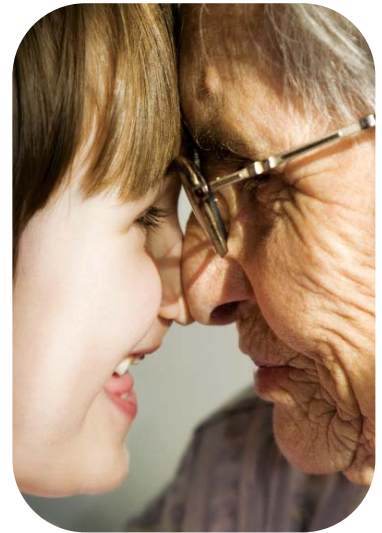


CROSS ROADS CARE

Essex



Trustees Annual Report 2009-2010





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Trustees/Directors

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Stuart Blackshaw

Vice Chair
Marianne Morgan

Finance Director
Ian Knott

Maureen Anthony
Gordon Barton
John Hackling

Mary Jefferies
Terry Regan
Eileen Greenwood
Brian Wilson

Co-opted
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Wendy Goodwin
Susan Southey
John Glazier

Company Secretary
Paul Ramsden

Staff

Chief Executive
Paul Ramsden

Scheme Manager
May Darke

Admin Manager and PA to CEO
Angela Allum

PA to Scheme Manager
Sam Duffield

Secretary
Carol Solkhon
Gillian Poland

Coordinators
Elaine White
Keira Harrison
Gill Sarchet

Senior Carer Support Worker
Carla Putney

Carer Support Workers

Linda Baily
Joanne Marks
Nicole McGee
Jane Slater
Sarah Tander

Lisa-Marie Forge
Ellis Skidmore
Vivienne Willett
Joanne Wilson
Francis Moyet (v)

Jill Baker
Lesley Anglin
Mary Bedingham
Kath Crabb
Gerry Deviel

Sheila Glass
Jean Thirlwell
Beverley Williams
Denise Woods

Alex Bekir
Cesar Quintero
Tracey Cole
Wendy Knight

Chairman's Comment

This year has seen significant changes in Castle Point Crossroads, Paul's report identifying a number of priorities that remain a challenge for Crossroads and its trustees. We are operating in a difficult environment financially with the threat of dramatic cuts in public expenditure. We do, however, remain confident that these cuts will be minimal for the Carers that are the focus of our charity. We need to be adaptable, professional and streamlined in order to survive. We need to be ready to collaborate with other schemes to seek opportunities to use our expertise and strength that makes us the specialist, quality provider of first class respite care.

I am confident that we are equipped to meet the considerable challenges and thus ensure that Crossroads remains the gold standard for respite care.

Stuart Blackshaw
Chairman

Chief Executive's Comment

Having only joined the scheme in October of last year I have been on a fast learning curve of all the activities that we undertake. What I have found is an organisation that has a huge reputation in the local area for delivering first class services to carers and their beneficiaries; an organisation that does care, with staff that are a real credit. What we don't do as well is tell people what it is we do, and how we benefit people.

My job is to change that around and work with the Board to set out a new strategic direction to ensure that the services we deliver in Castle Point can be replicated in other areas, particularly as we have now moved into Rochford.

Crossroads Care Essex has grown up listening to Carers and Service users and we are being challenged now to look at providing other services that they need that they feel we could do better than others.

Funding remains an issue for the Charity and we rely heavily upon the generosity of trusts and grant making organisations, along with public funding opportunities. It becomes increasingly difficult to access some of these and we need to learn new skills in tendering whilst still providing our first class service.

2010-2011 will be a great year for the Charity I'm sure as we grasp new opportunities and shout much more about what we do and the public benefit from our activities.

Paul Ramsden
Chief Executive

Structure, governance and management

Particulars

Crossroads Care Essex is a registered charity and a company limited by guarantee. It was formed in 1981 and incorporated in 2001, with a memorandum and articles of association.

