

West Anglia Crossroads Caring for Carers

(known as Carers Trust Cambridgeshire, Peterborough & Norfolk)

Company No. 4379948



Trustees' Annual Report for the Year Ended 31 March 2017

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Trustees' Annual Report for the Year Ended 31 March 2017

The trustees are pleased to present their annual directors' report together with the financial statements of the charity for the year ending 31 March 2017 which are also prepared to meet the requirements for a directors' report and accounts for Companies Act purposes.

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 1 January 2015).

Our purposes and activities

Our objects in our governing documents are to relieve the stresses experienced by carers, and both children and adults who have caring needs, as a result of disability, illness or age by offering a respite service through the provision of community based support workers, within Cambridgeshire, Peterborough and Norfolk plus the surrounding area.

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 during our life

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



83% report a negative impact on mental and physical health



70% of carers are over £10,000 worse off as a result of reduced earnings



■ Carers ■ Non Carers

61% have faced depression - almost 3 times as likely as non-carers

Source: www.carersuk.org/images/Facts_about_Carers_2015.pdf

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Public Benefit

In setting our objectives and planning our activities our trustees have given serious consideration to the Charity Commission's general guidance on public benefit. We deliver public benefit through

- Providing breaks from caring (care, in groups or other practical support).
- Assessment and support of carers' needs, helping them achieve desired goals.
- Emergency planning and care cover, and planning for the future.
- Training and equipping carers with skills for their caring role and the future.
- Raising awareness of caring and family carers in the community, schools and with employers, to help them understand the impact of caring and how they can help.
- Developing links with partner organisations and referring to other professionals and charities that support carers – to offer carers a clear path through the maze of help available.
- Developing and diversifying our services, ensuring the charity remains representative of the carers it serves.
- Clients of our care service and their carers take the lead in developing a care package from us.
- Some services are free to our clients but there is a charge for some. We raise charitable funding to ensure that those in need can access the help they need.
- Working with carers to influence and improve support for them from all sources including statutory services and within communities.

The impact we strive to achieve for family carers is

- Increased confidence in carer role
- Improved or maintained mental health
- Improved or maintained physical health
- Carers and families cope financially
- More carers in education, training, volunteering & employment
- More family carers influence policy
- and for those with care needs whom we support, maintained or improved quality of life.

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Achievements and performance

We have maintained our excellent reputation across the region. We have the support of a number of 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.

Our Clients

We care for over 11,000 family carers and those with care needs by providing information, advice and support, peer support and home care. We support people of all ages, with a specialist team to support young carers and young adult carers (<26yrs) as their needs are very different to adult carers. For the 817 families for whom we regularly provide home care, our visits are designed to give the family carer a break from caring as well as ensuring the person with care needs has all appropriate support – enhancing the value from the one visit. Breaks from caring have been shown to be one of the best ways of helping unpaid carers cope with the pressures they face. Since 2009, 25% fewer people are receiving support from Local Authority social care budgets¹ and in order to extend the support offered to carers we have created a hardship fund and in Cambridgeshire and Peterborough developed our Family Carers Prescription service meaning more carers in need can be offered a break and other support when referred by their GP practice.

Our Staff

We have a dedicated team of 228 staff working on a number of different projects, including 123 care workers who are professionally trained to provide personal care. In addition to being highly skilled and trained to work with our clients, they are caring, committed and empathic. Despite numerous challenges, all of our staff go the extra mile to support our clients and our organisation. Many of our staff have been family carers themselves.

Our Volunteers

We really value our 59 volunteers who supplement the support provided by our professional staff. It would be difficult to offer the services we do without them. Many of our volunteers have experienced being family carers themselves, in addition to their professional and life skills, and therefore have so much to give to those who are new to being a carer for family or friends.

¹ www.kingsfund.org.uk/projects/verdict/how-serious-are-pressures-social-care (2015)

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Our Partners

We work with a wealth of partners ranging from the voluntary sector to NHS trusts. We link carers into all services that are available to support them. Last year we made 369 direct referrals for additional support to 82 other organisations and put carers in contact with 229 partner organisations that could help them on 3,689 occasions.

Successful examples of partnership working includes our work with:

- Cambridgeshire & Peterborough Clinical Commissioning Group and GP practices to provide an easy way for practice staff to identify family carers and refer them to us for support. We have shared this award winning 'Family Carers Prescription' service across the country as an example of best practice, and we are delighted the contract was extended for a further two years to March 2019. In 2016/17 we responded to 824 family carers prescriptions of which 49% avoided hospital admission.
- Cambridgeshire and Peterborough Foundation Trust to help them roll out the Triangle of Care and train their staff to be carer aware by extending our 'Caring Communities' programme to a professional setting.
- Addenbrookes Hospital to develop a 'Bridging the Gap' pilot to avoid hospital admissions and speed up the discharge process, improving the situation for patients and their families while saving NHS funds and releasing hospital beds.
- Schools and colleges to train their staff to identify and support carers under our Young Carers in Schools (YCiS) programme. Young Carers are a hidden group of young people who often feel alone in their caring responsibilities. Schools who do a good job at supporting young carers can bring together a community of young carers who can confide and lean on one another, helping them to feel valued and supported, enabling them to achieve and enjoy school. We have helped 14 schools through the national YCiS accreditation programme but we are currently working with 40 schools. We have demonstrated that dedicated support has increased the number and success of schools in attaining accreditation and have funded this ourselves.

These are excellent examples of true partnership working and we are totally committed to working together with these and many others in the future.

Our Supporters

A very big thank you to all our supporters. They include individuals, commissioners, charitable trusts, Big Lottery Fund, Children in Need, clients, staff, Trustees, businesses and local councils. All our grant funders are listed in Note 4 to the accounts on page 29. In addition to financial support, we also receive donations in kind of resources from local

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communities, large and small shops and of course, from the donors of prizes for our annual auction, all of which makes such a huge difference.

