



# Crossroads Care in the 21st Century

Report of Proceedings  
from 2 Consultation Conferences

London  
Grand Connaught Rooms  
Monday 24 May 2010

Birmingham  
McDonald Burlington Hotel  
Thursday 27 May 2010



**GOFAL  
CROES  
FFYRDD**

**CROSS  
ROADS  
CARE**


**Eastern**

Brentwood and Basildon and Districts	George Froom	Chair
	PJF Davison	Treasurer
Castle Point and Rochford	Marianne Morgan	Vice-chair
	Stuart Blackshaw	Chair
Hertfordshire North in Norfolk	Ken Vale	Chair
	Liz Challis	Chair
	Christine Janner Burgess	Vice-chair
Norwich and East Norfolk Tendring	Terry Quigley	Chair
	Brian Rolfe	Chair
	Margaret Dunford	Secretary
Uttlesford	Graham Hamilton-Hopkins	Chair
Waveney	Sheila Hyde	Chair
	Michael Millage	Trustee

**London**

Bexley	David Pethick	Trustee
Camden	Janet Brown	Vice-chair
Havering	David Rowland	Chair
	Sandra Shewring	Vice-chair
Newham	Sue Goodman	Chair
Redbridge, Epping and Harlow	David Williams	Treasurer
	Ivy Matthews	Chair
Richmond upon Thames	Ann Schauerman	Chair
South Thames	John Mays	Chair
	Jane Norton	Trustee
West London	Cherna Crome	Chair
	Selwyn Nakan	Trustee

**South East**

Central and South Buckinghamshire	Karen Gill	Chair
	Christopher Ross-Parker	Treasurer
East Kent	Jan Hadlow	Trustee
Medway	Ron Martin	Chair
	Barbara Smith	Trustee
Newbury and District	Craig Atkinson	Trustee
Oxfordshire	Andrew Skinner	Trustee
	Liz Fryer	Trustee
Reading	Venkatraman Krishnamurthy	Chair
Slough	Harry Clasper	Treasurer
Surrey	Alastair Paterson	Vice-chair
West Kent	Andrew Deckers	Trustee
	Lynne Tindle	Vice-chair
West Sussex	John Robinson	Vice-chair
	Hannah Robins	Trustee



Windsor and Maidenhead	Ian Barclay	Chair
	Tony Matthews	Vice-chair
Wokingham	Barbara Pitcher	Chair
	Maureen Meatcher	Trustee

## South West

North Somerset	John Oldham	Chair
Wessex	Steve Nolan	Trustee
South West	David Parsons	Chair
	Keith Trivett	Treasurer

## East Midlands

East Midlands	Richard Thomas	Chair
North Notts	Philip Marsh	Chair
	Paul McDuel	Trustee

## North East

North East	Michael Lewins	Trustee
------------	----------------	---------

## North West

Cheshire East	Mike James	Chair
Cheshire West and Wirral	Di Morley	Chair
	Mike Hatton	Trustee
Liverpool, Sefton and Warrington	Margaret Crichton	Chair
	Barbara Dean	Vice-chair
St Helens and Halton; Wigan and Leigh	Joyce Wilcock	Chair
	Jane Dearden	Vice-chair

## West Midlands

Staffordshire	Richard Lamb	Chair
	Ian Milne	Trustee

## Wales

Cardiff and the Vale	Graham Hinchey	
	Cathy Kirby	
Cwm Taf in the Vale (EMI)	David Stone	Trustee
	Gwen Phillips	Chair
North Wales	Leon Gibson	Chair
Sir Gar	Pam Edmunds	Chair
	Helen Nicholls	
	Ann Hopkins	Vice-chair

