	<b>2018</b>	<b>2017</b>
	<b>£000</b>	<b>£000</b>
Accruals & deferred income	<b>510.8</b>	<b>638.3</b>
Taxation and social security	<b>42.3</b>	<b>54.2</b>
Trade creditors	<b>21.5</b>	<b>32.6</b>
Other creditors	<b>107.2</b>	<b>31.0</b>
	<b>681.9</b>	<b>756.1</b>

Deferred income relates to income for work not yet done on performance related contracts and grants.

Other creditors have mainly increased as a result of wages accruals for 4 weekly paid staff.

Deferred income:	<b>2018</b>
	<b>£000</b>
Balance Bfwd	<b>567.9</b>
Released in year	<b>(567.9)</b>
Deferred in year	<b>406.3</b>
	<b>406.3</b>

**15. General reserves**

	<b>2018</b>				
	Brought forward £000	Income £000	Expenditure £000	Transfer from General reserves £000	Carried forward £000
General reserve	800.7	3672.5	3755.7	-	717.5
	-----	-----	-----	-----	-----
	<b>2017</b>				
	Brought forward £000	Income £000	Expenditure £000	Transfer from General reserves £000	Carried forward £000
General reserve	692.2	3929.0	3814.2	(6.3)	800.7
	-----	-----	-----	-----	-----

## 16. Analysis of movements in restricted funds

The purpose of the funds is explained beneath the heading of the item.

	Brought forward	Income	2018 Expenditure	Transfer from General reserves	Carried forward
	£000	£000	£000	£000	£000
Cambs Young Carers* <i>for carers aged &lt; 18yrs</i>	3.9	86.1	90.0	-	0.0
Cambs Young Adult Carers* <i>for carers aged 16-25yrs</i>	1.1	12.0	13.1	-	-
Peterborough Young Carers* <i>for carers aged &lt; 18yrs</i>	-	0.2	0.2	-	-
Peterborough Young Adult Carers* <i>for carers aged 16-25yrs</i>	-	31.3	31.3	-	-
Norfolk Young Carers <i>for carers aged &lt; 18yrs</i>	-	9.4	9.4	-	-
Norfolk Young Carers Forum <i>to give young carers a voice</i>	8.9	99.1	108.0	-	-
Cambridgeshire Community Foundation <i>to provide innovative community based projects for adult carers</i>	-	33.3	33.3	-	-
Big Lottery Reaching Communities <i>community based projects supporting carers</i>	-	31.5	31.5	-	(0.0)
Cambs Adult Hubs <i>for carers and dependents with Dementia</i>	6.3	7.1	13.4	-	0.0
Wednesday Club, Norfolk <i>for carers and dependents with Dementia</i>	-	3.8	3.8	-	0.0
	20.2	313.7	333.9	-	0.0
* also funded by unrestricted funds					
			2017		
	Brought forward	Income	Expenditure	Transfer from General reserves	Carried forward
	£000	£000	£000	£000	£000
Cambs Young Carers* <i>for carers aged &lt; 18yrs</i>	32.6	51.7	80.5	-	3.9
Cambs Young Adult Carers* <i>for carers aged 16-25yrs</i>	-	2.9	1.8	-	1.1
Peterborough Young Carers* <i>for carers aged &lt; 18yrs</i>	-	0.7	1.0	0.3	-
Peterborough Young Adult Carers* <i>for carers aged 16-25yrs</i>	-	31.8	31.8	-	-
Norfolk Young Adult Carers <i>for carers aged 16-25yrs</i>	-	29.4	33.8	4.4	-
Norfolk Young Carers Forum <i>to give young carers a voice</i>	-	107.6	98.7	-	8.9
Big Potential <i>evidencing social impact</i>	-	63.2	63.2	-	-
End of life <i>for palliative care</i>	0.1	-	0.1	-	-
Carers in Girton <i>for the benefit of residents in Girton</i>	-	1.6	1.6	-	-
Children in Need <i>activities for disabled children and siblings</i>	-	31.8	31.8	-	-
Great Shelford Support Group <i>for carers and dependents with Dementia</i>	1.3	9.8	4.8	-	6.3
Wednesday Club, Norfolk <i>for carers and dependents with Dementia</i>	-	5.5	7.1	1.6	-
	34.0	336.0	356.2	6.3	20.2
* also funded by unrestricted funds					

### West Anglia Crossroads Caring for Carers

(Known as Carers Trust Cambridgeshire, Peterborough, Norfolk)

