

COMPANY REGISTRATION NUMBER 4334059

**UTTLESFORD CROSSROADS - CARING FOR
CARERS**

COMPANY LIMITED BY GUARANTEE

FINANCIAL STATEMENTS

31 MARCH 2011

Charity Number 1090844

**UTTLESFORD CROSSROADS - CARING FOR CARERS
COMPANY LIMITED BY GUARANTEE**

FINANCIAL STATEMENTS

YEAR ENDED 31 MARCH 2011

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UTTLESFORD CROSSROADS - CARING FOR CARERS COMPANY LIMITED BY GUARANTEE

TRUSTEES' ANNUAL REPORT

YEAR ENDED 31 MARCH 2011

The trustees, who are also directors for the purposes of company law, present their report and the unaudited financial statements of the charity for the year ended 31 March 2011.

REFERENCE AND ADMINISTRATIVE DETAILS

| | |
|------------------------------------|---|
| Registered charity name | Uttlesford Crossroads - Caring for Carers |
| Trading name | Crossroads Care Uttlesford |
| Charity registration number | 1090844 |
| Company registration number | 4334059 |
| Principal office | c/o Citizens Advice Bureau Barnard's Yard Saffron Walden Essex CB11 4EB |

THE TRUSTEES

The trustees who served the company during the period were as follows:

| | |
|---------------------------------|---------------------------|
| R J Bloomfield | |
| A T Chudleigh | |
| S V Daybell | |
| R L I del Tufo (Vice Chair) | |
| P L Fuller (Treasurer) | |
| G M Hamilton-Hopkins (Chairman) | |
| K A Huey | |
| M Malcolm | (Appointed 29 March 2011) |
| C Morris | (Retired 20 July 2010) |
| E J Sibson | (Retired 20 July 2010) |

Secretary R L I del Tufo

Bankers Barclays Bank Plc
12a Market Place
Saffron Walden
Essex CB10 1HR

STRUCTURE, GOVERNANCE AND MANAGEMENT

Constitution

The company, limited by guarantee and not having share capital, was incorporated on 4 December 2001.

The company is constituted under a Memorandum and Articles of Association (both amended by Special Resolution on 15th July 2008), and is a registered charity. It is associated with the Crossroads Association and is subject to some regulation by that company.

UTTLESFORD CROSSROADS - CARING FOR CARERS COMPANY LIMITED BY GUARANTEE

TRUSTEES' ANNUAL REPORT *(continued)*

YEAR ENDED 31 MARCH 2011

Trustees

Our trustees bring a wide range of skills to the charity including experience in general medical practice, caring, human resources, business planning, legal issues and IT.

Trustees are recruited through coverage in the local press, through trustees' contacts and through carers and their relatives. Potential trustees then attend a Trustees' meeting and, if they would like to join the board and are deemed suitable by the trustees, they are then appointed to the board. When new trustees are appointed, they are given a Trustee Induction Pack which contains information about the aims, governance, constitution and key policies of the charity.

Organisation of the Charity

Management of the company is vested in the board of trustees who are responsible, without restriction, for proper use of its funds. They take decisions at meetings held every two months. A representative of Uttlesford District Council (Mrs E Godwin) together with the scheme manager (Mrs H Eldred) attend trustees' meetings but are not entitled to vote.

Current issues are also addressed at the meetings of a small executive committee of trustees and at regular staff meetings.

Day to day operations are managed by the scheme manager with three part-time administrative assistants. The service is offered by care support workers, of whom we currently employ 16, all on a part-time basis. The strength of the Crossroads Care Uttlesford scheme largely lies in the quality, energy and commitment of all our staff.

The Treasurer attends to financial matters.

Quality control exercises are carried out periodically by outside agencies (Essex County Council, the Care Quality Commission and the national Crossroads Care charity) and we carry out an annual survey of our clients.

The trustees of the charity have identified the major risks to which the charity may be exposed. The charity has established policies and procedures to manage those risks. In particular, the trustees are aware of the risk to our long-term sustainability arising from the current financial climate and the change to self-directed care and tendering for contracts and the small size of the scheme, and are taking steps to address these risks.

OBJECTIVES AND ACTIVITIES

Purposes of the charity

The objects of the charity are to relieve the stresses experienced by carers and their beneficiaries. A carer is someone of any age who provides unpaid support to family or friends whose health or wellbeing could suffer without this help. This could be caring for a relative, partner, child or friend who is ill, frail, disabled or has mental health or substance misuse problems.