## Association Trustees

	David Wright	Chair
	Sohail Rasul	Trustee



	Robin Foster	Vice-chair
	Mark Currie	Treasurer
<b>Association Staff</b>	Anne Roberts	Chief Executive
	Gill Chilvers	Director of Support Services
	Mark Hughes	Executive Assistant
	Annalise Cooke	PR and Communications Manager
	Rosemary Hawkins	Assistant Director of Business Development
	Sandy Caley	Assistant Director of Support Services
	Jacqui Finn	Business Development Manager, London
		Director of Wales
	Alan Sutherns	Business Development Manager, Wales
	Andi Lyden	Business Development Manager, Wales
<b>Eastern</b>		
Cambridgeshire	Linda Collumbell	Trustee
in Norfolk	Liz Challis	Chair
Uttlesford	Rebecca del Tufo	Vice-chair
West Suffolk	David Taylor	Chair
	Brian Wesley	Trustee
<b>London</b>		
Croydon	Aji Lewis	Trustee
	Michelle Campbell	Trustee
Redbridge, Epping and Harlow	David Williams	Treasurer
<b>South East</b>		
North Buckinghamshire & Milton Keynes	David McCullagh	Chair
Oxfordshire	Wendy Bridge	Trustee
West Kent	Sean Taggart	Chair
<b>South West</b>		
Bristol South	Tony Leadbetter	Chair
	Steve Pearce	Trustee
Cheltenham and Tewkesbury	Don Grant	Chair
Forest of Dean and Herefordshire	Robin Andrews	Chair
	Douglas Battersby	Trustee
North Somerset	John Oldham	Chair
South Gloucestershire	April Begley	Chair



	Sue Jackson	Vice-chair
Wessex	Lesley Braithwaite	Trustee
Stroud and Gloucester	Dilan Davies	Trustee

## Yorkshire

in Mid Yorkshire	Jessie Dey	Chair
	Richard Clampett	Treasurer
Rotherham	Lorraine Wainwright	Trustee
	Martin Ensor	Trustee
Sheffield	Peter Tisch	Chair

## East Midlands

Derby, South Derbyshire and Erewash	Jean Bailey	Chair
	Jean Ambrose	Treasurer
East Midlands	Richard Thomas	Chair
	Tony Dale	Trustee

## North West

Bury	Sean Barrett	Advisor to Trustees
Cheshire East	Mike James	Chair
	Martin Sinker	Vice-chair
	Peter Lowe	Treasurer
Cheshire West and Wirral	Di Morley	Chair
Chorley and South Ribble	Marilyn Porter	Chair
East Lancashire	Philomena Spencer	Chair
	Judith Nesbitt	Trustee
Hyndburn	John McCormack	Acting Chair
Knowsley	Pat Shea-Halson	Chair
	John Stanley	Trustee
	Rose Edwards	Vice-chair
Ribble Valley	Tom McLean	Chair
	Liz Parkinson	Trustee
Salford, Trafford and Stockport	John Cryan	Trustee

## West Midlands

Birmingham and Solihull	Raewyn Petherick	Chair
	Stuart Twigg	Trustee
Coventry and Warwickshire	Bob Montgomerie	Trustee
Dudley	Hugh Norris	Chair
	Mike Carpenter	Vice-chair
Worcestershire	Lawrie Gregory	Chair



**Wales**

Bridgend County	Pat Parry	Chair
	Linia David	Trustee
Cwm Taf	Valmi Jenkins	Chair
Mid and West Wales	Elin Fitzpatrick	Chair
South East Wales	Marian Lewis	Trustee
Cardiff and The Vale	Catherine Kerby	
<b>Association</b>	Sohail Rasul	Trustee
	Robin Foster	Vice-chair
	Anne Roberts	Chief Executive
	Gill Chilvers	Director of Support Services
	Mark Hughes	Executive Assistant
	Annalise Cooke	PR and Communications Manager
	Rosemary Hawkins	Assistant Director of Business Development
	Sandy Caley	Assistant Director of Support Services
		Business Development Manager, London
	Angela Roberts	Director of Wales





Using the Open Space process delegates created an agenda in relation to the question:

**We are all committed to the future of Crossroads Care and to meeting the needs of carers. In this context, what steps do we need to take together to develop and implement these proposals?**

The following recommendations emerged from discussion groups:



### Are there other ways to achieve growth and funding other than changing the organisation?

- Explore collaboration between local schemes. Group proposed the sharing of some functions - collective operational initiatives (patrol, training, IT support)
- Retain local Trustees as will lose local energy if too central
- Widen the service provision locally - local schemes best position to assess this
- The Working Party to provide Boards with the evidence that the changes of recent years have resulted in more competitive unit price
- We want "Value Added" from the National Organisation e.g. can provide a grant application service to support and scrutinise individual schemes applications; support with marketing

### How do we develop as a business?

- Share best business practise. Success & failures
- Diversify – find partners
- Review skills sets of trustees – identify gaps and training needs
- Merge with other charitable organisations
- Recommendations need clarification on the likelihood of 'merger' with Princess Royal Trust
- We need to be able to offer 'one stop shop' for all carers' services, thus leading to collaborative ventures with other charities