Special thanks to all the staff and shoppers at Sainsbury's Coldhams Lane, Cambridge, who supported us as their Charity of the Year. This year we were also delighted to be selected as Charity of the Year for East Anglia Chartered Institute of Public Relations (CIPR), and we thank the professionals who have helped us with improving our marketing and communications through this, especially Holly Consulting who have given us their time and expertise for free - services worth £5,500.

Our fundraising and the contribution from our supporters has allowed us to provide a lot of extra support, including the following

- support 148 young carers in Huntingdonshire,
- 49 sessions to support young adult carers in their caring role and to make the life choices they want,
- two dementia support groups (72 sessions),
- residentials, trips and mentoring for 69 disabled children and their siblings to help them lead more independent lives,
- 132 hours of care to those most in need.
- 84 Christmas hampers to young carers and their families.

Our Impact

This year, we supported over 11,000 carers, most of which had light touch information support in the form of resolving a quick phone query or receiving the Carers Magazine.

We registered 1,174 What If? Plans, which allows carers to design an action plan in case they are unable to care due to an emergency, and we responded to 91 emergencies under the scheme we run for Cambridgeshire County Council. Family carers have told us they really value the peace of mind that this scheme brings. We also helped 151 carers register for the emergency scheme in Peterborough.

When someone is in a caring role the situation usually gets more difficult over time, so maintaining the carer's current situation is regarded a positive outcome. For the 824 who we supported via a Family Carers Prescription this year, the impact of this more intensive support was

93% said they cope better with their caring role or were coping the same

90% said their health had improved or maintained at the same level

92% said they are less stressed and anxious or the same

Similar intensive support was given to 1,169 carers as part of their statutory carers assessment or review, which we carried out on behalf of Cambridgeshire County Council.

96% felt having a carers assessment was a positive experience

Overall 77% of family carers said our support had improved their mental health.

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We supported

477 family carers to access benefits and financial advice.

243 to enter or remain in education, training, volunteering & employment

Our Norfolk Young Carers Forum (NYCF) gives young carers and young adult carers the opportunity to raise awareness and make a difference about the issues that affect them and their families. This year 47 young carers aged <26 were involved in 43 events. The highlight was the development of the 'Young 'Carers Needs Assessment Guide' with Norfolk County Council – the first of its kind in the UK. We know that being a young carer can affect their school work and result in bullying and isolation, and have a considerable impact on their childhood. This guide explains in very simple terms what an assessment is, as it can seem daunting, and we hope that children and young people with caring responsibilities can be more easily identified and helped, along with their families.

We also helped carers influence policy by equipping and encouraging our 14 volunteer Carers Ambassadors and others to be involved in feeding their ideas and experiences into government, including the national strategy Call for Evidence, NHS and local partnership boards as well as helping to raise carer awareness through our Caring Communities project.

In 2016/17 we provided over 118,000 hours of regulated care supporting 1,209 people with care needs, of which 817 were regular care clients and the others were helped in response to emergencies such as to get them out of hospital. 98% said that our care helped them to maintain their quality of life

This year we started to improve our impact reporting and outcome measurement through working with social impact consultants, Aleron, which was made possible by a grant from Big Potential Advanced Lottery and, for young carers, with The Social Innovation Partnership, through the Big Lottery grant for the NYCF. We hope to see the full benefits of this next year.

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Progress against Strategic Goals for 2016-20

In 2016 we updated our strategy setting out what we want to achieve by 2020. Our progress so far is detailed below.

✓ Achieved ... In progress ■ Not yet started		
Identify and support more family carers	✓	<ul style="list-style-type: none"> We supported 11,639 family carers – an increase of 3391 (40%) over last year. Of these 2,876 had not contacted us previously (2,333 in 2015/16) 740 young carers and 246 young adult carers received support of which 236 young carers and 112 young adults were new referrals to us this year. We launched Pride in our Carers Awards in Cambridgeshire to raise awareness and celebrate the role of family carers.
Provide more support and services for family carers, both ourselves and through partners	✓	<ul style="list-style-type: none"> We provided 59,748 breaks from caring using our professional care staff – an increase of 6,137 (11%) over last year. We set up new monthly carers hubs with voluntary sector partners in St Neots, Ramsey and Ely and launched a Saturday support group aimed at working carers. We put on 343 sessions and events for young carers aged <26 years We entered a pilot with Addenbrookes Hospital to assist quick discharge and avoid hospital admissions.
Support local authority, public health and NHS plans for wellbeing services and transformed communities, to include carer support	✓	<ul style="list-style-type: none"> We helped shape the Addenbrookes Hospital Carers' Strategy We helped Cambridge and Peterborough Foundation Trust gain Triangle of Care level 2 accreditation, working with them to ensure their staff are trained to identify and support carers. We were commissioned by NHS England to report on Hard to Reach Carers. We continued to support the development of two Voluntary Community & Social Enterprise consortia (Health & Wellbeing Network and Peterborough Plus), to increase personalised support and wellbeing available via this sector.

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Responsibly manage income and build reserves, for security in extremely challenging times and growth	✓	<ul style="list-style-type: none"> • The surplus for the year was £94.7k, which exceeded the budget. • Big Potential Advanced Lottery funding was obtained to build our capacity to report and measure outcomes.
Have diverse and regular income streams including micro to macro commissioning (individual – community – locality – counties – health)	✓	<ul style="list-style-type: none"> • We obtained new contracts from health: our Family Carers Prescription contact was renewed for a further 2 years, and we had a new contract with Addenbrookes hospital to prevent admissions and speed up hospital discharge. • We successfully tendered for Norfolk CC children's services contract • Individual contracts for home care make up 46% of total income (2% increase), representing care provided to 817 individuals.
Increase charitable activities and income	✓	<ul style="list-style-type: none"> • In 2016/17 we increased grants and donations receivable by £18.6k with increasing support of national and regional trusts such as D' Oyle Carte, Simon Gibson, Jane Hodge. • Children in Need awarded us £100k to extend our support for children with disabilities, their siblings and young family carers over the next 3 years • Charitable funding allowed us to train 14 schools to identify and support young carers in our Young Carers in Schools programme. • Carers Trust grants of £42k funded YAC and YC support • We gave bursaries of £2,819 to young carers in need.
Maintain high customer satisfaction	✓	<ul style="list-style-type: none"> • 98% of our care clients said they would recommend us to friends and family and 99.7% said they were treated with dignity. • High satisfaction recorded in contract meetings with Cambridgeshire County Council and Peterborough City Council. • 94% of family carers we supported said they would recommend us, and 88% said we met their needs very well or extremely well. • 94% of young carers <26yrs rated our support as good or very good.