UTTLESFORD CROSSROADS - CARING FOR CARERS COMPANY LIMITED BY GUARANTEE

TRUSTEES' ANNUAL REPORT *(continued)*

YEAR ENDED 31 MARCH 2011

Mission statement: Crossroads Care Uttlesford exists to promote, offer support and deliver high quality services for carers and people with care needs. Crossroads Care Uttlesford operates in the Uttlesford District Council area in North West Essex, a largely rural area including the towns of Saffron Walden, Thaxted, Stansted and Dunmow.

Crossroads Care Uttlesford aims:

- To relieve the stress of carers and cared-for by providing a home-based respite service;
- To avoid admission to hospital or other residential care of persons with care needs;
- To complement and supplement but not replace existing services; and
- To provide a high quality service.

Strategies for achieving objectives

Crossroads Care Uttlesford employs paid, fully-trained care support workers who can give carers a break from caring for people with a wide range of disabilities, including mental health problems. The care is provided in the client's home, and can include personal care, assistance with meals, shopping, or whatever is needed. Crossroads Care Uttlesford is a specialist provider of respite care, supplying high quality care by fully-trained staff with continuity of the care support worker.

Crossroads Care Uttlesford aims to meet calls on its services so far as personnel and financial resources permit, and to maintain its high standards of care and support.

Objectives for the Year 2010/2011

Our aims for the financial year 2010/2011 were to develop our service to carers in order to provide at least the national Crossroads Care Minimum Service Provision. This aim is to provide a service which:

- Is responsive to local need;
- Supports carers and the people they care for of all ages (including children and young people);
- Provides both a break and emotional support for the carer;
- Offers a breaks service which is available 24 hours a day, seven days a week, 52 weeks a year;
- Supports people with a range of needs from the simple to the complex;
- Supports people with a range of disabilities or health conditions (no disability or health condition will be excluded per se);
- Provides some element of continuing support after caring ends; and

UTTLESFORD CROSSROADS - CARING FOR CARERS COMPANY LIMITED BY GUARANTEE

TRUSTEES' ANNUAL REPORT *(continued)*

YEAR ENDED 31 MARCH 2011

- Signposts carers and the people they support to other Crossroads Care organisations when appropriate and to other organisations where Crossroads Care is unable to assist.

We planned to achieve this aim by:

- Involving carers in deciding what services are needed;
- Raising the profile of Crossroads Care Uttlesford throughout the district in order to:
 - Keep the needs of carers at the centre of everything we do;
 - Create awareness of our service among new carers and health professionals, and;
 - Support our fundraising efforts;
- Developing specialist support services for particular categories of carers and particular carers' needs;
- Increasing the number of carer support hours provided by the scheme to meet the needs of carers in Uttlesford, aiming to provide 300 carer support hours per week in the next financial year; and
- Developing the organisational capacity of the scheme to achieve these aims by:
 - purchasing Webroster software;
 - acquiring larger office accommodation which might have the potential for a Day Centre;
 - pursuing a programme for developing collaborative working among Essex Crossroads Care schemes, and;
 - reviewing office staffing needs to ensure carer support is provided as efficiently and to as many carers as possible.

Public benefit

In shaping our objectives for the year and planning our activities, the trustees have considered the Charity Commission's guidance on public benefit, including the guidance on public benefit and fee charging. Crossroads Care Uttlesford relies on statutory and private grants and the income from charges to carers for its services to cover its operating costs. In setting the level of our hourly charge, the trustees give careful consideration to the accessibility of our service to all carers in the area. In certain circumstances of need, we will offer our service to carers in need who are unable to pay for it.

ACHIEVEMENTS AND PERFORMANCE

Review of activities

Between April 2010 and March 2011, Crossroads Care Uttlesford provided 10,812 hours of carers breaks to 131 families throughout Uttlesford giving a total 2,889 breaks (in 2009/2010 we provided 10,881 hours of carers breaks to 115 families). 64% of the carers are aged 70 or over, 37% of carers are aged 80 or over and 70% of our cared-for suffer with some form of dementia or illness with dementia-like symptoms. We supported 10 families of children with disabilities aged between 0 and 17 years.