### We compete on quality not cost. We have to select what services we offer and who our competitors are

- Our quality and approach to care is out U.S.P reducing costs could put this at risk. We have to look at other ways of covering any cost gaps to ensure those with a need (rather than those who can afford it) are reached
- Explore:
  1. Charging for care
  2. Raising funds
  3. Using volunteers to offer additional services, so as to cover the cost gaps and raise profile

### Making mergers happen between schemes in a geographical area

- Regional meetings have to decide and make it a must to help with merger. Some sort of facilitations has to be imposed.
- All schemes must participate in meetings (regional) as a must. Co-operation between schemes in a geographical area will help with increasing trustees to take more responsibility.
- Is there any other way of operating without merging in a geographical area?





### How do we get schemes involved that are not here today or on Thursday?

- First agree critical mass of schemes that wish to move forward.
- Then approach 'disinterested' schemes:
  - Representatives from local group from above
  - Facilitated by HQ
  - Develop business plan with them
  - And contingency plan
- Consider partnering with other organisations and delivering in from local scheme / partner in their territory.
- Use 'partners' in areas where there is no service.

### Are there other ways to achieve growth and funding other than changing the organisation?

- Danger of looking at mechanics rather than what we want to achieve. Models to consider? East Midlands?
- Existing organisations should sort themselves out. Where there are no organisations they must be created e.g. by using Futurebuilders or expand current organisations.
- Work out survival strategy within current organisations. Partnerships with MENCAP, STROKE ASSCN ALZHEIMERS etc.
- Move to commercialism and expanded services can be obtained within current organisations. Does one size fit all? Current organisations may be more responsive to outside pressures.
- Standardise terms and conditions / supervision case management financial models should be expanded to include quality and service standards to carers.
- Management capability for a bigger organisation vs. capability for growth and service development in current organisation
- Timescales too fast.



### Association to Corporation. How do we minimise the risks?

- Agree a set of measurable goals for Crossroads schemes (expand CROQUET to address strategic objectives, finance etc)
- Get schemes to measure themselves against above.
- Encourage the schemes to talk locally about how to achieve top scores.
- COST INNOVATION CARE

### Those who are ready/strong will merge sooner. What are the options/strategies to bring along those who are not ready to merge?

- Need variety of forums to bring schemes together to work. Need local mechanisms to reflect issues around and external support so don't lose trustees due to work overload. Offer templates to stimulate merger – building on/updating merger toolkit.
- Identify successful business models (? those using flat service model structures) More yardsticks for success e.g. 1000 hours per wte to measure success.
- Pinpoint all benefits of change and highlight pitfalls of no change.

### Ownership of change – who?

- Need to ensure that trustees take ownership of change to take it forward. Need to ensure that new board appointed to take change forward made up of people with balance of skills and commitment
- Appoint senior management team to drive the change forward with a broader vision and larger area while mindful of the need to retain local focus and commitment.
- Learn lessons from previous expansions / changes within our local orgs and from other orgs who have undergone similar experiences. i.e. ask would you do it again? And if so would you do it in the same way?



### Hub Boundaries, lead organisation & role of Association in facilitating this.

- Association needs to identify 'loose' boundaries of new schemes – Association needs to 'suggest' a lead scheme and facilitate local relationship development
- Research of any competition in non-Crossroads areas

### Financing the Merger

- Look for outside funding sources. 'Fit for Funding' newsletters (put out by Council for Voluntary Service) contains possible sources of funds, e.g. Capacity Builders, Community Foundations, maybe EU funding.
- Use reserves if they are strong. Use due diligence to check there are no skeletons in cupboard of schemes. Use development fund if you have one. Cut core costs
- Fix a timeline of decisions/progress 1.5 – 2 years. Develop new services that carers want and will pay for from personal budgets. Sub-contracting needs care (CRB checks etc)
- 20 schemes are far too few. There should be more than 20 initially – perhaps aiming for a lower number naturally later on. It is a merger too far.
- Instigate an intensive marketing campaign to raise the profile of CC and its benefits and how much better than alternatives rather than mergers to 20 schemes. Gov funding direct to Crossroads
- Crossroads to be a successful 'corner shop' rather than a supermarket