Trustees have been recruited from the Castle Point area and we aim to recruit more from the new areas we are moving into to represent the interests of those district areas.

Our Objects are:

- **To Relieve The Stresses Experienced By Carers And Beneficiaries**

The Board of Trustees meet every two months for a meeting to look at financial matters and progress against objectives.

All the Trustees are non-remunerated and give their time freely. The Chair, Vice Chair and Finance Director meet with the Chief Executive at least once a month.

We are a member of the national Crossroads Care Scheme and therefore one of some 101 schemes in England and Wales.

During the year the Charity has suffered from some turbulence through loss of staff. The Scheme Manager and the Day Care Centre Manager both left and the Young Carers Coordinator went on Maternity Leave.

The Trustees took the opportunity to conduct a strategic review of the organisation. As part of this a development plan was produced with the following sections:

- Quality of Service
- Recruitment/retention of Staff
- Promotion and Marketing
- Staff Training
- Respite Care
- Young carers scheme
- Day Care Centre
- Funding

One of the key outcomes was the decision to appoint a Chief Executive and restructure the Charity. A new Chief Executive was appointed in October and the Young Carers Coordinator returned from Maternity leave in August.



Review

Through 2009 a re-branding exercise began to take place changing the Crossroads Caring for Carers logo and name into Crossroads Care and new logo.

At the same time with the expansion of the scheme we changed the working name to Crossroads Care Castle Point and Rochford and then to Crossroads Care Essex.

Our Vision, Mission and Values are:

Vision

- **Crossroads Care wants every carer to be recognised, supported and offered services to help them maintain their own health and wellbeing.**

Mission

- **Crossroads Care:**
 - **Provides services that respond to the needs of carers and the people they support, offering them peace of mind and understanding**
 - **Works with them and other stakeholders to influence service innovation and growth**

Values

- **Trust**
- **Involvement**
- **Quality**
- **Family Friendly**
- **Availability and accessibility**
- **Dignity and respect**
- **Working for change**
- **Partnership Working**
- **Learning**

Risk Management

A Risk Management plan was produced in 2009 detailing all the apparent risks to the organisation. This is due for review in 2010/2011.

Strategic Plan

Following on from the Strategic Review we have begun an exercise to produce a strategic plan for Crossroads Care Essex. The Vision, Mission and Values are those dictated by the national Crossroads Association. The Board have already met for Strategic Planning purposes and a 5 year Strategic Plan will be produced in 2010/2011.

Financial Review

Accounts

In this financial year we have changed the direction of the organisation and invested both in staff and equipment necessary for this change and to equip the organisation for the future. In 2008/9 we controlled expenditure and increased income to such extent that we were able to bring back the level of reserves to that as mentioned below with the surplus that was achieved.

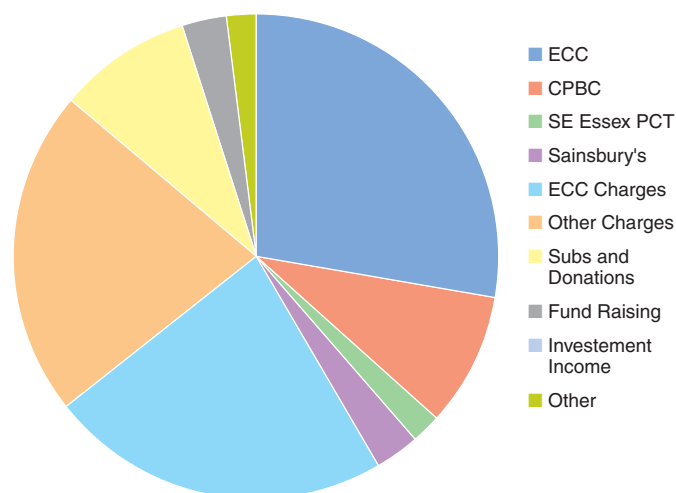
In this financial year we have made a small loss through the investment in capital expenditure through equipment, staff and office facilities. Our turnover compared with last year is slightly up by £18,000. We anticipate that next year will see a substantial increase as we realise this investment.