During the year we employed 15 part time and 1 bank care support workers.

UTTLESFORD CROSSROADS - CARING FOR CARERS COMPANY LIMITED BY GUARANTEE

TRUSTEES' ANNUAL REPORT *(continued)*

YEAR ENDED 31 MARCH 2011

Since February we have provided 1 care support worker for 3 hours each week to work with the Young Carers Group run by Essex County Council to cover long term sick leave for one of their staff. The group meets each Friday evening during term time and is for children between the ages of 10-18 who have some caring role at home for either a parent or sibling.

Objectives set for the financial year

It has not been possible to meet our objectives for the year in terms of carer hours provided as it has cost us more to provide each hour than we could recoup from charges or other funding. The economic climate has been very tight and Essex County Council has reduced our funding during the course of the year. We see the aims set out for 2010/2011 to be ongoing and we are heading to achieving them during the course of this financial year.

During the financial year 2010/2011 we have received and spent a grant from Essex Community Foundation on obtaining advice from a consultant about collaboration between the six Crossroads Care schemes in Essex, and on working to implement that advice. We are seeking to set up a network of schemes across Essex to put in joint bids for contracts and grants, and to work more closely to market our service and help carers.

The national body, Crossroads Association, has been looking at restructuring schemes across England and Wales to make the provision of Crossroads care more universal and more sustainable. We have been working with schemes across the Eastern region to look at the best way to achieve this. This continues to be debated and planned.

We have made progress developing our organisational capacity. Webroster software has been purchased and our staff are learning how to use it and are preparing for transferring to the new software. In January 2011 we moved to a new office within the offices of the Citizens Advice Bureau in Saffron Walden. This has substantially improved the working environment for our staff. We are planning to launch a Day Centre elsewhere.

We have been working closely with other Crossroads Care schemes in Essex to develop a network of these schemes to collaborate in applying for tenders, contracts and grants and to work together to achieve economies.

Our office staff have been working hard to streamline our activities; we are now in a stronger position and are confident in our administrative systems.

Other activities during the course of the year

During Carer's Week in June 2010 we held a tea party with live music for carers and those they care for, supported by various local agencies who informed the carers what they could offer.

We have worked with other Essex schemes, with Eastern region schemes and with schemes nationally to review the Crossroads Care strategy and seek to implement more sustainable ways of working.

We purchased new computers to update the administrative capacity of the office.

We instigated plans to set up a day centre.

UTTLESFORD CROSSROADS - CARING FOR CARERS COMPANY LIMITED BY GUARANTEE

TRUSTEES' ANNUAL REPORT *(continued)*

YEAR ENDED 31 MARCH 2011

Training

Of our care support workerse, Susan White and Angela Gennaro gained NVQ level 2, and Rose Peram gained NVQ level 3 during the course of this year. Mandatory training was attended by our care support workers and our scheme manager throughout the year.

FINANCIAL REVIEW

Review of financial position

Crossroads Care Uttlesford had a total income of £194,645 in 2010/11 (2009/10 £166,302). The main source of income is from carers paying for the service provided to them, as well as statutory and other grants.

Expenditure in 2010/11 was £205,618 (2009/10 £190,511). Our largest costs are staff wages, mainly our care support workers, and our administrative staff.

The increases are due to increased costs and reduced income from grants and statutory authorities. Although these accounts show a deficit over the year of £10,973, it is an improvement of over £13,000 on the previous year, which is especially good given the costs associated with the move to our new offices.

We note that subscriptions and donations and fundraising income are down from previous years. This is, of course, tied in with the current state of the national economy.

Principal funding

Funding is derived from grants and service payments made by public authorities, principally West Essex Primary Care Trust, Essex County Council and Uttlesford District Council, and payments for the service made by carers themselves (generally funded by Carers' Direct Payments). Funding from Essex County Council has reduced over the course of the year and we are looking at other income streams.

Our regular fundraising activities (including coffee mornings, carol singing, Christmas pudding sales, our Christmas lunch and the 100 Club) raised over £5,200 and we are very grateful for all the efforts of the Friends of Crossroads Care Uttlesford and our volunteers in making these events such a success and a vital contribution to our resources.

Reserves policy

A special reserve in our balance sheet has been provided to meet redundancy costs which might arise if the company were to become insolvent. This has been increased this year to ensure it remains adequate for the purpose based on current salaries and rules.