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		<ul style="list-style-type: none"> 94% of staff said they were proud to work for us.
Establish volunteers as integral to carer support and service delivery	...	<ul style="list-style-type: none"> We have updated our volunteer strategy and processes. We have applied for grant funding to expand the use of volunteers. We have embedded the use of training volunteers within other organisations to be Carer Friends as part of our Caring Communities approach.
Improve governance and quality further, to meet new standards	...	<ul style="list-style-type: none"> We were given the top award 'Centre of Excellence' by Carers Trust's independent Quality Assurance team in June 2016. We have improved our processes for highlighting and addressing risk. We retained Investors in People and Information Standard accreditation.
Review our branding, structure and name, in a Carers Trust federated charity network	■	<ul style="list-style-type: none"> Not yet started, as Carers Trust began a strategic framework review.
Revisit vision, mission and values after publication of Carers Trust's Strategy in 2016 and the new National Carers Strategy in 2016/17.	■	<ul style="list-style-type: none"> We contributed to both of these external strategies in 2016/17 but publication of both has been delayed until 2017/18, so this is still to be done.
Contributed to research and encouraged other organisations to do the same	✓	<ul style="list-style-type: none"> We completed and shared our research project for the Cabinet Office which helped identify effective ways to support family carers and shared the findings. We worked with social impact consultants, Aleron, to develop a Theory of Change to help us identify and measure the outcomes we are trying to achieve. We have licenced the Carers Support Needs Assessment Tool to use as a low level assessment, with data contributing to research on carer support.
<p>✓ Achieved ... In progress ■ Not yet started</p>		

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Financial review

Income

Our income increased by £531k (14%) to £4,265k.

- The main reason for the increase is that this financial year includes 12 months of trading in Norfolk. We took over the Norfolk care business of Crossroads Care East Anglia on 28 September 2015 before they went into voluntary liquidation, giving only 6 months trading Norfolk in the 2015/16 accounts.
- Grants receivable decreased this year by £14k to £293k – of this £63k relates to a new grant 'Big Potential' offset by the cessation of the 'Carers Social Action Fund re Caring Communities' £80k. Other movements are mostly within grants for Young Carers and Young Adult Carers.
- 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 increased by £521k to £3,875k, of which £360k was due to the new Norfolk care business of joint health and social care commissioned contracts in Norfolk and care fees. We were also awarded a £100k contract with by Cambridgeshire & Peterborough CCG to pilot providing services to facilitate admission avoidance and more timely discharge from Addenbrookes hospital.

- 63% of our charitable income supports carers in Cambridgeshire, 14% in Peterborough and 23% in Norfolk.
- Donation income was £70k in this financial period, which was £33k more than in the previous year. This change arose because we had greater focus on fundraising and our profile was increased through holding more contracts, benefiting our donations income stream.

Expenses

- Our expenditure also increased this year – our total expenditure of £4,170k was £533k more than last year, which reflects the cost of the extra services provided and investment and care provided in Norfolk.
- The cost of raising funds was £41k. 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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Balance Sheet

- In 2017 we had a surplus of £115k on our unrestricted funds to deliver our services, of which we transferred £6k to support projects funded by restricted reserves. This brings our total general reserves to £801k.
- Restricted reserves for projects were reduced by £14k – the reserves were used for activities and events to support Young Carers in Cambs. Of the £6k transferred from our general reserves, £2k was used to support the Wednesday Club in Great Yarmouth, which supports carers of and loved ones with dementia (which we also took over from Crossroads Care East Anglia) and relies on donations to keep going and £4k to support Norfolk Young Adult Carers.
- Debtors were increased in 2017 to £435k because of an increase in turnover and we invoiced contracts in advance for the quarter to 30 June 2017 before the year end; but we did not the year before. Invoicing in advance also increased deferred income that is included in Creditors which increased by £357k.

Investment powers and policy

The directors, having regard to the liquidity requirements of operating the company, have kept available funds in an interest-bearing deposit account and seek to achieve a rate on deposit which matches or exceeds inflation as measured by the retail price index. However deposit rates have been depressed. Whilst matching the interest rates with RPI at the start of the year of 1.6% the invested funds held on 90 day deposit achieved an average rate of 1.4% against the closing retail price index of 3.1%. The investments will be reviewed in the coming year.

Reserves policy and going concern

Reserves are needed to bridge the gap between the spending and receiving of income and to cover unplanned changes in funding and other expenditure. Any excess funds should be spent on providing support to carers.

The Board reviews the level of reserves on an annual basis in line with its reserves policy and consider the ideal level of unrestricted reserves.

A target has been set by looking at our working capital requirements, reviewing the charity's risk register and plans for future growth, in order to ensure that we continue to meet current obligations to beneficiaries. The target is to increase reserves by £500k from March 2015 to March 2020. As at 31 March 2015 reserves were £575k, with a tolerance of + or -5% a £100k increase per annum gives an acceptable band of £765k - £785k. A deficit is budgeted in 2017/18 and therefore the increase in unrestricted free reserves to £801k is prudent.

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At 31 March 2017 our unrestricted free reserves were £801k, an increase of £109k since the year before. Therefore, the Board is of the view that the charity will be able to continue as a going concern in the foreseeable future. We also held restricted reserves of £20k, mainly to support young carers (see Note 16 to the accounts).

Plans for future periods

Looking ahead, the environment is the most challenging the sector has ever faced. Our strategic and business plans recognise that we need to strengthen our organisation to meet these challenges, as well as providing delivery and impact.