Company No. 4379948

## 17. Other commitments

At 31 March 2018 the charity had total commitments under non-cancellable operating leases as follows:

		<b>Land and buildings</b>	
		<b>2018</b>	<b>2017</b>
		<b>£000</b>	<b>£000</b>
Expiry date:			
	In less than one year	<b>59.6</b>	<b>60.6</b>
	Between one and five years	<b>49.3</b>	<b>97.0</b>
	In over five years	-	-
		<b>108.9</b>	<b>157.6</b>
		<b>Equipment</b>	
		<b>2018</b>	<b>2017</b>
		<b>£000</b>	<b>£000</b>
Expiry date:			
	In less than one year	<b>10.7</b>	<b>9.8</b>
	Between one and five years	<b>42.8</b>	<b>39.5</b>
	In over five years	-	-
		<b>53.5</b>	<b>49.3</b>

This will be funded by existing contracts and income streams.

## 18. Contingent liability

Following the publication of the revised HMRC guidance on grants and contracts Carers Trust Cambridge, Peterborough, Norfolk has taken advice on its VAT registration and during the financial year ending 31<sup>st</sup> March 2019, CTCPN will write to HMRC for determination on its VAT registration status. There is the possibility that in determining the registration status, a liability for VAT penalties may unfold. However, until determination of the VAT status is given, the amount and timing of any such penalties remains uncertain.

## 19. Analysis of net assets between funds

		<b>2018</b>		
		<b>General</b>	<b>Restricted</b>	<b>Total</b>
		<b>£000</b>	<b>£000</b>	<b>£000</b>
	Tangible fixed assets	-	-	-
	Cash at bank and in hand	621.8	-	<b>621.8</b>
	Other net current assets	95.8	-	<b>95.8</b>
		<b>717.5</b>		<b>717.5</b>
		<b>2017</b>		
		<b>General</b>	<b>Restricted</b>	<b>Total</b>
		<b>£000</b>	<b>£000</b>	<b>£000</b>
	Tangible fixed assets	-	-	-
	Cash at bank and in hand	642.3	20.2	<b>662.5</b>
	Other net current assets	158.4	-	<b>158.4</b>
		<b>800.7</b>	<b>20.2</b>	<b>820.9</b>

**20. Reconciliation of net movement in funds to net cash flow from operating activities.**

	<b>2018</b>	<b>2017</b>
	<b>£000</b>	<b>£000</b>
Net movement in funds	<b>(103.4)</b>	<b>94.7</b>
Add back depreciation charge	-	-
Used in disbursement of costs	<b>221.3</b>	<b>(435.3)</b>
Increase (decrease) in creditors	<b>(74.3)</b>	<b>356.9</b>
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Net cash used in (provided by) operating activities	<b>(43.6)</b>	<b>16.2</b>
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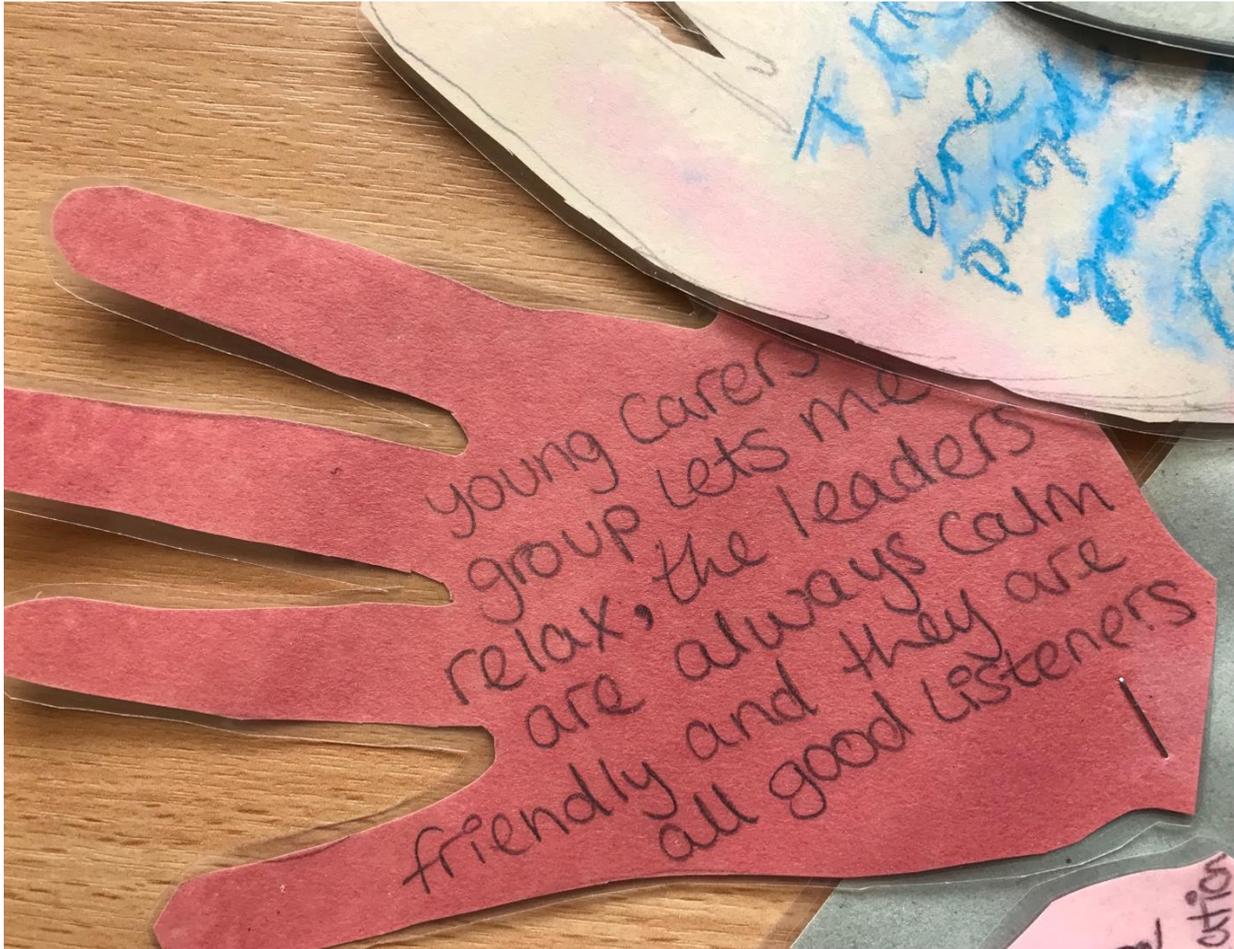
**21. Related party transactions**

