SURREY CROSSROADS

England & Wales · Charity number 1125048

Details

Other names	CROSSROADS CARE SURREY
Status	Registered
Legal form	Charitable company
Company number	06303805
Registered	2008-07-17
Register	View on the Charity Commission register

Contact

Address	Crossroads Care Surrey 121 Kingston Road Leatherhead Surrey KT22 7SU
Phone	01372869970
Email	ceo@crossroadscaresurrey.org.uk
Website	www.crossroadscaresurrey.org.uk

Activities

Objects: The Company’s Objects are specifically restricted to the following:-To relieve the stresses experienced by Carers and Beneficiaries in the Area of Benefit. (“Area of Benefit” is now a defined term in Article 1 as, it is defined as "the County of Surrey and surrounding areas")

Activities: The charity offers a respite service to carers with one to one support from professionally trained staff to relieve their stress and enable them to have a short break. Weekly, fortnightly or monthy visits are made and overnight and occasional support is also provided to carers.

Classification

- **How:** Provides Human Resources, Provides Services
- **What:** The Advancement Of Health Or Saving Of Lives, Disability
- **Who:** Children/young People, Elderly/old People, People With Disabilities

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Geography

- **Area of benefit:** SURREY
- Surrey

Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£3,923,000	£3,764,000	£1,713,000	107
2024-03-31	£3,318,000	£3,630,000	£1,556,000	123
2023-03-31	£3,157,000	£3,218,000	£1,817,000	116
2022-03-31	£3,361,000	£2,834,000	£1,883,000	116
2021-03-31	£3,120,000	£2,922,000	£1,343,000	154

Trustees

Name	Role	Appointed
Catherine Jager		2019-11-26
Daniel de Graauw		2021-06-01
Isobel Hinton		2026-04-28
James Endersby		2022-06-21
James Field		2025-07-08
Jonathan Kleiman		2026-04-28
Marion Shipman		2021-11-04
Robin Kadrnka		2025-07-08
Susan Baldassarre		2024-06-25

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SURREY CROSSROADS

England & Wales - Charity number 1125048

Accounts

Company number 06303805
Registered Charity Number 1125048

SURREY CROSSROADS
t/a Crossroads Care Surrey

Annual Report and Financial Statements
For the year ended 31 March 2025

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SURREY CROSSROADS

Statement from the Chair

Throughout the year ended March 2025 Surrey Crossroads t/a Crossroads Care Surrey has once again delivered the high-quality services it has consistently provided over the past five years. In partnership with Salesforce, we have successfully completed the development of our systems. Our HR and marketing functions are now fully operational on Salesforce, with Payroll set to follow soon. This advancement equips us with a comprehensive suite of systems necessary to deliver excellent care to our beneficiaries efficiently and effectively.

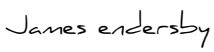
The past year presented significant challenges, culminating in Surrey County Council's decision to terminate the Care Replacement Break contract, which effectively set a deadline for the discontinuation of our services under that agreement. This decision required Surrey Crossroads Care to adapt and pivot its services in response to the evolving landscape of the Surrey County Council contract.

Fortunately, the foresight of the management team to develop the capacity for a more flexible service with new offerings, combined with our successful strategy day in January, provided crucial groundwork for this transition. During that session, we proactively discussed the importance of reducing reliance on a single contract. While the news of the contract termination is undoubtedly devastating, this strategic planning has enabled us to shift and launch the charity in a new direction, all while remaining committed to our core mission of supporting those who care.

Over the past year, we have established strategic partnerships with other providers. These collaborations allow us to redirect our services more flexibly, enabling us to deliver increased hours and ultimately provide better services year-round, 24 hours a day, 365 days a year. We have launched Crossroads Direct, a new service that offers a broad range of services, including care at home, companionship, home help, and respite care to individuals of all ages with a range of conditions including dementia, autism and learning disabilities.

This new service, catering to self-funded clients, has thrived and continues to provide the high-quality service we are known for, all at a charity-supported, low-cost rate. The attached statement of accounts reflects many of these changes that have occurred in recent months.

I am pleased to report that, despite the circumstances, we are ending the year in the strongest financial position possible. On behalf of the board and trustees, I would like to sincerely thank all our supporters, staff, and volunteers for your hard work and dedication that you have once again shown for the charity.



James Endersby (Oct 8, 2025, 5:57pm)

James Endersby
Chair and Trustee

08 Oct 2025
Date

Legal and administrative information

Name	Surrey Crossroads t/a Crossroads Care Surrey
Registered charity number	1125048
Company registration number	06303805
Registered office	121 Kingston Road Leatherhead Surrey, KT22 7SU
Directors / Trustees	Mr James Endersby (Chair) Mr Cliff Bush Ms Catherine Jager Mr Daniel de Graauw Ms Marion Shipman Ms Susan Baldassarre Ms Euphemia Rwigema (resigned 8th July 2025) Mr James Field (appointed 8th July 2025) Ms Robin Kadrnka (appointed 8th July 2025)
Chief Executive	Mr Terry Hawkins
Company Secretary	Mrs Lucy Graham
Bankers	Barclays Bank plc Ranger House Walnut Tree Close Guildford Surrey, GU1 4UL
Auditors	Alliotts LLP 3 London Square Cross Lanes Guildford Surrey, GU1 1UJ
Solicitors	Mundays LLP Cedar House 78 Portsmouth Road Cobham Surrey, KT11 1AN

TRUSTEES' ANNUAL REPORT FOR THE YEAR ENDED 31 MARCH 2025

1. Governance

The Trustees present their report together with the audited financial statements for Surrey Crossroads t/a Crossroads Care Surrey (Crossroads Care Surrey/the Charity/the Company) for the year ended 31 March 2025. The accounts have been prepared in accordance with the policies and legislation set out in Note 1 to the financial statements on page 16.