Reserves Policy

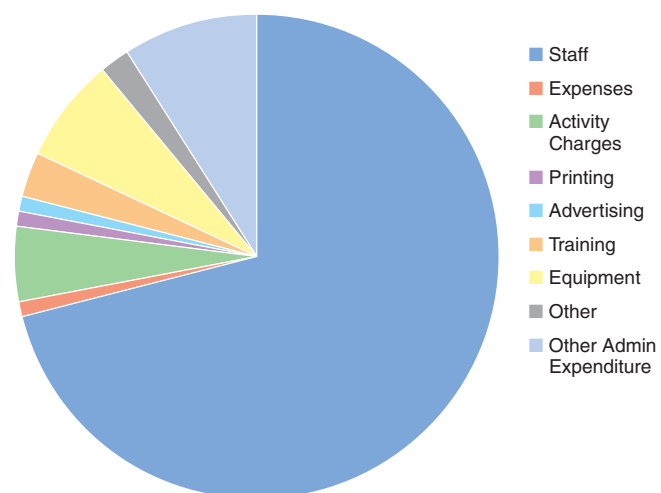
Crossroads Care Essex holds approximately £150,000 of reserves in accordance with recommendations of the Charity Commission. This would allow the operation of the scheme for a six months period and to pay any redundancy pay should the scheme fail to continue to attract funding and have to cease.

Through this year's accounts we had both restricted funds and unrestricted funds. As the accounts show £49,337 was restricted and £96,895 was unrestricted.

Income 2009/10



Expenditure 2009/10



Abbreviated Accounts

	2009/10 000's	2008/2009 000's
Income		
ECC	95	89
CPBC	30	29
SE Essex PCT	6.5	6.5
Sainsbury's	10	10
ECC Charges	77	39
Other charges	75	67
Subs and Donations	29	70
Fund Raising	10	10
Investment income	-	-
Other	6	9
Total	338	320

Expenditure

Staff	250	197
Expenses	4	4
Activity charges	17	13
Printing	4	1
Advertising	5	-
Training	9	4
Equipment	23	5
Other	7	3

Other Admin Expenditure	31	26
Total	351	254
Operating surplus/(deficit)	(13)	66
Total current assets	146	159

Staffing

Over the year there have been a number of changes as already mentioned, particularly in the first 6 months. This has continued and it is evident that the nature of the organisation coupled with the extension of services in to new areas staff changes continue to occur. (see attached staffing structure).

We have seen an increase in the staff and some natural leavers over the year for a variety, often personal reasons.

One of the biggest difficulties facing us at the present time is the CRB process. According to the Criminal Records Bureau Essex Police are either the worst or one of the worst for responding to enhanced requests. The net effect is that we have staff waiting often for a minimum of eight weeks for a CRB and some longer.

When these staff have a CRB that is in some cases a week old from another organisation the fact that the rules do not allow portability is extremely frustrating. This doesn't take account of risks but imposes a bureaucracy upon us, those that want to work for us and the Carers ultimately.

Organisation

A root and branch restructure and reorganisation has taken place since the recruitment of the Chief Executive in October 2009. He has refocused the organisation and introduced new practices, processes and efficiencies in order to ensure the sustainability of the scheme for the future for Carers.

New marketing material has been produced and a new website with details of the services available. Within the office the facilities have been updated including the purchase of office desks, computers and a telephone system. Whilst this was at a cost to the scheme old equipment and facilities were holding back the staff and creating inefficiencies and waste. New policies and procedures have also been introduced regarding HR.

A review of Health and Safety also led to remedial work on both electrical equipment and wiring. A new fire assessment was carried out and all issues identified have been corrected.

New staff have been recruited across the organisation to a variety of roles and a new organisational structure has been introduced.

Plans are well in hand to introduce other pieces of software in 2010 that will reduce the paper burden and help with both rostering of clients and the accounts process.