Our priorities for 2017/18 are to:

- Ensure we have sustainable income by increasing, replacing and maintaining our funding.
- Deliver an enhanced service alongside contracts, through grant-funded activity and diversification.
- Ensure contractual compliance in all aspects of funded service delivery and maintain good partnership working with strategic commissioners.
- Review recruitment and induction processes to make them more efficient and recruit 25 additional care staff (net) by the end of the year.
- Review staff and volunteer training to make it both more effective and cost effective with a particular focus on dementia.
- Review service delivery processes to identify improvements and potential for using technology to be more effective.
- Launch 'Employers for Carers' and help 5 employers to support carers within their workforce by 31 March 2018.
- Increase engagement and greater awareness through digital and social media.
- Extend our Carers Magazine to cover Peterborough as well as Cambridgeshire, and compile an updated directory of carers services available in Cambridgeshire & Peterborough.
- For financial performance to match or exceed budget. Our budget for 2017/18 includes existing contracts plus growth in income for care and reflects the above

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necessary investment costs and recruitment of a new CEO. As a consequence it predicts a deficit for 2017/18, as we believe reinvesting our reserves in our infrastructure is essential for the charity's future. However, we will also aim to secure additional contracts and grants during the year to change this to a surplus.

- Revisit vision, mission and values in 2017/18, after publication of Carers Trust's Strategic Framework and taking into account the new national Carers Strategy.
- Consult members regarding updating our membership structure and revise our Memorandum and Articles of Association.
- Maintain high standards of quality and regulatory compliance.

Reference and administrative details

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

Our advisers

Auditors: Price Bailey, Tennyson Hse, Cambridge Business Park, Cambridge, CB4 0WZ
Bankers: Lloyds Bank plc, PO Box 1000, BX1 1LT
CAF Bank Ltd, 25 Kings Hill Avenue, West Malling, Kent, ME19 4JQ
Solicitors: Buckles Solicitors LLP, Grant House, 101 Bourges Boulevard, Peterborough PE1 1NG

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Directors and trustees

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

Trustees:		Appointed
	Ann Braithwaite	2010
	Linda Collumbell (Chair)	2004 (<i>having taken two sabbaticals in this period</i>)
	Anne Davis (resigned 30.6.17)	2012
	Alison Griffiths (Honorary Treasurer)	2016
	David Hipple (appointed 22.2.17)	2017
	Beverley Howard (appointed 26.10.16, resigned 14.2.17)	2016
	Matthew Lester	2016
	Stephanie Matthews (appointed 24.5.17 resigned 23.6.17)	2017
	Roger Rhodes (resigned 22.9.16)	2014
	Rhiannon Sarginson	2016
	Wayne Weedon (Company Secretary)	2014
	Christina Wells	2016

Senior Managers

Chief Executive Officer	Dr Helen Brown
Deputy CEO	Melanie Gray
Chief Financial Officer	Helen de Spretter FCCA
Quality & Audit Manager	Anna Bainbridge
Impact & Improvement Manager	Patricia Lynch ACA
Head of Young Carers/YAC	Tracy Hyland
Operations Manager	Lorna Harlow

Structure, Governance and Management

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

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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") is governed by the articles of association and memorandum dated 11 September 2012.

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 a majority of Trustees in office at that time, to fill any casual vacancies arising. Trustees are selected to ensure that the Board has all relevant competencies, including a good mix of business and caring skills. Trustees are also selected to be representative of both the communities served by the charity and our beneficiaries. Many of our Trustees are family carers or former family carers.

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 via the local paper, recruitment organisations such as Reach, our website, newsletter and networking with the community. Interested parties apply and are invited to meet Trustees for informal discussions. Should both parties want to proceed, prospective Trustees are interviewed and invited to 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.

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 senior managers. Trustees are encouraged to meet or shadow members of staff and meet beneficiaries of the charity, including young carers. A peer mentoring scheme has been developed between Board members, with a senior manager "buddy". Trustees are also encouraged to attend appropriate professional training courses and receive copies of Civil Society's Governance suite of magazines.

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Organisation

The charity has a Board of Trustees who meet every month. We also hold two or more Strategic Board meetings 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. The Deputy CEO, the Head of Young Carers / Young Adult Carers and the Regional Operations Manager are responsible for the day to day operational management of Adult Carer Support, Young Carer and Young Adult Carer Support and Care Breaks, respectively.

Ensuring our work delivers our aims

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

We produce 3-4 year Strategic Plans and have prepared a Strategic Plan 2016-2020. Annual business plans, objectives and budgets relate to the strategy. These are reviewed each year, at separate strategy meetings.

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.

As a start to improving our social impact reporting, which is crucial to obtaining grants, we have developed a Theory of Change that details the impact we aim to achieve on our clients lives and the communities we work in. We are in the process of improving the way we measure our impact and will report on this next year.

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 VCSE consortium, aiming to improve wellbeing of people through the VCSE sector.

West Anglia Crossroads Caring for Carers

(known as Carers Trust Cambridgeshire, Peterborough & Norfolk)

Company No. 4379948



Trustees' Annual Report for the Year Ended 31 March 2017

Our operational policies are adopted and approved independently. Affiliation to Carers Trust does not influence operations and does include a fee to access a range of quality assured operational policies, procedures and guidelines linked to centrally negotiated insurances.

Pay policy for senior staff

The key management personnel of the charity are the Board of Directors and the senior management team, as listed on page 14. All directors give of their time freely and no director received remuneration in the year. Details of directors' expenses and related party transactions are disclosed in notes 10 and 21 to the accounts.

The company has an agreed remuneration policy. Salaries for the Chief Executive are set and reviewed annually by the Board of Directors. The Chief Executive sets the salaries of the other members of the senior management team. All other staff salaries are set by the senior management 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. Exceptional service may also be rewarded by an *ad hoc* bonus or gift.

Risk management

The Board of Trustees has conducted a review of the major risks to which the charity is exposed. The risk register is regularly updated and reviewed at Board meetings.

Systems or procedures have been established to mitigate the major risks the charity faces.