1.1 Governing document

Surrey Crossroads is a private company limited by guarantee registered in England and Wales (Company registration No. 06303805) and is also a registered charity (Charity registration No.1125048). It is governed by its Memorandum and Articles of Association dated 2 July 2007 as amended by special resolutions dated 1 February 2008, 26 June 2019 and 22 November 2022. As at 31 March 2025 Crossroads Care Surrey had 6 members (2024: 5 members). The liability of members in respect of the guarantee as set out in the Memorandum and Articles of Association will not exceed £1 per member in the event of the Charity being wound up.

1.2 Purpose

The main aim of Crossroads Care Surrey is to provide respite breaks for Carers in Surrey and surrounding areas.

1.3 Summary of main activities

The Charity is established for the public benefit to relieve the stresses experienced by Carers and beneficiaries (people who have care needs as a result of disability, illness or age).

This is done by providing professionally trained Carer Support Workers to take over the caring responsibility on a regular basis to enable the Carer to have a short break whilst at the same time providing a meaningful activity for the person with care needs. The outcomes of the service are to relieve the stresses and isolation experienced by Carers, improve their mental and physical health and well-being and to promote their independence and choice.

Crossroads Care Surrey provides the following services:

- Care replacement breaks typically 3-3.5 hours per week
- End of Life respite breaks
- Carers cards
- Emergency care plans and support

The vast majority of services are provided in accordance with detailed contracts awarded by Surrey County Council on behalf of their Social Services and the NHS.

1.4 The Board's role and Board committees

The Board of Trustees (the Board) is collectively responsible for ensuring that Crossroads Care Surrey is financially stable, well-run, and delivering those charitable outcomes for which it was set up. In accordance with the Charities (Accounts and Reports) Regulations 2008 the Trustees can confirm that they have regard to the Charity Commission's public benefit guidance when exercising any powers or duties to which the guidance is relevant.

The Board meets formally at least four times a year. The CEO provides a regular report to the Board and attends Board meetings. The Board is supported by three formal committees:

- Governance
- Finance and Systems
- Business Development and Marketing

Each Committee meets four times a year and is accountable to the Board and chaired by a member of the Board, who reports on the respective Committee's activities at the subsequent Board meeting. The composition of the Committees and the terms of reference for each Committee are approved by the Board and reviewed at least annually. Each meeting is attended by the appropriate member of the senior management team (SMT) and other staff by invitation.

To foster good communication between the Board and SMT, there have been informal ad-hoc meetings between Board members, the CEO, and members of SMT.

1.5 Board composition, appointment and changes

The Board comprises eight Trustees (who are also Directors of Surrey Crossroads) for the purposes of company law) and at the date of this report are:

Mr James Endersby
Mr Cliff Bush
Ms Catherine Jager
Mr Daniel de Graauw
Ms Marion Shipman
Ms Susan Baldassarre
Mr James Field
Ms Robin Kadrnka

Susan Baldassarre and Euphemia Rwigema were appointed on the 25th June 2024. James Field and Robin Kadrnka were appointed post year end on the 8th July 2025. Christopher Butler resigned on the 4th November 2024, Leslie Hutchinson on the 31st January 2025 and Euphemia Rwigema resigned post year end on the 8th July 2025. All the other directors listed above served throughout the year.

The Board is elected by the membership of the Company at the Annual General Meeting in accordance with procedures as may be adopted by the Board from time to time and in accordance with the provisions of the Memorandum and Articles of Association. The Board is committed to comprise of Trustees from different backgrounds with diverse and relevant experience, perspectives, skills and knowledge in order to govern, lead and achieve the Charity's objectives. A variety of skills are required, including administrative, management, financial, legal, operational, medical/health professional and carer expertise or experience. All Directors offer themselves for election at their first Annual General Meeting following their appointment to the Board and all Directors offer themselves for re-election at each Annual General Meeting.

1.6 Induction and training

Crossroads Care Surrey has a Trustee Recruitment and Induction Policy. An information pack is provided which includes details of the organisation, the roles and responsibilities of Trustees, their duties and the time commitment required. Trustees keep abreast of current information through attendance at a tailored induction, Board and Committee meetings, online training and regular updates from the Carers Trust, information via their professional bodies or their workplace, updates from the Company's Auditor, and reading publications relevant to the Charity's services, aims and objectives.

2. Regulatory Compliance

Crossroads Care Surrey is registered with the Care Quality Commission (CQC) and the Head of Care is the registered manager.

Crossroads Care Surrey is one of the network partners of Carers Trust. Although autonomous in terms of legal and financial structure, Crossroads Care Surrey operates within the national policy framework developed by the Carers Trust which covers governance and operational management of service delivery.