Stakeholder engagement has now improved substantially and the organisation is now better known with public authorities and commissioners.

Care Quality Commission (CQC)

In January we were pleased that the CQC re-inspected after a disappointing inspection in January 2009. We appealed against the rating given at the time of 1 star and following the audit/inspection we were awarded 2 stars - good. Ideally we would have liked 3 stars but understand that practice isn't to move organisations up more than one grade at a time.

Fundraising

Our Fundraiser, Alex Yates, left at the end of March this year and we thank him for helping to bring in the funds over the year amounting to £28,716.11. These are grants and funds that we find that support the projects that we run.

In order to continue the support for Carers and their beneficiaries we need to supplement income sources through extra donations. In particular the Young Carers projects has a contribution from ECC that doesn't even cover the Thursday drop in. The Monday club, Noisy Teas both operate solely from donations and the Day Care Centre and Respite schemes need contributions because of the low level of fees we charge.

We recognise that fundraising has become tougher and difficult whilst trying to maintain focus on the activities that we provide. In 2010 we will work to re-develop a fund raising strategy and demonstrate far more the added value that we provide to Carers and the local community.

Brand awareness

As part of raising our profile the Vice Chair sourced name badges for the staff and Trustees that are worn daily internally and externally of the organisation. We are in the process of building upon this by the introduction of branded clothing for staff, either at events or as part of their daily work. This is a particular benefit to staff working in respite and the Day Care Centre that protects their own clothes and at the same time shows uniformity.

We are aware that there is competition from the Private sector to some of our activities and that often they look more professional. Our staff deliver a caring professional service that is over and above anything that is offered by the Private Sector and it is important that we then display the professional image to go with our professional service. The branded clothing achieves this objective.



Objectives and activities for the Public Benefit

The Charity provides a range of services to carers and their beneficiaries. We do this through the following:

- Respite Care – Castle Point and Rochford
- Day Care Centre – Castle Point
- Young Carers – Castle Point
- Monday Club – Castle Point
- Noisy Teas – Castle Point

We provide a complete inclusive service. Many of our service users and Carers are entitled to public funding and we assist them through signposting to the appropriate agencies. Equally we are seeing others who pay privately for our services.

Our service is open to anyone of any age with a short or long term disability, chronic illness or frailty due to age. We specifically support the Carer by providing the necessary respite break in a number of different ways that benefits them and their beneficiaries.

Through the breaks that we provide we aid the health and wellbeing of both Carers and Service users through breaks, leisure activities and also provision of life skills.

In November we organised our first Carers Rights Day at St Nicholas' Church in Canvey where a number of other stakeholders including the Pension Service, Essex County Council and Benefits Agency attended. Carers were invited to come along for a free lunch and to find out what other benefits carers are entitled to.

All our service users from the Day Care Centre also attended to help out and join in, as well as baking cakes for the occasion.



Achievements and performance

Scheme Managers Report

This has been another successful year for Crossroads which has seen the scheme face many changes. Firstly we welcomed Paul Ramsden who joined us as Chief Executive and has taken the scheme forward with the expansion into the neighbouring districts of Rochford and Maldon which have lacked the support of a Crossroads service for many years. The introduction of a Crossroads service in these areas have been welcomed by statutory organisations who value the opportunity to work in partnerships with Crossroads supporting carers enabling them to access the same quality service that has been provided in the Castle Point district for the past 29 years.

The restructuring of the office management has enabled the scheme to embrace the increased workload as a result of the expansion and the dedication of the office staff has made it possible for the scheme to look forward to future and any challenges that may face us.

The Crossroads Day Centre has now been operating for three years and has proven to be a success for the scheme with the growing interest of those wishing to attend and existing service users increasing the days that they currently attend. The interest of additional people requesting a place at the centre has resulted in the need for Crossroads to identify an alternative venue which will enable us to accommodate more service users on a daily basis thus ensuring their carers benefit from a break from their caring role. The new venue will also reduce the need for Crossroads to operate a waiting list for attendance at the centre.