### **As smaller charities do we need guidance from above rather than just joining with other schemes**

- Picking up smaller organisation close by and joining together to make one CC scheme & covering a larger area that was not already covered
- Volunteer coordinator who gathers up volunteers who help with clients. The need to get expert help on your board of trustees. Consider the requirement of giving respite without payment.
- Not totally reliant on funding for one particular source. More need for business manager. Charity called Reach who put people who wish to do charitable work in touch with other charities to look at board of trustees breakdown

### **We need to establish whether we are sustainable from bottom up (delivering of quality services) as well as top down (PRTC merger) issues before merging or diversification of scheme resources**

- We need a service delivery strategy using SWOT to realise benefits to carers not just Crossroads.
- Need to identify features, strengths, weaknesses and common ground, for individual schemes



### **Is the proposed time scale too short in view of the size of the proposed reorganisation and the development of the new structures that will be required.**

- Use working parties /steering group to facilitate change in time
- Provide a suggested structure in which schemes could build ideas of their own. Plus resources not yet available especially the personnel plus schemes that have already merged recently don't want to go through change again
- Training of trustees to develop expertise for the future.
- Schemes relationship with HQ will change.

### **Who will lead/coordinate the amalgamation of the new enlarged groups?**

- Must define borders before anything can start – who defines? Must be done by Association.
- 2 ways to go: one boundary defined - employ external consultant to start process, OR form steering group of trustees/CEOs to get a meeting of minds to feed back to individual boards and appoint project manager.
- Problems – loss of CEOs – redundancy.



### How will merged organisations pay for the additional layer of administration?

- We need a comprehensive and reliable database before any moves towards mergers are embarked upon.
- Small schemes may yet be efficient and so will find mergers with larger but inefficient schemes unattractive.
- If mergers take place inefficient use of existing management staff must be identified as a potential source of money for the overarching administration.

### Should there only be one model for future development?

- Start off with % model but be flexible. Centralised bid writing, HR.
- Work at the currently successful schemes and identify why. Are there different models? Don't rush us into it.
- Is this model addressing issues/questions (they haven't been asked)?



### How can we share best practice in managing risks, locally and nationally, arising from merger?

- If providing national template, ensure it drives local thinking about local risks and issues, not brainless tick box.
- Set up risk management forum - perhaps through CCIID (?) but take account non IT minded) to share knowledge and experience e.g. financial management.
- Agree responsibility for someone to manage and communicate national level risks arising from the merger and other strategic initiatives.

### How do we best facilitate agreement amongst the local schemes to move forward?

- Get together at region ASAP; get input from those who have merged before; use external facilitator.
- Be prepared to evict schemes not interested quickly; find money (reserves) to fund key roles to facilitate.
- Assign functions to 2 trustees from each board.
- Focus on detailed local level approach – local volunteer mgnt etc.
- Use schemes already merged to give benefit – learn from each other.



### How do we make the proposals happen?

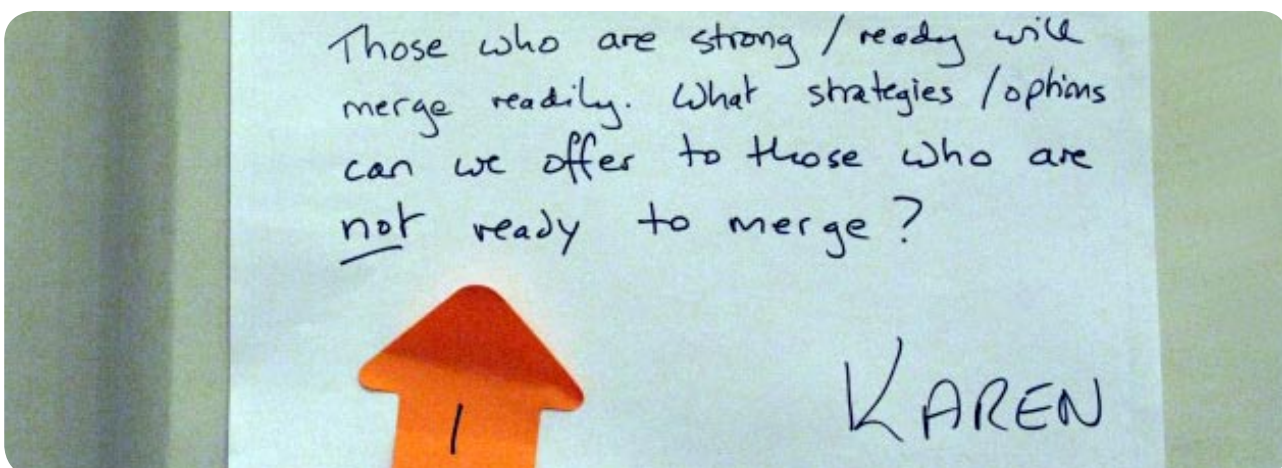
- This whole process has to have some leadership / champions, maybe one per region
- Use regional development groups to gather information and start the discussions
- Get steering group and top structure in place as soon as possible
- Use available levers to promote change