Membership of the Carers Trust provides a policy framework to ensure compliance with CQC legislation. Membership also provides comprehensive insurance cover and support with general legislative compliance, fundraising, personnel and business development issues.

3. Risk management

The Trustees regularly review the major risks to which the Charity is exposed. The Charity's Risk Register categorises risks into groups including Governance, Management and Partnership Working, Operational Risk, Financial Risk, Legislation and Regulatory Risks and External factors. The Business Continuity plan is reviewed and regularly updated.

4. Financial Review

4.1 Results

The year under review resulted in a surplus of £157,000 (2024: deficit of £261,000). This amount has been transferred to reserves. The cost of delivering care increased marginally, however 90p of every £1 went to supporting our clients. Notwithstanding this, new business initiatives to diversify our income streams have not delivered as forecast and renewed efforts, including senior staff hires, were made to meet forecasts.

4.1.1 Income

The total income for the year was £3,923,000 (2024: £3,318,000) derived from:

	2025	2024
Contract income	£2,934,000	£2,801,000
Other grants	£52,000	£41,000
Other income	£69,000	£36,000
Self-funded income	£525,000	£345,000
Donations	£309,000	£63,000
Investment income	£34,000	£32,000

75% (2024: 86%) of income was from the statutory bodies through grants and successful bidding for contracts including the Care Replacement Breaks Contract.

4.1.2 Cash

At 31 March 2025 the Charity had net assets of £1,713,000 (2024: £1,556,000). This includes short term creditor and accruals that are payable in early April, principally for March social security taxes and reflects the level of the Charity's reserves. The free reserves position at 31 March 2025 has reduced to £921,000 (2024: £931,000).

4.2 Investment Policy

Under the Company's Memorandum & Articles of Association, surplus funds may be invested in such investments, securities or property as may be thought fit. Funds are currently invested in LGT Wealth Management. The Finance Committee reviews the annual investment policy and ensures that available funds are invested in a range of different options.

4.3 Reserves Policy

The Board decides on the requirements for reserves giving consideration to the main risks to the organisation. The reserves policy states that reserves must remain at a level of at least three months of operating costs, which would cover the Charity if it were to require restructuring or in the event of a close down situation. It should also be noted that a substantial portion of reserves are invested in short and medium term investments which ultimately support ongoing costs.

4.4 Designated Funds
Designated funds are funds set aside out of general funds at the discretion of the Trustees for specific purposes. These have been reviewed and the purpose and use of these designated funds are set out in note 15 in the Statement of Financial Activities.

On behalf of the Board of Trustees

C J Jager

Catherine Jager (Oct 9, 2025, 7:15am)

Catherine Jager
Treasurer and Trustee

09 Oct 2025
Date

Statement of Trustees' Responsibilities

The Trustees (who are also directors of Surrey Crossroads t/a Crossroads Care Surrey for the purposes of company law) are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

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

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgments 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, and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

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

In so far as the Trustees are aware:

- there is no relevant audit information of which the charitable Company's auditors are unaware; and
- the Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

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

Approved by the Board of Trustees

And signed on their behalf by

C J Jager

Catherine Jager (Oct 9, 2025, 7:15am)

Catherine Jager
Treasurer and Trustee

Date 09 Oct 2025

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF SURREY CROSSROADS

Opinion

We have audited the financial statements of Surrey Crossroads (the 'charity') for the year ended 31 March 2025 which comprise the Statement of Financial activities, the Balance Sheet, the Statement of Cash Flows and the notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2025 and of its incoming resources and application of resources, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the Trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the Trustees with respect to going concern are described in the relevant sections of this report.

Other information

The other information comprises the information included in the annual report other than the financial statements and our auditor's report thereon. The Trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements, or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements

themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006
In our opinion, based on the work undertaken in the course of our audit:

- the information given in the Trustees Report, which includes the director's report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the directors' report included within the Trustees report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

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

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

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of 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' exemptions in preparing the Trustees report and from the requirement to prepare a Strategic Report.

Responsibilities of Trustees
As explained more fully in the statement of Trustees' responsibilities, the Trustees, who are also the directors of the charity for the purpose of company law, are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error. In preparing the financial statements, the Trustees are responsible for assessing the charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

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

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud, is detailed below.

Extent to which the audit was considered capable of detecting irregularities, including fraud
Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, was as follows:

- the engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;
- we identified the laws and regulations applicable to the company through discussions with Trustees and other management, and from our knowledge and experience of the sector;
- we focused on specific laws and regulations which we considered may have a direct material effect on the financial statements or the operations of the charitable company, including the Companies Act 2006, the Charities Act 2011, the Charities SORP, taxation legislation, data protection, anti-bribery, employment, environmental and health and safety legislation;
- we assessed the extent of compliance with the laws and regulations identified above through making enquiries of management and inspecting legal correspondence; and
- identified laws and regulations were communicated within the audit team regularly and the team remained alert to instances of non-compliance throughout the audit.

We assessed the susceptibility of the charitable company's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:

- making enquiries of management as to where they considered there was susceptibility to fraud, their knowledge of actual, suspected and alleged fraud; and
- considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

To address the risk of fraud through management bias and override of controls, we:

- performed analytical procedures to identify any unusual or unexpected relationships;
- reviewed all transactions listed;
- assessed whether judgements and assumptions made in determining the accounting estimates were indicative of potential bias; and
- investigated the rationale behind significant or unusual transactions.