I would like to take this opportunity to thank the board of trustees, the fundraising committee and everyone involved with Crossroads for all their valued support in ensuring the scheme can celebrate another year of providing care and valuable support to carers and those for whom they care. I would also like to thank Sam Duffield, without her ongoing support I would not have been able to fulfil by role as the manager of the scheme.

Carer Support Workers are the public face of Crossroads and any Crossroads Scheme is only as good as the Carer Support Workers who work for it. Therefore I would like to give a big "THANK YOU" to all the Carer Support Workers who have worked tremendously hard over the last year and as always provided a quality service at all times. Carers have stated that they can rely on their support workers to arrive at the agreed time and have become friends to their family.

Crossroads Care has developed good relationships with all carers accessing a service from the scheme. Feedback from recent annual review includes the following comments;

Mum loves to see her support worker

The support worker is an excellent visitor for my mum they get on very well

Very happy with standard of care provided by Crossroads

We have found our support worker to be a reliable and wonderful person who has become like a friend to both me and my husband

We are very happy with the service provided, the carers are professional, caring and reliable.

My support worker has been very helpful and Dad and I look forward to her visits.

Our support worker is excellent, kind, understanding and competent.

Carers of Castle Point and Rochford value the support and continuity of care provided by Crossroads and it is our aim to ensure this valuable service continues and meets the needs of more carers through growth and expansion of care provision.

May Darke
Scheme Manager

Respite

Through the year we have continued to provide and develop Respite Care in the Castle Point area.

Last year we provided 8253 hours of Respite Care in the home or outings through supporting 63 individual Carers at a time.

Through conversations with Essex County Council and Rochford District Council we managed to gain some additional funding to extend into the Rochford District area. We recruited a Care Coordinator, Gill Sarchet, and Carer Support workers for Rochford and have developed the client base.

Through the Carers Grant we applied for additional funding to support the reintroduction of a Respite service in Maldon. The Maldon Crossroads closed many years ago due to lack of Trustee support and through conversations with stakeholders in the Maldon area we have identified that there is a gap in service provision.

We are able to provide Carers with two funded services: Early Intervention Scheme and Emergency Sitting Service as well as normal respite breaks.

Early Intervention

Early Intervention is a taster for respite breaks. Many carers wait until crisis before wanting to take up respite breaks and realising the benefits. Through a fund with Essex County Council (ECC) Carers can have up to 4 hours a week for 3 months to demonstrate the benefits of respite breaks. In this time period ECC will carry out an assessment of their needs and whether they are entitled to any public benefits i.e. Carers Direct Payments.

We accept referrals from anyone; GP's, Social Services, Self Referrals and we have developed new leaflets and a website to market ourselves better, profiling the services.

Emergency Sitting Service

The Emergency Sitting Service is a similar fund provided by ECC whereby Carers can look after their health requirements by visiting the Doctor, Dentist Hospital etc when they need to rather than putting it off because of their caring responsibilities. We can provide a Carer Support Worker to look after the person they care for whilst they are unavailable.

Day Care Centre

This has been another successful year for the Day Centre with a total of 16 service users attending on a regular basis. Each day we have between 5 and 9 users at the centre.

The aim of Crossroads is to make sure that all activities are user led at all times, therefore we value the input of our service users and encourage them to participate in suggesting any activities or trips out of the centre.

Some of the trips out this year have included weekly outings to Bowling, Southend-on-Sea, Hadleigh Farm and local parks. The trips were thoroughly enjoyed by all those who attended and we are now looking forward to organising further trips for the future.