### Timescale

- Show of intent by the schemes by end of September
- What role will central play. Support, capacity, finance, seamless, avoid conflict with day to day operations
- Service delivery must have priority
- Phasing in arrangements 2011-2012 over three years, targeting achievements
- National office to take the lead, to set vision
- Correct model, social enterprise and charitable remit

### If go ahead with structure, relationship between Board and locality groups i.e. governance issues

- Staff managed by management and Board not local groups managing staff
- Liaison between Board and local groups – important each local group has representative from Board. Plus management link to each local group
- If join schemes then Trustee of Board came from these scheme – bring expertise – can hit ground running. Also bring along staff who have expertise
- Need to get younger people involved in the role of trustees. Might become interested in larger board.



### Will merged schemes actually be able to achieve the targeted economies of scale to help us reduce costs and compare?

- Show us evidence that proves the case within Crossroads or a similar type of organisation in the voluntary sector.
- Focus on communications between schemes to deal with the fear factor and potential instability amongst Trustees and senior staff in particular. Include positive statement from National re service delivery
- Need a forum for schemes to share knowledge and information about service provision and costs so that we can learn from each other.
- Trustees must be able to demonstrate the financial and other benefits before agreeing to move forward.

### Are we the right organisation to provide services for carers? Yes.

- Locally defined areas increase co-dependant and collaborative to cover specialism
- Must ensure 24/7 and cradle to grave - needs to be part of Croquet and Membership
- Bigger schemes to have apprenticeship to enhance workshop





### Given the questions asked are we considering the right proposals?

- That the working group reconvenes to prepare additional material in support of the proposals, in particular an explanation of “the problem”, the remedies which have been considered, why those discarded were not appropriate and why the chosen solution is preferred. This will include a detailed analysis of costs and benefits and recommendations as to how the proposed structure would work in practice. These should be an explanation of which services could/should be provided the centre/region, to replace or supplement activity at local level. It may be appropriate to facilitate the above to reinstate the previous structure of change managers in each region to enable discussion and interchange of ideas /extract best practice

### How do we bring staff on board?

- Keep staff regularly informed both verbally at meetings and by newsletter.
- Set a timetable for change that staff can observe being implemented.
- Appoint a spokesman in each scheme for answering questions.
- Point out positive outcomes such as positive career paths possibility of more care hours for care staff.

### Is this proposal presented the right proposal?

- A stronger central focus - including better lines of communication, national funding, HR support, invoicing, payroll
- National should be supporting the smaller schemes that are having challenges instead of proposing a completely new structure, that is
- One structure should not fit all
- North East is very different from the South East so each region needs to be addressed differently
- A natural organic merge having mergers that make sense - a focus on weak spots.
- Core provision mandated of services delivered at a national level
- Cost benefit analysis
- Learning and understanding from other merged schemes on the commercial benefits.
- More demonstration of the positive impact of mergers



**I thought we were here to talk about the way we implement the proposals. However I am now confused as to whether the proposals are optional or not.**

- Complete the consultation process quickly and then start implementation possibly on a phased basis
- Crossroads Association to put its efforts into the 'how' to implement rather than 'if' or 'maybe'. Schemes will then need to draw up more detailed frameworks and then plans
- Each scheme to be written to by the Crossroads Association to get a definitive 'yes' or 'no' in principle to being part of a larger scheme. Then start to form groups and work with them on planning etc.