We set up a voluntary sector consortium called Health & Wellbeing Network (formerly known as Better Health Network). Initially this was set up as a pilot within the charity using grants we received for this purpose. It was set up as a separate entity of which we are one of the four founding partners.

There are no transactions this financial year.

**22. Prior year Statement of Financial Activities**

	<b>2017</b>		
<b>Income</b>	Unrestricted Funds £000	Restricted Funds £000	<b>Total Funds £000</b>
Donations & legacies	26.4	43.1	<b>69.5</b>
Income from charitable activities:			
<i>Grants receivable</i>	-	293.0	<b>293.0</b>
Care fees and contracts	3,849.2	-	<b>3,849.2</b>
Other charitable income	30.8	-	<b>30.8</b>
Investment income	0.1	-	<b>0.1</b>
Other	22.5	-	<b>22.5</b>
Total Income	3,929.0	336.1	<b>4,265.1</b>
Expenditure			
Costs of raising funds	41.3	-	<b>41.3</b>
Expenditure on Charitable activities	3,777.7	351.4	<b>4,129.1</b>
Total expenditure	3,819.0	351.4	<b>4,170.4</b>
Gross outgoing resources from joint ventures			
<b>Net Income /(expenditure) before transfers</b>	-	-	-
Transfer between funds	110.0	(15.3)	<b>94.7</b>
Net movement in funds for the year	(6.3)	6.3	-
Reconciliation of funds			
Total funds brought forward	103.7	(9.0)	<b>94.7</b>
Total funds carried forward	692.2	34.0	<b>726.2</b>
Total funds carried forward	795.8	20.2	<b>820.9</b>



## References

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<sup>1</sup> Carers Trust website. Accessed May 2018

<sup>2</sup> Carers Trust website. Accessed May 2018

<sup>3</sup> Census 2011. 60,000 carers in Cambridgeshire, 18,000 carers in Peterborough and 100,000 carers in Norfolk

<sup>4</sup> Carers save the economy from Carers UK, Valuing Carers 2015. November 2015. NHS spending information from Fullfact.org. Accessed June 2018. All other facts from www.Parliament.UK website. Employment support for carers Accessed June 2018

<sup>5</sup> All Infographic information from Carers Trust website. Accessed June 2018

<sup>6</sup> Carers UK. Young Carers experience in education. Accessed July 2018

<sup>7</sup> Carers Trust. 422 Older Carers surveyed. Accessed 2018.