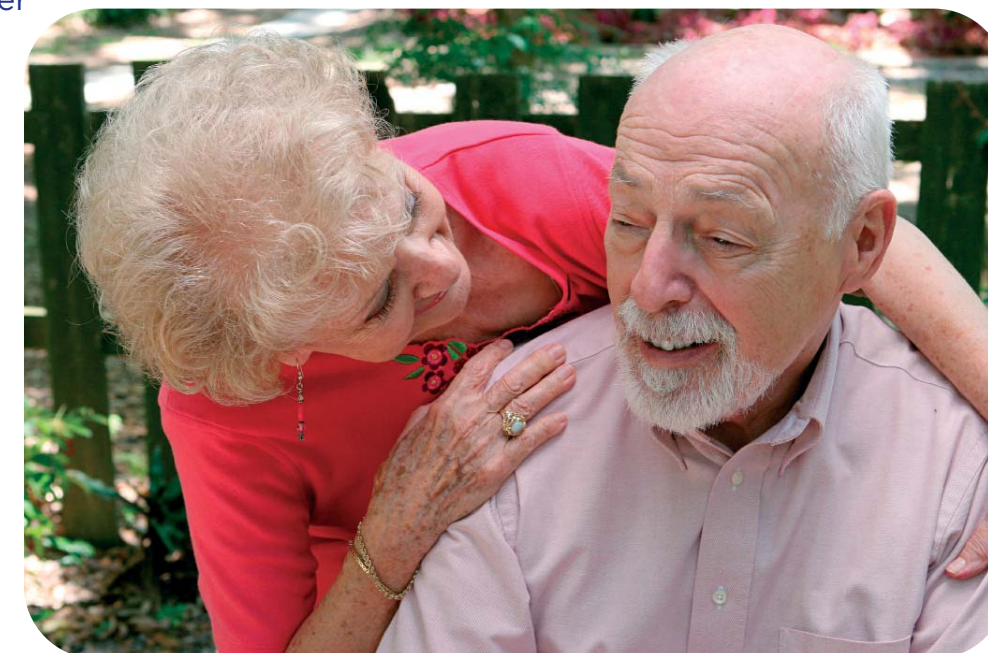
All those who have attended during this year have enjoyed interaction with their peers which has included regular yoga sessions, drama, line dancing, swimming and multi sports which promotes healthy living, team integration and helps to gain confidence.

We have recently introduced an arts and crafts session at the centre where our service users put together decorations and costumes for themed sessions i.e.: Halloween, St Patrick's Day, Easter and Christmas etc

The Crossroads Day Centre is all about encouraging life skills and trained support workers work with the service users to plan a menu of their choice for the week, visit the supermarket and purchase the shopping. During the day a meal is prepared by service users using the produce they have purchased. This encourages independence and confidence also increases ability to budget money which is an essential life skill

There have been many positive outcomes at the centre with service users gaining confidence and a reduction of those displaying challenging behaviour. With this gained confidence they are now able to control their behaviour with less outburst resulting in added interaction with other service users and staff.

The success of the centre has enabled Crossroads to provide a total of 1,602 hours during the financial year April 2009 - March 2010 therefore 16 carers have been able to take a break from their caring responsibilities.



Young Carers

- There are estimated to be 175,000 Young Carers nationally, with 4,600 in Essex. This equates to an average above 8 per school.
- Only 18% have received an assessment.
- 26% are caring for somebody with drug or alcohol abuse.
- 56% are girls, 44% boys.
- 66% are caring for a parent, 31% for a brother or sister.
- 51% spend over 10 hours per week caring. 18% spend over 20 hours; 8% over 30 hours.
- 64% have been caring for over 3 years, 21% for over 6 years.

Monday Outings

Every Monday we take out a minibus full of our Young Carers for an evening activity. Each child can go out once per month. Activities during the year have included bowling, megazone, skate park, kite flying, badminton, ceramic arts, cinema and various outdoor activities. All the children get stuck in with their usual enthusiasm, having a great time.

It's all about the Young Carers getting the chance to go out with other children on the project, who have similar situations and problems. They have fun, and can be a child for the evening instead worrying about their responsibilities.

Thursday Drop in

Every Thursday evening we run a drop-in project for all the Young Carers. The drop-in centre is somewhere for the Young Carers to come and enjoy the youth club style facilities that we have. Young Carers can come and play games such as pool, table tennis, wii games, bingo; they can relax and listen to music or do homework on the computers provided, they can also receive one to one support or just generally have fun.