Audit response to risks identified
In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

- agreeing financial statement disclosures to underlying supporting documentation; and
- enquiring of management as to actual and potential litigation and claims.

There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of the Trustees and other management and the inspection of regulatory and legal correspondence, if any.

Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF SURREY CROSSROADS

A further description of our responsibilities is available on the Financial Reporting Council's website at: https://www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Use of our report

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 charitable company's members those matters we are required to state to them in an auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Stephen Meredith

Stephen Meredith (Oct 9, 2025, 9:20am)

Stephen Meredith FCA
Senior Statutory Auditor
For and on behalf of

Alliotts LLP
Statutory Auditor
3 London Square
Cross Lanes
Guildford
Surrey
GU1 1UJ

09 Oct 2025
Date

STATEMENT OF FINANCIAL ACTIVITIES FOR THE YEAR ENDED 31 MARCH 2025
(Incorporating an Income and Expenditure Account)

	Notes	Unrestricted Funds £'000	Restricted Funds £'000	2025 Total £'000	2024 Total £'000
Income and endowments from:					
Donations and legacies	4	298	0	298	50
Charitable activities	5	3,548	43	3,591	3,236
Investments	6	34	0	34	32
Total income		3,880	43	3,923	3,318
Expenditure on:					
Raising Funds		21	0	21	15
Charitable activities	7	3,712	31	3,743	3,615
Total expenditure		3,733	31	3,764	3,630
Gain / (loss) on investments	10	(2)	0	(2)	51
Net movement in funds		145	12	157	(261)
Reconciliation of funds	15				
Total funds brought forward		1,555	1	1,556	1,817
Total funds carried forward		**1,700**	**13**	**1,713**	**1,556**

No separate statement of Total Recognised Gains and Losses has been presented as all such gains and losses have been dealt with above. The results for the year derive from continuing activities.

The notes on pages 16 to 26 form part of these financial statements

BALANCE SHEET AS AT 31 MARCH 2025

	Notes	2025 £'000	2024 £'000
Fixed assets			
Tangible assets			
Furniture and fittings	10	1	2
Computer and office equipment	10	13	12
		14	14
Investments	11	550	552
		564	**566**
Current assets			
Bank and cash		1,056	817
Debtors and prepayments	12	242	364
		1,298	1,181
Creditors: amounts falling due within one year	13	149	191
Net current assets		**1,149**	**990**
Total assets less current liabilities		**1,713**	**1,556**
The funds of the charity			
Restricted Funds			
Restricted funds	16	13	1
Unrestricted Funds			
General reserve	16	1,336	1,346
Revaluation reserve	16	149	151
Designated reserves	16	215	58
Total charity funds		**1,713**	**1,556**

The Trustees' responsibilities are for ensuring that the Charity keeps accounting records which comply with section 386 of the Act and for preparing accounts which give a true and fair view of the state of affairs of the company as at the end of the financial year and of its incoming resources and application of resources, including its income and expenditure, for the financial year in accordance with the requirements of sections 394 and 395 and which otherwise comply with the requirements of the Companies Act 2006 relating to accounts, so far as applicable to the company.

These financial statements have been prepared in accordance with the provisions applicable to companies subject to the small company's regime.

These financial statements were approved by the Trustees and are signed on their behalf by:

C J Jager

Catherine Jager (Oct 9, 2025, 7:15am)

Catherine Jager — 09 Oct 2025

Treasurer and Trustee — Date

The notes on pages 16 to 26 form part of these financial statements

SURREY CROSSROADS

STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 31 MARCH 2025

	Notes	2025 £'000	2024 £'000
Cash flows from operating activities			
Net cash provided by operating activities	(a)	244	(161)
Cash flows from investing activities			
Repayments of investment loans and receivables		2	(51)
Income invested		0	0
Purchase of tangible fixed assets		(7)	(14)
Net cash provided by investing activities		**(5)**	**(65)**
Increase (decrease) in cash and cash equivalents		239	(226)
Cash and cash equivalents at the beginning of the year		817	1,043
Total cash and cash equivalents at the end of the year		**1,056**	**817**

Notes to cash flow statement

(a) Reconciliation of net movement of funds to net cash inflows from operating activities

Net movement of funds	157	(261)
Depreciation	7	3
Decrease (increase) in debtors	122	17
Increase (decrease) in creditors	(42)	80
Net cash inflow from operations	**244**	**(161)**

Notes to the Accounts for the year ended 31 MARCH 2025

1. Accounting Policies

Company information

Surrey Crossroads is a private company limited by guarantee incorporated and registered in England and Wales. The registered office is 121 Kingston Road, Leatherhead, Surrey KT22 7SU.

Basis of accounting

These accounts have been prepared in accordance with the charity's governing document. FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" ("FRS 102") (as amended for accounting periods commencing from 1 January 2019), "Accounting and Reporting by Charities" the Statement of Recommended Practice for charities applying FRS 102, the Companies Act 2006. The Company is a Public Benefit Entity as defined by FRS 102.

The accounts are prepared in sterling, which is the functional currency of the company. Monetary amounts in these financial statements are rounded to the nearest £.