Under the terms of our governing document, in the event of Crossroads Care Uttlesford becoming insolvent all members, most of whom are users of the service, would be liable to pay an amount not exceeding £5 to the Scheme's assets. The trustees think it prudent to provide a specific reserve to cover this liability.

The trustees also consider it prudent to hold in reserve six to nine months operating costs in case forecasted grant and donation monies were not forthcoming.

UTTLESFORD CROSSROADS - CARING FOR CARERS COMPANY LIMITED BY GUARANTEE

TRUSTEES' ANNUAL REPORT *(continued)*

YEAR ENDED 31 MARCH 2011

Current financial plans

The Trustees are seeking to eliminate the deficit from our current financial position by making the charity more financially stable and sustainable through closer work with the other Crossroads Care schemes in Essex and the eastern region.

PLANS FOR FUTURE PERIODS

Future developments

We are looking to work closely with the Essex schemes and across the Eastern region to provide the best service possible to carers in the most sustainable way possible.

We are planning to launch a Day Centre in Saffron Walden one day per week in the New Life Church in Shire Hill, Saffron Walden, in July 2011. This offers a different type of respite care at a lower rate than one-to-one care. We hope to open further day centres in other parts of the area.

RESPONSIBILITIES OF THE TRUSTEES

The trustees (who are also the directors of Uttlesford Crossroads - Caring for Carers for the purposes of company law) are responsible for preparing the Trustees Annual Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make 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 charitable company will continue in operation.

The trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. The trustees are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

**UTTLESFORD CROSSROADS - CARING FOR CARERS
COMPANY LIMITED BY GUARANTEE**

TRUSTEES' ANNUAL REPORT *(continued)*

YEAR ENDED 31 MARCH 2011

SMALL COMPANY PROVISIONS

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

Registered office:
C/O Citizens Advice Bureau
Barnard's Yard
Saffron Walden
Essex
CB11 4EB

Signed on behalf of the trustees

G HAMILTON HOPKINS
Chairman

19th July 2011

UTTLESFORD CROSSROADS - CARING FOR CARERS COMPANY LIMITED BY GUARANTEE

INDEPENDENT EXAMINER'S REPORT TO THE MEMBERS OF UTTLESFORD CROSSROADS - CARING FOR CARERS

YEAR ENDED 31 MARCH 2011

I report on the accounts of the charity for the year ended 31 March 2011 set out on pages 11 to 20.

RESPECTIVE RESPONSIBILITIES OF TRUSTEES AND INDEPENDENT EXAMINER

The charity's trustees (who are also the directors of Uttlesford Crossroads - Caring for Carers for the purposes of company law) are responsible for the preparation of the accounts. The charity's trustees consider that an audit is not required for this year (under section 43(2) of the Charities Act 1993 (the 1993 Act), as amended by section 28 of the Charities Act 2006) and that an independent examination is needed.

Having satisfied myself that the charity is not subject to audit under company law and is eligible for independent examination, it is my responsibility to:

- examine the accounts (under section 43(3)(a) of the 1993 Act, as amended);
- to follow the procedures laid down in the General Directions given by the Charity Commission (under section 43(7)(b) of the 1993 Act, as amended); and
- to state whether particular matters have come to my attention.

BASIS OF INDEPENDENT EXAMINER'S STATEMENT

My examination was carried out in accordance with the General Directions given by the Charity Commission. An examination includes a review of the accounting records kept by the charity and a comparison of the accounts presented with those records. It also includes consideration of any unusual items or disclosures in the accounts, and seeking explanations from you as trustees concerning any such matters. The procedures undertaken do not provide all the evidence that would be required in an audit, and consequently I do not express an audit opinion on whether the accounts present a 'true and fair view'.

INDEPENDENT EXAMINER'S STATEMENT

In connection with my examination, no matter has come to my attention:

(1) which gives me reasonable cause to believe that in any material respect the trustees have not met the requirements to ensure that:

- proper accounting records are kept (in accordance with section 386 of the Companies Act 2006); and
- accounts are prepared which agree with the accounting records, comply with the accounting requirements of section 396 of the Companies Act 2006 and with the methods and principles of the Statement of Recommended Practice: Accounting and Reporting by Charities; or

**UTTLESFORD CROSSROADS - CARING FOR CARERS
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**INDEPENDENT EXAMINER'S REPORT TO THE MEMBERS OF
UTTLESFORD CROSSROADS - CARING FOR CARERS**

YEAR ENDED 31 MARCH 2011

(2) to which, in my opinion, attention should be drawn in order to enable a proper understanding of the accounts to be reached.