Drama Club

Past grants from Essex County Council Youth Service and Youth Opportunity Fund have continued to enable us to run our Drama Club, which is still proving to be a great success.

We spend the first half of the year focussing on getting the children ready for an exam or festival; this increases their self-esteem and confidence, in so much a way that you can physically see a difference in them.

Several Young Carers successfully completed their LAMDA exams (London Academy of Music & Dramatic Arts). This is a remarkable achievement for each child.

For the second part of the year they will be working towards putting on a play, which will be in front of an audience of parents, staff and Young Carers. This year's production was Hansel and Gretel, which was performed at Christmas 2009. The performance was an incredible achievement and from the audience's perspective a humorous performance, created by children that have not acted before this was a huge accomplishment. The Young Carers self-esteem has dramatically increased in taking part in this activity.

One to One

Numerous Young Carers often need extra support from time to time, particularly those caring/help caring for someone with mental health issues or drug related problems.

Whereas most staff have undertaken their basic counselling training, it is often the case that a child will get on better with different members of staff. Those who are going through a particularly tough time can talk to and offload their worries to a support worker. This can happen at any of the activities in a quiet area.

Where they may need extra support a support worker can take them out outside of the normal activities at a convenient time for both. These weekly sessions can go on for as long as is needed and are reviewed every 6 weeks.

Noisy Teas

Every first Tuesday of the month we provide support for Autistic children, their parents and families through a drop in at the centre. Cakes are kindly made by friends of Crossroads for the families.

We are able to split the families into Parents/Carers, Autistic children and Siblings. Each group gets some time with their peers. The children get to enjoy themselves and make noise in the centre, whilst their siblings can play with other siblings and the Parents/Carers get to have a cup of tea with other Parents.

We find that Parents gain a great deal from understanding that others are also faced with the same issues and therefore takes away the feeling of isolation. They gain tips and ways to share problems generating solutions to their everyday concerns.

Monday Club

Each Monday we provide a social club for young adults with disabilities at the centre. This gives the Carers respite and provides the same opportunities to our clients that other young adults would access through a social club.

They celebrate birthdays, use the computer, watch the TV and films and play pool. We have art and craft activities and annually Santa comes to call. The Rotary Club of Canvey come along with Santa and our clients are delighted by this magical experience.

Each of them brings along £2 to attend as a nominal fee and we run the club through voluntary contributions and donations.



Friends of Crossroads

The Friends of Crossroads provide fundraising for Crossroads Care in the Castle Point area. They have diligently supported the scheme for many years and provide a much needed source of income to support our activities.

The Friends of Crossroads Fundraising Committee has first of all to record the sad loss of member John Trollope, who passed away early in 2010. He will be sorely missed. An appreciation of his life and work appeared in the January Newsletter, and sincere condolences were sent to Lorna.

Members were pleased to hear of the good progress made by Brian Wilson, husband of committee member Gill, after his serious illness earlier in the year.

Events arranged during the year fell into clearly defined categories. Enjoyable social occasions involving food and drink were attended with enthusiasm. A Chinese charity meal in November at the Zen City Restaurant raised £380, "Puddings and Soup", a December event held at the Care Centre, raised £444. Then came a Charity Meal at the Sunflower Eaterie in March.. Over the year, coffee mornings organised by Eileen Greenwood, Rosemary Sparrow and Gwynne and Michael Smale, produced a total of £691, making a combined "food" total of £2144.

Four musical events in concert form took place - the Yardarm Folk Orchestra in September, Brian Giles's Mahogany Hall Stompers in October and the Harmonie Wind Concert Band in May. The amounts raised respectively were £312, £37 and £862.

Maureen Anthony's two quizzes produced a total of £1188. It is appropriate here to note that Maureen was the Committee's choice as Volunteer of the Year for her continuous fundraising work since the inception of Castle Point Crossroads, and she has received a Certificate from the Mayor to that effect.