The accounts have been prepared on the historical cost convention, modified to include the revaluation of freehold properties and to include investment properties and certain financial instruments at fair value. The principal accounting policies adopted are set out below.

Going concern

At the time of approving the accounts, the Trustees have a reasonable expectation that the Charity has adequate resources to continue in operational existence for the foreseeable future. Thus, the Trustees continue to adopt the going concern basis of accounting in preparing the accounts.

Charitable funds

Unrestricted funds are available for use at the discretion of the Trustees in furtherance of their charitable objectives unless the funds have been designated for other purposes.

Restricted funds are subject to specific conditions by donors as to how they may be used. The purposes and uses of the restricted funds are set out in the notes to the accounts.

General funds - these are funds that can be used in accordance with the charitable objects of the Company at the discretion of the Trustees.

Endowment funds are subject to specific conditions by donors that the capital must be maintained by the Company.

Designated funds – these are funds which have been set aside at the discretion of the Trustees for specific purposes. The purpose and use of the designated funds is set out in note 14 in the Statement of Financial Activities.

Income and endowments

Income is recognised when the Charity is legally entitled to it after any performance conditions have been met, the amounts can be measured reliably, and it is probable that income will be received. Income from subscriptions, interest and grants represents the amount receivable for the period.

- Service provision income is recognised as the care is provided based on hours of care.
- Grant income is recognised when the conditions are met for the grant.
- All voluntary income is recognised when received.

Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of donation.

Government Grants
Government grants are recognised at the fair value of the asset received or receivable when there is a reasonable assurance that the grant conditions will be met, and the grants will be received. Government grants relating to turnover are recognised as income over the periods when the related costs are incurred. If part of a grant is deferred it is recognised as deferred income rather than being deducted from the asset's carrying amount.

Expenditure
Resources expended are included in the Income and Expenditure Account on an accruals basis, inclusive of VAT, which cannot be recovered.

Charitable expenditure comprises those costs directly incurred by the charity in the delivery of its activities and services for its beneficiaries. Certain other costs of an indirect nature necessary to support them are also included and apportioned across activities on the basis of an estimate of the time spent by staff on those activities.

Governance costs include those costs associated with meeting the constitutional and statutory requirements of the charity and include the audit fees and costs linked to the strategic management of the charity.

Gifts in kind
The charity receives the benefit of work carried out by volunteers. No monetary value is placed on this.

Tangible fixed assets
Fixed assets are capitalised above £500. Tangible fixed assets are initially measured at cost and subsequently measured at cost or valuation, net of depreciation and any impairment losses. The cost of fixed assets represents the purchase price of the asset. Assets that have been donated are not attributed any value in the balance sheet. Monies expended on assets under construction are not depreciated until the asset is completed.

Other assets are depreciated at the following rates:

Furniture and fittings	5 years straight line
Office equipment, computers and software:	3 years straight line

Investments
Investments held as fixed assets are initially measured at cost and subsequently measured at fair value at each reporting date; the gain or loss taken to revaluation reserve. Transaction costs are expensed to profit or loss as incurred.

Impairment of fixed assets
At each reporting end date, the Charity reviews the carrying amounts of its tangible and intangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any).

Recoverable amount is the higher of fair value less costs to sell and value in use. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset for which the estimates of future cash flows have not been adjusted.

If the recoverable amount of an asset is estimated to be less than its carrying amount, the carrying amount of the asset is reduced to its recoverable amount. An impairment loss is recognised immediately in income/(expenditure for the year, unless the relevant asset is carried at a revalued amount, in which case the impairment loss is treated as a revaluation decrease.

Recognised impairment losses are reversed if, and only if, the reasons for the impairment loss have ceased to apply. Where an impairment loss subsequently reverses, the carrying amount of the asset is increased to the revised estimate of its recoverable amount, but so that the increased carrying amount does not exceed the carrying amount that would have been determined had no impairment loss been recognised for the asset in prior years. A reversal of an impairment loss is recognised immediately, unless the relevant asset is carried in at a revalued amount, in which case the reversal of the impairment loss is treated as a revaluation increase.

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.

Cash and cash equivalents
Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities.

Creditors
Creditors 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 part and the amount due to settle the obligation can be measured or estimated reliably. Creditors are normally recognised at their settlement amount after allowing for any trade discounts due

Financial instruments
The Company has elected to apply the provisions of Section 11 ‘Basic Financial Instruments’ and Section 12 ‘Other Financial Instruments Issues’ of FRS 102 to all of its financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

Employee benefits
The cost of any unused holiday entitlement is recognised in the period in which the employee’s services are received.

Termination benefits are recognised immediately as an expense when the Charity is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

Retirement benefits
The Charity operates a defined contribution scheme for the benefit of its employees. Contributions payable are charged in the statement of financial activities as they accrue.

Critical accounting estimates and judgements
In the application of the Charity's accounting policies, the Trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

2. Taxation

The Company is a registered charity and is therefore not subject to corporation tax on its charitable activities. Irrecoverable VAT is included in the cost of those items to which it relates.