Alastair Mein FCA
Independent examiner

10 Market Walk
Saffron Walden
Essex
CB10 1JZ

20 July 2011

**UTTLESFORD CROSSROADS - CARING FOR CARERS
COMPANY LIMITED BY GUARANTEE**

**STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING THE
INCOME AND EXPENDITURE ACCOUNT)**

YEAR ENDED 31 MARCH 2011

| | Note | Total Funds 2011 £ | Total Funds 2010 £ |
|---|------|-----------------------------|--------------------------|
| INCOMING RESOURCES | | | |
| Incoming resources from generating funds: | | | |
| Voluntary income | 2 | 21,637 | 26,995 |
| Activities for generating funds | 3 | 5,234 | 8,462 |
| Investment income | 4 | 723 | 1,582 |
| Incoming resources from charitable activities | 5 | 164,628 | 126,148 |
| Other incoming resources | 7 | 2,422 | 3,115 |
| TOTAL INCOMING RESOURCES | | 194,644 | 166,302 |
| RESOURCES EXPENDED | | | |
| Costs of generating funds: | | | |
| Costs of generating voluntary income | 8 | (1,803) | (1,563) |
| Fundraising trading: cost of goods sold and other costs | 9 | (2,087) | (2,371) |
| Charitable activities | 10 | (190,296) | (184,116) |
| Governance costs | 11 | (11,432) | (2,461) |
| TOTAL RESOURCES EXPENDED | | (205,618) | (190,511) |
| NET OUTGOING RESOURCES FOR THE YEAR/NET EXPENDITURE FOR THE YEAR | 13 | (10,974) | (24,209) |
| RECONCILIATION OF FUNDS | | | |
| Total funds brought forward | | 168,334 | 192,543 |
| TOTAL FUNDS CARRIED FORWARD | | 157,360 | 168,334 |

The Statement of Financial Activities includes all gains and losses in the year and therefore a statement of total recognised gains and losses has not been prepared.

All of the above amounts relate to continuing activities.

The notes on pages 14 to 20 form part of these financial statements.

**UTTLESFORD CROSSROADS - CARING FOR CARERS
COMPANY LIMITED BY GUARANTEE**

BALANCE SHEET

31 MARCH 2011

| | Note | 2011 £ | £ | 2010 £ | £ |
|---|------|-----------------|-----------------------|-----------------|----------------|
| FIXED ASSETS | | | | | |
| Tangible assets | 15 | | 1,640 | | 91 |
| CURRENT ASSETS | | | | | |
| Debtors | 16 | 18,418 | | 15,013 | |
| Cash at bank and in hand | | <u>152,743</u> | | <u>169,100</u> | |
| | | 171,161 | | 184,113 | |
| CREDITORS: Amounts falling due within one year | 17 | <u>(15,441)</u> | | <u>(15,870)</u> | |
| NET CURRENT ASSETS | | | 155,720 | | 168,243 |
| TOTAL ASSETS LESS CURRENT LIABILITIES | | | <u>157,360</u> | | <u>168,334</u> |
| FUNDS | | | | | |
| Unrestricted income funds | 18 | | <u>157,360</u> | | 168,334 |
| TOTAL FUNDS | | | <u>157,360</u> | | <u>168,334</u> |

The trustees are satisfied that the company is entitled to exemption from the provisions of the Companies Act 2006 (the Act) relating to the audit of the financial statements for the year by virtue of section 477, and that no member or members have requested an audit pursuant to section 476 of the Act.

The trustees acknowledge their responsibilities for:

- (i) ensuring that the company keeps adequate accounting records which comply with section 386 of the Act, and
- (ii) preparing financial statements which give a true and fair view of the state of affairs of the company as at the end of the financial year and of its profit or loss for the financial year in accordance with the requirements of section 393, and which otherwise comply with the requirements of the Act relating to financial statements, so far as applicable to the company.

These financial statements have been prepared in accordance with the special provisions for small companies under Part 15 of the Companies Act 2006 and with the Financial Reporting Standard for Smaller Entities (effective April 2008).