Other fundraising events were unique of their kind. The February Barn Dance with "Jig and a Half" was much enjoyed and raised £190. Unfortunately the October '09 Race Night was cancelled from lack of interest, but the event organisers, Beneficial Arts, kindly allowed the deposit to be held over for the 2010 event, for which we hope there will be better support.

Donations have been received throughout the year, both from small change tins and in cheque form. Donors included Castle Point Gas and Heating Co. Ltd, Fairkytes Accordion Band, Benfleet No 4 Club, "Greetings to You", Mr Shrimpton, Mr Lawrence, Mrs James, Mr and Mrs Broom (who donated half the proceeds from a coffee morning), Battlesbridge Church Fellowship, and the Southeast Essex Scottish Society, Mrs Jean Dobell, and Mr Rob Gadd, organiser of the Battlesbridge Wacky Boat Race. A further amount was raised from the sale of sheet organ music.

The Committee heard interesting talks from Pippa Doxford of CAVS, on fundraising, and from Paul Ramsden, Chief Executive and May Darke, Scheme Manager on the current and proposed structure of Crossroads Care Essex.

Many thanks to all those involved in our fundraising activities, as organisers, helpers or attendees.

Friends of Crossroads Fundraising Committee:

Chairman: Valerie Wells

Vice Chairman: Daphne Hackling

Treasurer: Sue Spencer

Secretary and Support Worker: Gillian Poland

Members: Stuart Blackshaw (ex officio), Margaret Figgins, June Gargrave, Eileen Greenwood, Peter Morgan, John Poland, Gwynne Smale, Michael Smale, Rosemary Sparrow, Caroline Tite, Lorna Trollope, Gill Wilson

Thank you

Over the year we have been generously supported by organisations and individuals. We are extremely grateful and has meant that we can provide the service we do in support of Carers and their beneficiaries. Here are some of the people that supported us:

Castle Point Borough Council

Friends of Crossroads

South East Essex Primary Care Trust

Leathersellers

Sainsbury's Colours

RKT Harris Trust

Ashworth Charitable Trust

Essex Fairway Charitable Trust

Rosca Trust

Mrs Hilda Beer Charitable Trust

Fowler Smith and Jones Charitable Trust

Green and Lilian FM Ainsworth and Family Benevolent Fund

Leathersellers' Company Charitable Fund

Heinz Co Ltd Charitable Trust

Woodroffe Benton Foundation

Eastern Counties Educational Trust

Baily Thomas Charitable Fund

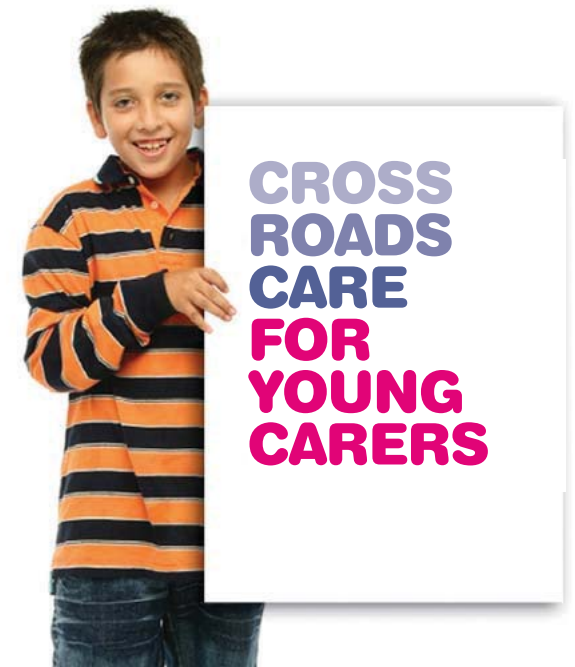
"RV" Foundation - Anonymous

Essex Community Foundation

Ryklow Charitable Trust 1992

Masons - Albert Lucking Lodge, based in Southend

Paget Charitable Trust



...the people carers turn to



**CROSS
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CARE**

Essex

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