### **Can big be too big? What does 'BIG' mean?**

- In the right context big may be better because of centralised services etc. Got to go for growth.
- The culture determines everything
- Does big answer a need? Gives better chance of succeeding if over a certain critical size
- What constitutes 'critical mass'
- Don't think small – think bigger.
- Crossroads national will have to be focussed politically
- We need to change but not sure how



### Crossroads needs to be competitive

- Bigger schemes can offer a wider range of services
- We have to sell our higher rates on basis of quality and reliability
- Bigger / merged schemes can afford tender management, hr and other specialists including training
- Spreading the word via carers links in surgeries etc
- Larger schemes can do effective business development
- Charitable fund-raising tends to be local, need to work out how to fundraise over bigger areas.
- Crossroads national also raises funding, should it be used to raise our profile nationally – our competitors advertise

### How marketing in a large scheme?

- Board needs strategy and marketing plan for scheme
- Localities need a plan for their area within this scheme
- Local identity needs to be preserved somehow eg Lancashire Crossroads Care – Ribble Valley scheme
- Word of mouth remains crucial and important so encourage positive stories on the grapevine
- Take every opportunity to pursue positive publicity in local media eg get pictures in paper for every cheque presentation etc.
- Higher level awareness raising with county cllrs MPs commissioners must run alongside micro discussions
- Raising charity profile with the name
- Consistent service presence is a key to marketing service
- Use carers week



### How do we maintain local momentum while all this change is happening nationally?

- Start small – by beginning to collaborate with local schemes – use training / HR / finance / membership / payroll support? Could another scheme do some of it for less? Don't have to do it all at once.
- Share skills e.g. tendering
- Need to maintain services as they are in some areas through the change (that can work for some – others need to develop services through the change) horses for courses
- Outreach working and networking to pick up on good practise – learn from others who've been there and done some more.

### Change in London

- We need more advice. We know there must be change, but how with the London schemes fit in?
- One model cannot fit everyone



### How do we / Do we need to preserve local identity and local 'ownership'?

- Essential to maintain 'local presence which is necessary to maintain, master and develop business / services
- Locally raised voluntary funds to be 'ring fenced' for the locality
- We need in detail about the East Midlands model and feel it is worth disseminating
- CSW's need to be able to network with and support each other

### Merging with other agencies – nationally with PRTC / Macmillan locally deals with e.g. Alzheimer's, etc

- Crossroads lacks overall perception – a national merger could change this and bring funding – could lead to 'across England and Wales' expansion
- Doing local deals – can be difficult, but worthwhile can lead to local funding
- We must retain the quality of our service



### Will change of structure / reach more carers? Given financial restraints

- Given reduction in funding should we encourage more social enterprise in Crossroads – where is the funding coming from 5-10 yrs time to sustain
- Stepping stones: collaborative / local/ regional / working together – what do we need to do and do it – talk to boards / hold meetings / with B/La / Training / HR
- Staff advised of events – job security of concern/maintain
- local identity

### Moving forward

- We need more information
- Funding
- Business model
- How to continue providing an exceptional service for our service users



### Is Regional Structure the best or only way forward? Is this the right proposal.

- We need to understand why an alternative option focussing a stronger national support was not pursued in order for us to move forward.
- Any approach towards major rationalisation of schemes need to be undertaken sensitively and in a manner that focuses a greatest need or opportunity first coercion must be minimal.
- Need to understand the cost benefit calculations in much more details in order to buy into the proposed cost benefits being real/achievable. Also need to understand how East Midlands and other schemes made the big/regional model work

### How will the Association manage both its own change as well as supporting change in scheme – is there a capacity?

- Can the Association provide a blueprint for its functions, structure and relationship with the evolved (and possibly deskilled) network? This should include commercial skills and acumen.
- Has the Association fully considered the implications for trustees retention and recruitment post mergers with the legal responsibilities of legal schemes? We recommend that it's finding on this aspect is published now or that work be undertaken as a priority.
- We recommend that the Association develop the capacity to proactively support the merger and re-organisation activity which will be required for a positive outcome.



## Can we be both a charity and a social enterprise?

- If this can be done need to share it – believe it can be done – is being done.
- Role of national to be more proactive at selling us to both public and government.
- If someone has done this can be told - what has happened in Wales.

## Are we in a market in which we can't compete?

- Identify other services that schemes could provide – we have to offer different innovative services.
- We need to market ourselves and show what we offer – there has to be full cost recovery.





**These are some of the comments made at the end of the two meetings.**

### London:

This is first conference of this kind I've been to - great style – sheer range of views and constructive views even where doubtful. There has been a real desire to engage and come up with constructive proposals

I'm surprised at all the common threads

Its been pleasant and I learnt lots

Cross pollination – a merger may have happened during the day!