The Balance sheet continues on the following page.

The notes on pages 14 to 20 form part of these financial statements.

**UTTLESFORD CROSSROADS - CARING FOR CARERS
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BALANCE SHEET *(continued)*

31 MARCH 2011

These financial statements were approved by the members of the committee on the 19th July 2011 and are signed on their behalf by:

P L FULLER (TREASURER)

Company Registration Number: 4334059

The notes on pages 14 to 20 form part of these financial statements.

UTTLESFORD CROSSROADS - CARING FOR CARERS COMPANY LIMITED BY GUARANTEE

NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 31 MARCH 2011

1. ACCOUNTING POLICIES

Basis of accounting

The financial statements have been prepared under the historical cost convention and in accordance with applicable United Kingdom accounting standards, the Statement of Recommended Practice "Accounting and Reporting by Charities" issued in March 2005 (SORP 2005) and the Companies Act 2006, and in accordance with the Financial Reporting Standard for Smaller Entities (effective April 2008).

Cash flow statement

The financial statements do not include a Cash flow statement because the charitable company, as a small reporting entity, is exempt from the requirement to prepare such a statement under the Financial Reporting Standard for Smaller Entities (effective April 2008).

Incoming resources

All incoming resources are included in the statement of financial activities when the company is legally entitled to the income and the amount can be quantified with reasonable accuracy. For legacies, entitlement is the earlier of the company being notified of an impending distribution or the legacy being received.

Incoming resources from grants are recognised when they become receivable for the charity.

Fund accounting

General funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the company and which have not been designated for other purposes.

Designated funds comprise unrestricted funds that have been set aside by the Trustees for particular purposes. The aim and use of each designated fund is set out in the notes to the financial statements.

Investment income, gains and losses are allocated to the appropriate fund.

UTTLESFORD CROSSROADS - CARING FOR CARERS COMPANY LIMITED BY GUARANTEE

NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 31 MARCH 2011

1. ACCOUNTING POLICIES *(continued)*

Resources expended

All expenditure, including irrecoverable VAT is accounted for on an accruals basis and has been included under expense categories that aggregate all costs for allocation to activities. Where costs cannot be directly attributed to particular activities, they have been allocated on a basis consistent with the use of resources.

Costs of generating funds are those incurred in seeking voluntary contributions and in undertaking other activities for generating funds, and do not include the costs of disseminating information in support of charitable activities.

Charitable expenditure comprises those costs incurred by the charity in the delivery of its activities and services for its beneficiaries. All costs relate to the objective of the charity - that of reducing the stresses placed on carers by offering a respite service through the provision of community-based care support workers.

Governance costs include all costs associated with meeting the constitutional and statutory requirements of the charity, including accountancy fees.

Fixed assets

All fixed assets are initially recorded at cost.

Depreciation

Depreciation is calculated so as to write off the cost of an asset, less its estimated residual value, over the useful economic life of that asset as follows:

Furniture, fittings & equipment - 25% per annum straight line

2. VOLUNTARY INCOME

| | Unrestricted Funds £ | Total Funds 2011 £ | Total Funds 2010 £ |
|-----------------------------|----------------------------|--------------------------|--------------------------|
| Donations | | | |
| Subscriptions and donations | 11,637 | 11,637 | 25,725 |
| Similar incoming resources | - | - | 1,270 |
| Grants receivable | | | |
| Grants receivable | 10,000 | 10,000 | - |
| | 21,637 | 21,637 | 26,995 |

**UTTLESFORD CROSSROADS - CARING FOR CARERS
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NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 31 MARCH 2011

3. INCOMING RESOURCES FROM ACTIVITIES FOR GENERATING FUNDS

| | Unrestricted Funds £ | Total Funds 2011 £ | Total Funds 2010 £ |
|--------------------|----------------------------|--------------------------|--------------------------|
| Fundraising events | 3,732 | 3,732 | 7,042 |
| 100 club | 1,502 | 1,502 | 1,420 |
| | <u>5,234</u> | <u>5,234</u> | <u>8,462</u> |

4. INVESTMENT INCOME

| | Unrestricted Funds £ | Total Funds 2011 £ | Total Funds 2010 £ |
|--------------------------|----------------------------|--------------------------|--------------------------|
| Bank interest receivable | 723 | 723 | 1,582 |