3. Comparative Statement of Financial Activities

	Unrestricted Funds £'000	Restricted Funds £'000	2024 Total £'000
Income and endowments from:			
Donations and legacies	50	0	50
Charitable activities	3,225	11	3,236
Investments	32	0	32
Total income	3,307	11	3,318
Expenditure on:			
Raising Funds	15	0	15
Charitable activities	3,599	16	3,615
Total expenditure	3,614	14	3,630
Gain / (loss) on investments	51	0	51
Net movement in funds	(256)	(5)	(261)
Reconciliation of funds			
Total funds brought forward	1,811	6	1,817
Total funds carried forward	**1,555**	**1**	**1,556**

4. Donations

	2025 £'000	2024 £'000
Unrestricted funds		
Fundraising activities	12	17
Legacies	242	0
Donations	44	33
	298	50

5. Charitable activities

	General fund £'000	Restricted funds £'000	Total 2025 £'000	Total 2024 £'000
Grants	5	43	48	38
Services provided	3,532	0	3,532	3,185
Other	11	0	11	13
	3,548	43	3,591	3,236
For the Year Ended 2024	3,225	11		3,236

6. Investments

	2025 £'000	2024 £'000
Interest on Bank deposits	34	32
	34	32

7. Costs charitable activities

	Direct Charitable Activities £'000	Support Activities £'000	Total 2025 £'000	Total 2024 £'000
Care attendance	2,827	907	3,734	3,604
Governance - Auditors Remuneration	0	9	9	11
	2,827	916	3,743	3,615
For the Year Ended 2024	2,689	926		3,615

Notes to the Accounts for the year ended 31 MARCH 2025

	Direct Charitable Activities £'000	Support Activities £'000	2025 £'000	2024 £'000
Resources expended				
Staff	2,619	313	2,932	2,763
Premises	0	41	41	32
Telephone and Postage	0	8	8	13
Travel	154	3	157	142
Training	24	9	33	23
Affiliation fees	0	15	15	17
Other	30	511	541	610
Depreciation	0	7	7	4
Governance - Auditors Remuneration	0	9	9	11
	2,827	916	3,743	3,615
For the Year Ended 2024	2,689	926		3,615

8. Employees and staff costs

	2024 £'000	2024 £'000
Salaries and wages	2,413	2,430
Employers' contribution to defined contribution pension scheme	74	72
Social security costs	210	199
Other staff costs	235	63
	2,932	2,764

The average monthly headcount during the year was:

Care Co-ordinators (including Assessors & Reviewers)	18	18
Care Staff	74	88
SMT and Finance / Admin	15	17
	107	123

No remuneration was paid to Trustees during the year (2024: £0).
Payments totalling £0 (2024: £0) were made to Trustees for travel expenses.
Four employees (2024: 5) received remuneration greater than £60,000.

	2025	2024
£60,001 - £70,000	1	2
£70,001 - £80,000	1	2
£80,001 - £90,000	1	0
£100,000 +	1	1
	4	5

The Charity operates a defined contribution pension scheme for all qualifying employees. The charity has paid £73,958 (2024: £72,214) in respect of defined contribution pensions. At the year end the amount outstanding was £6,155 (2024: £0).

9. Tangible fixed assets

	Fixtures and Fittings £'000	Computers and office equipment £'000	Total £'000
Cost			
At 1 April 2024	4	31	35
Additions	0	7	7
Disposals	0	(3)	(3)
At 31 March 2025	4	35	39
Depreciation			
At 1 April 2024	2	19	21
Charge for the year	1	6	7
Disposals	0	(3)	(3)
At 31 March 2025	3	22	25
Net Book Value			
At 31 March 2025	1	13	14
At 31 March 2024	2	12	14

10. Fixed assets investments

	2025 £'000	2024 £'000
At valuation		
At 1 April 2024	552	501
Unrealised gain /(loss) on revaluation	(2)	51
At 31 March 2025	550	552
Quoted investments		
Material investments in the portfolio		
- CAF Managed Portfolio	550	552
UK Equity	550	552
Historical cost	401	401

Notes to the Accounts for the year ended 31 MARCH 2025 (ctd)

11. Debtors

	2025 £'000	2024 £'000
Trade debtors	57	68
Other debtors	7	111
Prepayments	178	185
	242	364

12. Creditors amounts falling due within one year

	2025 £'000	2024 £'000
Trade creditors	52	81
Other creditors	6	0
Accruals	26	69
Social security taxes	65	41
	149	191

13. Company limited by guarantee

The Company is limited by guarantee and has no share capital. The members have a liability to contribute a sum not exceeding £1 to the Company should it be wound up.

14. Analysis of net assets between funds

	Fixed Assets Tangible £'000	Fixed Assets Investments £'000	Net Current Assets £'000	Short Term Creditors £'000	Total £'000
Restricted Funds	0	0	13	0	13
General Funds	14	550	1,285	(149)	1,700
	14	550	1,298	(149)	1,713
2024	14	552	1,181	(191)	1,556

15. Movement in funds

	1 April 2024 £'000	Incoming resources £'000	Outgoing resources £'000	Losses / Gains £'000	31 March 2025 £'000
Restricted Funds					
Support for Carers	0	43	30	0	13
Other	1	0	1	0	0
Total restricted funds	1	43	31	0	13
Unrestricted Funds					
General Funds	1,346	745	755	0	1,336
Revaluation Reserve	151	0	0	(2)	149
Designated Funds					
CRB Contract	0	2,260	2,260	0	0
EOL Contract	0	421	421	0	0
CEP Contract	0	254	254	0	0
Legacy	0	185	0	0	185
Other Contracts/Systems	37	15	37	0	15
Recruitment	6	0	6	0	0
Wills / Legacies	15	0	0	0	15
Total designated funds	58	3,135	2,978	0	215
Total unrestricted funds	1,555	3,880	3,733	(2)	1,700
Total movement	1,556	3,923	3,764	(2)	1,713