Financial risk: Significant external risks to funding, particularly cuts in social care budgets, are managed through the development of a strategic plan to diversify income streams and increase products/activities/margins. The contract for Carer Services in Cambridgeshire will end in 2018 but we expect that the option to extend this will be exercised. Our similar contract in Peterborough has just recently been extended till 2019. However our management team is trained and experienced in preparing competitive tenders should the need arise.

Problems recruiting care staff, due to demand exceeding supply in the region, is holding us back in the delivery of our care services. To address this, we are reviewing our recruitment and induction processes so that we can be more attractive than competitors in this field.

Operational risk: Compliance risks are mitigated through implementation of Care Quality Commission (CQC) and Carers Trust Quality Assurance standards and high levels of staff training. Procedures are in place to ensure compliance with policies and health & safety of staff, volunteers, and service users. We were given the top award 'Centre of Excellence' by Carers Trust Quality Assurance team in June 2016.

Although unsuccessful in winning a contract tender to support adult carers in Norfolk in

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Trustees' Annual Report for the Year Ended 31 March 2017

2017, we are hoping to win new business there to support adult carers. As in Cambridgeshire this will involve working with new partners in different ways. The risk associated with new projects is minimised by preparing project plans, risk assessments and privacy impact assessments, if relevant, before the decision is made to proceed.

Internal control risks are minimised by the implementation of procedures for authorisation of all transactions and projects, segregation of duties and staff rotation. These procedures are periodically reviewed to ensure that they continue to meet the needs of the charity, and were last updated in August 2016.

Given the objectives and the nature of the charity's activities, the Trustees recognise the acceptance of some risks which are outside the charity's control i.e. risks which cannot be fully mitigated or managed. The Board of Trustees considers that systems and controls are in place to monitor, manage and mitigate the charity's major risks. These include, among other control mechanisms, the maintaining of the charity's general reserves at the levels stated previously and the review of key systems and processes.

Trustees' responsibilities in relation to the financial statements

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

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Trustees' Annual Report for the Year Ended 31 March 2017

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

A handwritten signature in black ink that reads 'Linda Collumbell'.

Linda Collumbell (Chair)

Date: 3.8.17

West Anglia Crossroads Caring for Carers

(known as Carers Trust Cambridgeshire, Peterborough & Norfolk)

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Financial Statements for the Year Ended 31 March 2017

Independent Auditor's Report to the Trustees

Year ended 31st March 2017

We have audited the financial statements of West Anglia Crossroads Caring for Carers (Carers Trust Cambridgeshire) for the year ended 31st March 2017 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows and related notes. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), including FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland".

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

Respective Responsibilities of Trustees and Auditors

As explained more fully in the Statement of Trustees Responsibilities on pages 18-19, 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.

Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board (APB's) Ethical Standards for Auditors.

Scope of the audit of the Financial Statements

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error.

This includes an assessment of: whether the accounting policies are appropriate to the Charity's circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the Trustees; and the overall presentation of the financial statements. In addition, we read all the financial and non-financial information in the Trustees Annual Report and Accounts to identify material inconsistencies with the audited financial statements and to identify any information that is apparently materially incorrect based on, or materially inconsistent with, the knowledge acquired by us in the course of performing the audit. If we become aware of any apparent material misstatements or inconsistencies we consider the implications for our report.

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Financial Statements for the Year Ended 31 March 2017

Opinion on Financial Statements

In our opinion the financial statements:

- give a true and fair view of the state of the Charity's affairs as at 31st March 2017 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.

Opinion 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 for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Trustees' Report has been prepared in accordance with applicable legal requirements.

Matters on which we are Required to Report by Exception

We have nothing to report in respect of the following matters where the Companies Act 2006 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 Trustees' remuneration specified by law are not made; or
- We have not received all the information and explanations we require for our audit; or
- The Trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies exemption in preparing the Trustees Report.

Signed

H Wilkinson

Dated

10 Aug 2017

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 2017

STATEMENT OF FINANCIAL ACTIVITIES (including income and expenditure account)

	Notes	2017			2016
		Unrestricted Funds £000	Restricted Funds £000	Total Funds £000	Total Funds £000
Income					
Donations & legacies	2	26.4	43.1	69.5	37.0
<i>Income from charitable activities:</i>	3				
Grants receivable	4	-	293.0	293.0	306.9
Care fees and contracts		3,875.1	-	3,875.1	3,354.6
Other charitable income	5	4.9	-	4.9	4.1
Investment income		0.1	-	0.1	8.8
Other		22.5	-	22.5	22.2
		-----	-----	-----	-----
Total Income		3,929.0	336.1	4,265.1	3,733.6
		-----	-----	-----	-----
Expenditure					
Costs of raising funds		41.3	-	41.3	34.1
Expenditure on Charitable activities	6	3,772.9	356.2	4,129.1	3,603.4
		-----	-----	-----	-----
Total expenditure		3,814.2	356.2	4,170.4	3,637.5
		-----	-----	-----	-----
Net Income /(expenditure) before transfers		114.8	(20.1)	94.7	96.1
Transfer between funds	16	(6.3)	6.3	-	-
		-----	-----	-----	-----
Net movement in funds for the year	19	108.5	(13.8)	94.7	- 96.1
		-----	-----	-----	-----
Reconciliation of funds					
Total funds brought forward		692.2	34.0	726.2	630.1
		-----	-----	-----	-----
Total funds carried forward		800.7	20.2	820.9	726.2
		-----	-----	-----	-----

note 21

There were no recognised gains or losses for 2017 or 2016 other than those included in the Statement of Financial Activities. All activities are continuing. The notes on pages 25 to 41 form part of these financial statements.