5. INCOMING RESOURCES FROM CHARITABLE ACTIVITIES

| | Unrestricted Funds £ | Total Funds 2011 £ | Total Funds 2010 £ |
|---|----------------------------|--------------------------|--------------------------|
| Fees - hourly charges - spot purchase | 16,563 | 16,563 | 8,584 |
| Fees - hourly charges - direct payments | 90,186 | 90,186 | 52,209 |
| Grants receivable | 57,879 | 57,879 | 65,355 |
| | <u>164,628</u> | <u>164,628</u> | <u>126,148</u> |

6. GRANTS RECEIVABLE

During the year, the charity received the following material grants:

| | 2011 | 2010 |
|---|--------|--------|
| Essex Community Foundation (included in voluntary income) | 10,000 | 10,000 |
| West Essex Primary Care Trust | 23,813 | - |
| Uttlesford Primary Care Trust | - | 16,374 |
| Children's Disability Grant | 5,000 | 8,000 |
| Essex Social Services | 1,479 | - |
| Uttlesford District Council | 10,600 | - |
| Emergency Intervention Service (Essex County Council) | 16,987 | 15,547 |
| Joy Charitable Trust | - | 10,000 |
| Saffron Walden Town Council | - | 2,000 |
| Essex County Council Grants | - | 3,434 |

7. OTHER INCOMING RESOURCES

| | Unrestricted Funds £ | Total Funds 2011 £ | Total Funds 2010 £ |
|--------------------------|----------------------------|--------------------------|--------------------------|
| Other incoming resources | 2,422 | 2,422 | 3,115 |

**UTTLESFORD CROSSROADS - CARING FOR CARERS
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NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 31 MARCH 2011

8. COSTS OF GENERATING VOLUNTARY INCOME

| | Unrestricted Funds £ | Total Funds 2011 £ | Total Funds 2010 £ |
|---------------|----------------------------|--------------------------|--------------------------|
| Support costs | <u>1,803</u> | <u>1,803</u> | <u>1,563</u> |

9. FUNDRAISING TRADING: COST OF GOODS SOLD AND OTHER COSTS

| | Unrestricted Funds £ | Total Funds 2011 £ | Total Funds 2010 £ |
|--------------------------------------|----------------------------|--------------------------|--------------------------|
| Fundraising expenses and other costs | 1,657 | 1,657 | 1,881 |
| Support costs | <u>430</u> | <u>430</u> | <u>490</u> |
| | <u>2,087</u> | <u>2,087</u> | <u>2,371</u> |

10. COSTS OF CHARITABLE ACTIVITIES BY ACTIVITY TYPE

| | Activities undertaken directly £ | Support costs £ | Total Funds 2011 £ | Total Funds 2010 £ |
|-----------------------|---|-----------------------|--------------------------|--------------------------|
| Charitable activities | <u>176,568</u> | <u>13,728</u> | <u>190,296</u> | <u>184,116</u> |

11. GOVERNANCE COSTS

| | Unrestricted Funds £ | Total Funds 2011 £ | Total Funds 2010 £ |
|-----------------------------|----------------------------|--------------------------|--------------------------|
| Accountancy fees | 2,341 | 2,341 | 2,291 |
| Consultancy fees | 9,000 | 9,000 | – |
| Costs of trustees' meetings | <u>91</u> | <u>91</u> | <u>170</u> |
| | <u>11,432</u> | <u>11,432</u> | <u>2,461</u> |

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NOTES TO THE FINANCIAL STATEMENTS

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12. ANALYSIS OF SUPPORT COSTS

| | Costs of generating voluntary income £ | Fundraising expenses and other costs £ | Charitable activities £ | Total 2011 £ | Total 2010 £ |
|------------------------------------|--|--|-------------------------------|-----------------|-----------------|
| Office and administration costs | 1,050 | 251 | 7,995 | 9,296 | 5,682 |
| Repairs and maintenance | 182 | 44 | 1,384 | 1,610 | 992 |
| Affiliation fees | 295 | 70 | 2,245 | 2,610 | 2,299 |
| Bank charges | 18 | 4 | 141 | 163 | 74 |
| Depreciation | 72 | 17 | 548 | 637 | 310 |
| Training costs | 186 | 44 | 1,415 | 1,645 | – |
| | <u>1,803</u> | <u>430</u> | <u>13,728</u> | <u>15,961</u> | <u>9,357</u> |