Comparative Movement in Funds

	1 April 2023 £'000	Incoming resources £'000	Outgoing resources £'000	Losses / Gains £'000	31 March 2024 £'000
Restricted Funds					
Befriending & Volunteer Project	4	11	15	0	0
Other	2	0	1	0	1
Total restricted funds	6	11	16	0	1
Unrestricted Funds					
General Funds	1,260	505	419	0	1,346
Revaluation Reserve	100	0	0	51	151
Designated Funds					
CRB Contract	0	2,211	2,211	0	0
EOL Contract	0	386	386	0	0
CEP Contract	0	205	205	0	0
SCC Grant	27	0	27	0	0
Other Contracts/Systems	403	0	366	0	37
Recruitment	6	0	0	0	6
Wills / Legacies	15	0	0	0	15
Total designated funds	451	2,802	3,195	0	58
Total unrestricted funds	1,811	3,307	3,614	51	1,555
Total movement	1,817	3,318	3,630	51	1,556

Restricted funds are funds which have been given for particular purposes and projects. The restricted fund must be used to provide support to Carers.

Designated funds are funds set aside out of general funds by the Trustees for specific purposes of the Trust.

16. Related Party Transactions

Key management personnel received remuneration of £374,352 (2024: £424,089) during the year including Employer's National Insurance Contributions. The Charity considered its key management personnel to be the CEO and the Senior Management team.

There were no related party transactions during the year.

17. Operating lease commitment

At 31 March 2025 the total of the charity's future minimum lease payments under non-cancellable operating leases was

	2025 £'000	2024 £'000
Amounts due within one year	29	11
Amounts due in two to five years	29	0
	58	10

Our Supporters

We would like to thank all our many supporters including:

Surrey County Council

NHS Surrey

Aria Care

Bantam Charitable Trust

Billmeir Charitable Trust

Chapman Charitable Trust

Clandon Wood

Loseley Christian Trust

McCarthy Stone

Rotary (Banstead, Bookham & Horsley, Woking District)

The Alchemy Foundation

The Ardwick Trust

The Ranmore Trust

The Sir Cliff Richard Charitable Trust

Waitrose (Guildford, Richmond, Weybridge)

Wimbledon Foundation

Women's Institute

SURREY CROSSROADS

England & Wales - Charity number 1125048

Accounts

+Company number 06303805
Registered Charity Number 1125048

SURREY CROSSROADS
t/a Crossroads Care Surrey

Annual Report and Financial Statements
For the year ended 31 March 2024

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Statement from the Chair

Throughout the year ended March 2024 Surrey Crossroads t/a Crossroads Care Surrey continued to provide high quality services to unpaid Carers in Surrey and the surrounding areas.

In conjunction with our major partner Salesforce, we continued to upgrade and integrate all our IT platforms that underpin the organisation. Phase one of the new system is now operating and already improving operational efficiencies through the automation of manual processes and further efficiencies are anticipated as the new system 'beds-in'.

We have also taken the opportunity to re-structure the Care Team Management and align our operational processes with the aim of improving the end product for our users. Recruitment remains a major challenge and is impacting upon the whole sector. As a consequence, we have made effective use of two care employment agencies to support our Emergency Care Planning and Respite Care Break delivery and we are looking to build upon these excellent working relationships in the year ahead.

We are continuing to work closely with the commissioners to evaluate the specification of the various contracts to ensure we provide the best outcomes for carers. We are however delighted that the former 'cap and collar' which was applicable has been removed from two of the three of the contracts that we currently deliver.

In order to build resilience in our income generation, it remains a priority of the Trustees to expand the 'self-funded' aspects of our work and the Trustees have been delighted with the progress made in this over the last 12 months.

As an organisation we continue to work with a wide network of other voluntary sector and faith partners in Surrey who offer support to Carers, and I would like to extend our thanks to all of them for their support and guidance. I would also like to thank Surrey County Council and NHS Surrey for their continued support as well as all our many other supporters who are named and acknowledged at the end of the document.

During the year we were delighted to receive a CQC audit 'Good Rating' with outstanding comments for a number of attributes which reflect the excellent service provided by the organisation as a whole and the professionalism and compassion displayed by the excellent staff team.

Our success would not be possible without the unwavering support and commitment of management, staff and volunteers. On behalf of the Board and all our clients, I would like to thank them all for their dedication and hard work throughout the year.