Its been nice to come here and talk to everyone else and find we have similar problems – I'm going away with ideas to discuss with others

Its been a good opportunity to have discussions – a very lively debate

I've been a trustee for a year and it's been interesting to hear the wide range of views and the passion for local schemes. From a business perspective we do need to change

Thanks to the organisers, its been interesting and I'm glad I could come

Good to see so many trustees willing to spend time discussing these issues

A useful day and a great opportunity to take Crossroads Care forward – we need a vibrant and sustainable organisation

I'm heartened by the good will and clarity of thinking put into debates and discussions

An interesting day and a good method

A good day, well organised and a great opportunity for discussion

Valuable work and I look forward to taking these discussions forward

Thanks to Annette for fun day – great format for people to contribute as they want to

A novel way of delivering day, very interesting and its given me food for thought. I look forward to report

An interesting format that worked. Whatever we do one size doesn't fit all – we've got to be flexible and have structures that meet local circumstances

Thanks, a lovely day, I enjoyed meeting fellow trustees

A good process – thanks

I'm leaving with more questions than answers – as a new trustee its been interesting

A very interesting way of extracting thoughts. Carers must get the service they need wherever they live in the country



## CONCLUDING REMARKS



There has been a lot of information and this is the start of journey – we must keep up the momentum

Excellent facilitation and team building and networking opportunity - clear and good communication

Thanks for interesting day. Its been a wonderful opportunity to hear people's views on how we really make Crossroads Care step forward – great facilitation – great model for team building in regions

I'm forced to have last word – the feedback has been good and we've got lots of recommendations. We will take them away, together with those from the 2<sup>nd</sup> conference. This is the start of the future not end. The whole network is engaged and I want to particularly thank you for your contribution today. The National Working Group had a similar process, coming together, listening and developing ideas. Thanks to the National Working Group without whose input today would not be possible and thank Annette for very innovative way of bringing people together.

### **Birmingham:**

We all heard a lot of about change and a lot of us not keen for more change but we have to decide whether this solution will see that more people receive Crossroads Care in the future I think it probably will – I think it is a proposition worth pursuing

I've been involved in change with two mergers – it is exhausting but there are good bits to it

I really enjoyed today – good talking to people from other parts of the country – really think we need to get on with this – thank you to the lovely ladies at the station – we can't lose Crossroads

The profile as Crossroads not very high – people don't know what we do – we need to raise the profile nationally

The argument has not been as visible as many of the trustees present would have liked it to have been and a lot of us are not been convinced – I'm convinced but a lot of people haven't been

I'd just to like to say thank you to the facilitators – a very interesting day –let's hope after this consultation the Crossroads Association can lead everyone in the right way and get things moving

I learnt a lot from today – information and answers would be useful – but I love the way it was facilitated

As a trustee I still remain wary, as a carer don't diminish the care

We've all said what we've thought

Fantastic day – fantastic facilitation

NWG – thankless task well done

Personally I think our scheme needs a little respite before the next step – staff are so important in this process

**Continued...**



## CONCLUDING REMARKS



A thought provoking conference – the format is really valuable. We've got to think of the future - we want this organisation to prosper – so imperative that we do something and not stand still as an organisation – add my thanks to Annette

We didn't mention carers and the cared for very much

I heard today about successful situation – East Midlands – bottom up rather than top down

I realised coming here today that external events are changing in front of us – there is a golden opportunity to promote the brand and have a much more prosperous organisation

Today has been very helpful – I come with lots of baggage – we need a clear communication channel

We need a case made out for what is being proposed – it is taken as self evident that big is better - for some of us getting bigger is going to take away from our care provision

An interesting and fruitful day – looking forward to hearing next steps

Very helpful day – good ideas from colleagues – only find a way of sharing that information better and more effective

Today has confirmed my belief that we need to move forward in order to ensure that more people can receive our services - change in the organisation is the only way that we can achieve this

I echo the comments – vital to consider next steps and what happens after day

Unusually for me I get the last word. Thanks go to the organisers of the conference and to all of you for participating. There is no done deal and no hidden agenda – this is a discussion of the future. One thing I am clear about is that anything we take forward must have at its core the benefits to carers and their families.



Event led by Annette Zera  
[www.gettingonbrilliantly.co.uk](http://www.gettingonbrilliantly.co.uk)  
[azera@gettingonbrilliantly.co.uk](mailto:azera@gettingonbrilliantly.co.uk)

Design: Richard White  
[www.openstudiodesign.co.uk](http://www.openstudiodesign.co.uk)  
[hello@openstudiodesign.co.uk](mailto:hello@openstudiodesign.co.uk)