13. NET OUTGOING RESOURCES FOR THE YEAR

This is stated after charging:

| | 2011 £ | 2010 £ |
|--------------|------------|------------|
| Depreciation | <u>637</u> | <u>310</u> |

14. STAFF COSTS AND EMOLUMENTS

Total staff costs were as follows:

| | 2011 £ | 2010 £ |
|-----------------------|----------------|----------------|
| Wages and salaries | 165,610 | 171,178 |
| Social security costs | 6,372 | 5,634 |
| | <u>171,982</u> | <u>176,812</u> |

Particulars of employees:

The average number of employees during the year, calculated on the basis of full-time equivalents, was as follows:

| | 2011 No | 2010 No |
|-----------------|------------|------------|
| Number of staff | <u>19</u> | <u>19</u> |

No employee received remuneration of more than £60,000 during the year (2010 - Nil).

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YEAR ENDED 31 MARCH 2011

15. TANGIBLE FIXED ASSETS

| | Furniture, fittings & equipment £ |
|---------------------------|--|
| COST | |
| At 1 April 2010 | 1,234 |
| Additions | <u>2,186</u> |
| At 31 March 2011 | <u>3,420</u> |
| DEPRECIATION | |
| At 1 April 2010 | 1,143 |
| Charge for the year | <u>637</u> |
| At 31 March 2011 | <u>1,780</u> |
| NET BOOK VALUE | |
| At 31 March 2011 | <u>1,640</u> |
| At 31 March 2010 | <u>91</u> |

16. DEBTORS

| | 2011 | 2010 |
|-----------------|----------------------|----------------------|
| | £ | £ |
| Tax recoverable | 1,270 | 1,270 |
| Other debtors | 15,635 | 13,743 |
| Prepayments | <u>1,513</u> | <u>–</u> |
| | <u>18,418</u> | <u>15,013</u> |

17. CREDITORS: Amounts falling due within one year

| | 2011 | 2010 |
|--------------------------|----------------------|----------------------|
| | £ | £ |
| Trade creditors | 365 | 197 |
| PAYE and social security | – | 1,216 |
| Other creditors | <u>15,076</u> | <u>14,457</u> |
| | <u>15,441</u> | <u>15,870</u> |

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NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 31 MARCH 2011

18. UNRESTRICTED INCOME FUNDS

| | Balance at 1 April 2010 £ | Incoming resources £ | Outgoing resources £ | Transfers £ | Balance at 31 March 2011 £ |
|--------------------|---------------------------------|----------------------------|----------------------------|-----------------|----------------------------------|
| Redundancy Fund | 13,000 | - | - | 12,000 | 25,000 |
| Members Reserve | 1,000 | - | - | - | 1,000 |
| General Funds | <u>154,334</u> | <u>194,644</u> | <u>(205,618)</u> | <u>(12,000)</u> | <u>131,360</u> |
| | <u>168,334</u> | <u>194,644</u> | <u>(205,618)</u> | <u>-</u> | <u>157,360</u> |

Redundancy Fund

An amount was set aside by the trustees in a deposit fund out of which staff redundancy payments are to be made in the event of the charity ceasing to be a going concern.

19. ANALYSIS OF NET ASSETS BETWEEN FUNDS

| | Tangible fixed assets £ | Net current assets £ | Total £ |
|-----------------------------------|-------------------------------|----------------------------|----------------|
| Unrestricted Income Funds: | | | |
| Designated Funds | - | 26,000 | 26,000 |
| General Funds | <u>1,640</u> | <u>129,720</u> | <u>131,360</u> |
| | <u>1,640</u> | <u>155,720</u> | <u>157,360</u> |
| Total Funds | <u>1,640</u> | <u>155,720</u> | <u>157,360</u> |

20. RELATED PARTY TRANSACTIONS

During the year, one trustee received reimbursement of expenses totalling to £91 (2010: £170).

Other than the above, during the year, there were no related party transactions, such as would required disclosure under the Financial Reporting Standard for Smaller Entities.

21. COMPANY LIMITED BY GUARANTEE

The company is a company limited by guarantee. In the event of the company being wound up, the liability in respect of the guarantee is limited to £5 per member of the company.