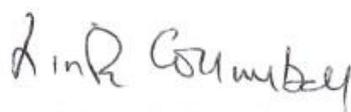
Financial Statements for the Year Ended 31 March 2017

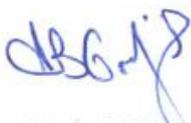
BALANCE SHEET

		2017	2016
	Notes	£000	£000
Fixed Assets			
Tangible assets	12	-	-
Current Assets			
Debtors	13	914.5	479.2
Cash at bank and in hand		662.5	646.2
Total Current Assets		1,577.0	1,125.4
Liabilities: creditors falling due within one year	14	756.1	399.2
Net Current Assets		820.9	726.2
Net Assets		820.9	726.2
The Funds of the charity			
Unrestricted funds	15	800.7	692.3
Restricted funds	16	20.2	34.0
Total charity funds		820.9	726.2

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

The notes on pages 25 to 41 form part of these financial statements. The financial statements were approved by the directors on 9.08.17 and signed on their behalf by


 Linda Collumbell (Director)


 Alison Griffiths (Director)

Financial Statements for the Year Ended 31 March 2017

STATEMENT OF CASH FLOWS

	Notes	2017	2016
		£000	£000
Cash provided by/(used in) operating activities	19	16.2	(71.5)
Cash flows from investing activities			
Interest income		0.1	8.8
		-----	-----
Cash provided by/(used in) investing activities		0.1	8.8
		-----	-----
Increase/(decrease) in cash and cash equivalents in the year		16.3	(62.7)
Cash and cash equivalents at the beginning of the year		646.2	708.9
		-----	-----
Total cash and cash equivalents at the end of the year		662.5	646.2
		-----	-----

The notes on pages 25 to 41 form part of these financial statements.

Financial Statements for the Year Ended 31 March 2017

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.

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Financial Statements for the Year Ended 31 March 2017

(d) **Donated services and facilities**

Donated professional services and donated facilities are recognised as income when the charity has control over the item, 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 charity ball 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 and termination payments is included in the period when the staff member ceases to work actively for the company.

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

(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.

Financial Statements for the Year Ended 31 March 2017

(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.

(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.

Financial Statements for the Year Ended 31 March 2017

NOTES TO THE ACCOUNTS

2 Income from donations and legacies

	2017			2016
	Unrestricted £000	Restricted £000	Total £000	Total £000
Gifts	26.1	43.1	69.2	36.0
Legacies	0.3	-	0.3	1.0
	-----	-----	-----	-----
	26.4	43.1	69.5	37.0
	-----	-----	-----	-----

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

By area:	Direct support for:			Total £000
	Adult Carers (>25yrs) £000	Young Adult & Young Carers (<26 yrs) £000	Care breaks including emergency care £000	
Cambridgeshire	1,368.4	46.8	1,225.6	2,640.8
Peterborough	341.6	98.5	148.8	588.9
Norfolk	-	116.0	827.3	943.3
	-----	-----	-----	-----
Total income from charitable activities	1,710.0	261.3	2,201.7	4,173.0
	-----	-----	-----	-----
By source:				
Grants receivable	90.8	166.9	35.3	293.0
Care fees and contracts	1,619.2	90.7	2,165.2	3,875.1
Other income	-	-	4.9	4.9
	-----	-----	-----	-----
Total income from charitable activities	1,710.0	257.6	2,205.4	4,173.0
	-----	-----	-----	-----

Financial Statements for the Year Ended 31 March 2017

4 Grants receivable	2017			2016
	Unrestricted funds £000	Restricted funds £000	Total funds £000	Total £000
Big Lottery	-	179.0	179.0	-
Big Potential	-	63.2	63.2	-
Carers Trust	-	42.9	42.9	48.1
Children in Need	-	32.3	32.3	14.6
Huntingdon Freeman's Charity	-	10.0	10.0	10.0
The Foundation of Hinchingsbrook School	-	5.0	5.0	5.0
Bright Futures Grass Roots	-	3.3	3.3	-
D'Oyly Carte Charitable Trust	-	3.2	3.2	-
St Neots Town Council	-	2.5	2.5	-
Jane Hodge Foundation	-	2.5	2.5	-
NNYAB	-	2.5	2.5	-
Girton Town Charity	-	0.6	0.6	2.5
Carers Social Action Fund re Caring Communities*	-	-	-	79.7
Cambridgeshire Community Foundation Trust	-	-	-	4.3
Comic Relief - family fun	-	-	-	2.9
Cambridgeshire County Council*	-	-	-	2.7
Small grants claimed for individuals	-	-	-	5.2
Others under £2,500	-	17.2	17.2	10.7
Add brought forward deferred from previous year	-	1.6	1.6	122.8
Less deferred to projects in the next year	-	(72.8)	(72.8)	(1.6)
	-	293.0	293.0	306.9

Income from government grants comprises performance related grants made by the Cabinet Office, local authorities and Health to fund our work supporting carers. See items marked * above.

5 Other charitable income	2017			2016
	Unrestricted funds £000	Restricted funds £000	Total funds £000	Total funds £000
Session fees	4.7	-	4.7	3.8
Other income	0.2	-	0.2	0.3
	4.9	-	4.9	4.1

Financial Statements for the Year Ended 31 March 2017

6 Analysis of expenditure

		Charitable Activity				
		Adult Carers (>25yrs)	Young Adult & Young Carers (<26 yrs)	Care breaks including emergency care	Fund- raising Activities	2017 Total
		£000	£000	£000	£000	£000
Direct costs by area:	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 (see note 8)		386.5	56.8	148.3	41.3	632.9
Total expenditure on charitable activities		1,145.0	389.0	2,595.1	41.3	4,170.4
By type:						
Direct costs	Staff costs	689.6	230.4	1,964.8		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	44.6	22.9	50.5		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 (see note 8)	172.7	83.2	335.7	41.3	632.9
Total expenditure on charitable activities		940.1	367.3	2,821.7	41.3	4,170.4

Expenditure on charitable activities by the company was £4,170.4k (2016: £3,598.2k) of which £3,814.2k was unrestricted (2016: £3,250.8k) and £356.2k was restricted (2016: £347.4k).

Financial Statements for the Year Ended 31 March 2017

	Charitable Activity			Fund- raising Activities	2016 Total
	Adult Carers (>25yrs)	Young Adult & Young Carers (<26 yrs)	Care breaks including emergency care		
	£000	£000	£000	£000	£000
Direct costs by area:					
Cambridgeshire	637.7	104.8	1,354.5		2,096.9
Peterborough	143.7	62.0	193.1		398.8
Norfolk	3.3	59.0	513.5		575.8
Support costs (see note 8)	127.5	40.8	363.7	34.1	566.1
Total expenditure on charitable activities	912.1	266.6	2,424.7	34.1	3,637.5
By type:					
Direct costs					
Staff costs	652.3	165.2	1,749.4		2,566.8
Staff travel	14.6	11.5	126.8		152.9
Staff training	2.9	1.4	57.9		62.1
Direct project costs	92.6	42.2	48.8		183.6
Communications	10.3	0.6	37.3		48.2
Promotion	0.7	0.3	0.6		1.5
Staff welfare and recruitment	9.2	1.6	13.6		24.4
Premises	2.0	-	19.3		21.3
Subscriptions, insurance & professional fees	-	3.2	7.4		10.6
Support costs (see note 8)	127.5	40.8	363.7	34.1	566.1
Total expenditure on charitable activities	912.1	266.6	2,424.7	34.1	3,637.5

Financial Statements for the Year Ended 31 March 2017

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	Fund- raising Activities £000	2017 Total £000
Costs (per Note 6)	(940.1)	(367.3)	(2,821.7)	(41.3)	(4,170.4)
Care fees and contracts (Note 3)	1,619.2	94.4	2,161.5	-	3,875.1
Net cost funded by donations, grants & other income	679.1	(272.9)	(660.2)	(41.3)	(295.3)

	Adult Carers (>25yrs) £000	Young Adult & Young Carers (<26 yrs) £000	Care breaks including emergency care £000	Fund- raising Activities £000	2016 Total £000
Costs (per Note 6)	(912.1)	(266.6)	(2,424.7)	(34.1)	(3,637.5)
Care fees and contracts (Note 3)	1,144.3	128.2	2,087.3	-	3,359.8
Net cost funded by donations, grants & other income	232.2	(138.4)	(337.4)	(34.1)	(277.7)

Financial Statements for the Year Ended 31 March 2017

8 Analysis of governance and support costs

The charity initially identifies the costs of its support functions. It then identifies those costs which relate to the governance function. Having identified its governance costs, the remaining support costs together with the governance costs are apportioned between the three key charitable activities undertaken (see note 7) in the year. Refer to the table below for the basis for apportionment and the analysis of support and governance costs.

	General support	Governance function	2017 Total	Basis of apportionment
	£000	£000	£000	
Annual report, audit & AGM	-	6.1	6.1	
Trustees' expenses & training	-	1.3	1.3	Direct staff cost
General office, HR & finance staff	236.7	29.6	266.3	Direct staff cost
Premises	76.8	-	76.8	Direct staff cost
Communications	132.8	-	132.8	Desks used
Promotion	6.3	-	6.3	Direct staff cost
Subscriptions, insurance & prof	87.7	-	87.7	Direct staff cost
Staff welfare and recruitment	55.6	-	55.6	Direct staff cost
Depreciation	-	-	-	
Total	595.9	37.0	632.9	

	General support	Governance function	2016 Total	Basis of apportionment
	£000	£000	£000	
Annual report, audit & AGM	-	6.8	6.8	Direct staff cost
Trustees' expenses & training	-	1.6	1.6	Direct staff cost
General office, HR & finance staff	215.7	28.6	244.3	Direct staff cost
Premises	73.6	2.5	76.1	Desks used
Communications	127.5	0.8	128.3	Direct staff cost
Promotion	6.0	-	6.0	Direct staff cost
Subscriptions, insurance & prof	31.1	-	31.1	Direct staff cost
Staff welfare and recruitment	36.2	-	36.2	Direct staff cost
Depreciation	1.6	-	1.6	Usage
Total	491.7	40.3	532.0	

Financial Statements for the Year Ended 31 March 2017

9 Net income / (expenditure) for the year

	2017	2016
	£000	£000
This is stated after charging:		
Depreciation	-	1.6
Audit fee	5.8	2.4
Operating lease rentals - land & buildings	73.8	63.2
	-----	-----

10 Staff costs, trustee remuneration & expenses, and the cost of key management personnel

	2017	2016
	£000	£000
The staff costs were:		
Wages and salaries	2,997.5	2,654.7
Social security costs	144.5	176.5
Payments for Redundancies	-	2.1
Pension costs	21.2	27.3
	-----	-----
	3,163.2	2,860.6
	-----	-----

One member of staff received employee benefits (excluding employer pension costs) of more than £60,000 (2016: 1). The pension contributions in relation to the employees referred to above were £2,571 (2016: £2,413)

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 (2016: nil). Neither were they paid for professional or other services supplied to the charity (2016: £nil). Trustee expenses, comprising travel costs, training and subscriptions amounting to £206 were reimbursed regarding 2 directors (2016: £1,574 to 3 directors).

The key management personnel of the charity comprise: the Trustees, Chief Executive Officer, Deputy CEO, Chief Finance Officer, 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 £291.6k (2016: £309.2k). The Chief Finance Officer post was only filled for part of the year in 2017.

Financial Statements for the Year Ended 31 March 2017

11 Staff numbers

The average monthly head count was 234 staff (2016: 194 staff). The average number of employees during the year, calculated on the basis of full-time equivalents, was as follows:

	2017	2016
	Number	Number
Senior management	6	8
Provision of care	126	112
Administration and finance	8	8
	----	----
Total	140	128
	----	----

12 Fixed assets

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

13 Debtors: Due within one year

	2017	2016
	£000	£000
Trade debtors	637.9	99.2
Prepayments and accrued income	269.6	379.4
Other debtors	7.0	0.6
	-----	-----
	914.5	479.3
	-----	-----

Trade debtors have increased as last year we invoiced our contracts in April 2016, but this year we invoiced in advance, in March 2017, instead of at the beginning of April. See also deferred income in note 15.

Financial Statements for the Year Ended 31 March 2017

14 Creditors: Due within one year	2017	2016
	£000	£000
Accruals & deferred income	638.3	304.9
Taxation and social security	54.2	49.5
Trade creditors	32.6	36.1
Other creditors	31.0	8.7
	756.1	399.2

Deferred income relates to income for work not yet done on performance related contracts and grants. This has increased as we invoiced contracts at March 2017 instead of the beginning of April.

Deferred income:	2017
	£000
Balance Bfwd	167.4
Released in year	(125.6)
Deferred in year	526.1
Balance Cfw	567.9

15 General reserves

	2017				
	Brought forward	Income	Expenditure	Transfer from General reserves	Carried forward
General reserve	692.2	3929.0	3814.2	(6.3)	800.7

	2016				
	Brought forward £000	Incoming resources £000	Resources expended £000	Transfer from General reserves £000	Carried forward £000
General reserve	573.5	3410.9	3290.1	(2.1)	692.2

Financial Statements for the Year Ended 31 March 2017

16 Analysis of movements in restricted funds

	2017				
	Brought forward	Incoming resources	Resources expended	Transfer from General reserves	Carried forward
	£000	£000	£000	£000	£000
Cambs Young Carers* for carers aged < 18yrs	32.6	51.7	80.5	-	3.8
Cambs Young Adult Carers* for carers aged 16-25yrs	-	2.9	1.8	-	1.1
Peterborough Young Carers* for carers aged < 18yrs	-	0.7	1.0	0.3	-
Peterborough Young Adult Carers* for carers aged 16-25yrs	-	31.8	31.8	-	-
Norfolk Young Adult Carers for carers aged 16-25yrs	-	29.4	33.8	4.4	-
Norfolk Young Carers Forum for give young carers a voice	-	107.6	98.7	-	8.9
Big Potential evidencing social impact	-	63.2	63.2	-	-
End of life for palliative care	0.1	-	0.1	-	-
Carers in Girton for the benefit of residents in Girton	-	1.6	1.6	-	-
Children in Need activities for disbaled children and siblings	-	31.8	31.8	-	-
Great Shelford Support Group for carers and dependents w ith Dementia	1.3	9.8	4.8	-	6.3
Wednesday Club, Norfolk for carers and dependents w ith Dementia	-	5.5	7.1	1.6	-
	-----	-----	-----	-----	-----
	34.0	336.0	356.2	6.3	20.1
	-----	-----	-----	-----	-----

* also funded by unrestricted funds

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

Financial Statements for the Year Ended 31 March 2017

	2016				
	Brought forward	Incoming resources	Resources expended	Transfer from General reserves	Carried forward
	£000	£000	£000	£000	£000
Cambs Young Carers* for carers aged < 18yrs	34.5	34.0	35.9	-	32.6
Cambs Young Adult Carers* for carers aged 16-25yrs	-	21.1	21.1	-	-
Peterborough Young Carers* for carers aged < 18yrs	-	2.4	2.4	-	-
Peterborough Young Adult Carers* for carers aged 16-25yrs	-	15.4	15.4	-	-
Norfolk Young Adult Carers for carers aged 16-25yrs	-	14.4	14.4	-	-
Norfolk Young Carers Forum for give young carers a voice	-	44.6	44.6	-	-
Health & Wellbeing Network pilot to provide joined up care for older people	12.2	49.9	62.1	-	-
Caring Communities to make communities Carer Aware	1.4	103.2	104.6	-	-
My Challenge for Children with disabilities and their siblings	-	27.0	27.0	-	-
Carers Connect To give carers a voice	1.1	-	1.1	-	-
Capital Grant for expenditure on equipment and training	1.5	-	1.5	-	-
Grants obtained for individual carers to help their individual circumstances	-	5.2	5.2	-	-
Carers in Girton for the benefit of residents in Girton	-	2.5	2.6	0.1	-
End of life for palliative care	0.2	-	0.1	-	0.1
Great Shelford Support Group for carers and dependents with Dementia	4.7	1.7	5.1	-	1.3
Dementia* for carers and dependents with Dementia	1.0	-	1.0	-	-
Wednesday Club, Norfolk for carers and dependents with Dementia	-	1.3	3.3	2.0	-
	----- 56.6 -----	----- 322.7 -----	----- 347.4 -----	----- 2.1 -----	----- 34.0 -----

Financial Statements for the Year Ended 31 March 2017

19 Reconciliation of net movement in funds to net cash flow from operating activities

	2017	2016
	£000	£000
Net movement in funds	94.7	96.1
Add back depreciation charge	-	1.6
Deduct interest income shown in investing activities	(0.0)	(8.8)
used in disbursement of costs	(435.3)	9.8
Increase (decrease) in creditors	356.9	(170.2)
	-----	-----
Net cash used in (provided by) operating activities	16.2	(71.5)
	-----	-----

20 Related party transactions

We set up a voluntary sector consortium called Health & Well Being 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.

Financial Statements for the Year Ended 31 March 2017

21 Prior year Statement of Financial Activities

	Notes	2016		
		Unrestricted Funds	Restricted Funds	Total Funds
		£000	£000	£000
Income				
Donations & legacies	2	21.2	15.8	37.0
<i>Income from charitable activities:</i>	3			
Grants receivable	4	-	306.9	306.9
Care fees and contracts		3,354.6	-	3,354.6
Other income	5	4.1	-	4.1
Investment income		8.8	-	8.8
Other		22.2	-	22.2
		-----	-----	-----
Total Income		3,410.9	322.7	3,733.6
		-----	-----	-----
Expenses				
Costs of raising funds		34.1		34.1
Expenditure on Charitable activities	4	3,256.0	347.4	3,603.4
		-----	-----	-----
Total expenses		3,290.1	347.4	3,637.5
		-----	-----	-----
Net Income /(expenditure) and Net movement in funds for the year	6	120.8	(24.7)	96.1
Reconciliation of funds				
Total funds brought forward		573.5	56.6	630.1
Transfer between funds	16	(2.1)	2.1	-
		-----	-----	-----
Total funds carried forward		692.3	34.0	726.2
		-----	-----	-----