Leslie Hutchinson
Chair and Trustee

Legal and administrative information

Name	Surrey Crossroads t/a Crossroads Care Surrey
Registered charity number	1125048
Company registration number	06303805
Registered office	121 Kingston Road Leatherhead Surrey, KT22 7SU
Directors / Trustees	Mr Leslie Hutchinson (Chair) Mr Cliff Bush Ms Catherine Jager Mr Daniel de Graauw Mr Christopher Butler Ms Marion Shipman Mr James Endersby Ms Susan Baldassarre (appointed 25 June 2024) Ms Euphemia Rwigema (appointed 25 June 2024)
Chief Executive	Mr Terry Hawkins
Company Secretary	Mrs Lucy Graham
Bankers	Barclays Bank plc Ranger House Walnut Tree Close Guildford Surrey, GU1 4UL
Auditors	Alliotts LLP 3 London Square Cross Lanes Guildford Surrey, GU1 1UJ
Solicitors	Mundays LLP Cedar House 78 Portsmouth Road Cobham Surrey, KT11 1AN

TRUSTEES' ANNUAL REPORT FOR THE YEAR ENDED 31 MARCH 2024

1. Governance

The Trustees present their report together with the audited financial statements for Surrey Crossroads t/a Crossroads Care Surrey (Crossroads Care Surrey/the Charity/the Company) for the year ended 31 March 2024. The accounts have been prepared in accordance with the policies and legislation set out in Note 1 to the financial statements on page 16.

1.1 Governing document

Surrey Crossroads is a private company limited by guarantee registered in England and Wales (Company registration No. 06303805) and is also a registered charity (Charity registration No.1125048). It is governed by its Memorandum and Articles of Association dated 2 July 2007 as amended by special resolutions dated 1 February 2008, 26 June 2019 and 22 November 2022. As at 31 March 2024 Crossroads Care Surrey had 5 members (2023: 13 members). The liability of members in respect of the guarantee as set out in the Memorandum and Articles of Association will not exceed £1 per member in the event of the Charity being wound up.

1.2 Purpose

The main aim of Crossroads Care Surrey is to provide respite breaks for Carers in Surrey and surrounding areas.

1.3 Summary of main activities

The Charity is established for the public benefit to relieve the stresses experienced by Carers and beneficiaries (people who have care needs as a result of disability, illness or age).

This is done by providing professionally trained Carer Support Workers to take over the caring responsibility on a regular basis to enable the Carer to have a short break whilst at the same time providing a meaningful activity for the person with care needs. The outcomes of the service are to relieve the stresses and isolation experienced by Carers, improve their mental and physical health and well-being and to promote their independence and choice.

Crossroads Care Surrey provides the following services:

- Care replacement breaks typically 3-3.5 hours per week
- End of Life respite breaks
- Carers cards
- Emergency care plans and support

The vast majority of services are provided in accordance with detailed contracts awarded by Surrey County Council on behalf of their Social Services and the NHS.

1.4 The Board's role and Board committees

The Board of Trustees (the Board) is collectively responsible for ensuring that Crossroads Care Surrey is financially stable, well-run, and delivering those charitable outcomes for which it was set up. In accordance with the Charities (Accounts and Reports) Regulations 2008 the Trustees can confirm that they have regard to the Charity Commission's public benefit guidance when exercising any powers or duties to which the guidance is relevant.

The Board meets formally at least four times a year. The CEO provides a regular report to the Board and attends Board meetings. The Board is supported by three formal committees:

- Governance
- Finance and Systems
- Business Development and Marketing

Each Committee meets four times a year and is accountable to the Board and chaired by a member of the Board, who reports on the respective Committee's activities at the subsequent Board meeting. The composition of the Committees and the terms of reference for each Committee are approved by the Board and reviewed at least annually. Each meeting is attended by the appropriate member of the SMT and other staff by invitation.

To foster good communication between the Board and SMT, there have been informal ad-hoc meetings between Board members, the CEO, and members of SMT.

1.5 Board composition, appointment and changes

The Board comprises nine Trustees (who are also Directors of Surrey Crossroads) for the purposes of company law) and at the date of this report are:

Mr Leslie Hutchinson (Chair)
Mr Cliff Bush
Ms Catherine Jager
Mr Daniel de Graauw
Mr Christopher Butler
Ms Marion Shipman
Mr James Endersby
Ms Susan Baldassarre
Ms Euphemia Rwigema

Susan Baldassarre and Euphemia Rwigema were appointed post year end on the 25th June 2024. Jo Nightingales resigned on the 4th August 2023. All the other directors listed above served throughout the year.

The Board is elected by the membership of the Company at the Annual General Meeting in accordance with procedures as may be adopted by the Board from time to time and in accordance with the provisions of the Memorandum and Articles of Association. The Board is committed to comprise of Trustees from different backgrounds with diverse and relevant experience, perspectives, skills and knowledge in order to govern, lead and achieve the Charity's objectives. A variety of skills are required, including administrative, management, financial, legal, operational, medical/health professional and carer expertise or experience. All Directors offer themselves for election at their first Annual General Meeting following their appointment to the Board and all Directors offer themselves for re-election at each Annual General Meeting.

1.6 Induction and training

Crossroads Care Surrey has a Trustee Recruitment and Induction Policy. An information pack is provided which includes details of the organisation, the roles and responsibilities of Trustees, their duties and the time commitment required. Trustees keep abreast of current information through attendance at a tailored induction, Board and Committee meetings, online training and regular updates from the Carers Trust, information via their professional bodies or their workplace, updates from the Company's Auditor, and reading publications relevant to the Charity's services, aims and objectives.

2. Regulatory Compliance

Crossroads Care Surrey is registered with the Care Quality Commission (CQC) and the Head of Care is the registered manager.

Crossroads Care Surrey is one of the network partners of Carers Trust. Although autonomous in terms of legal and financial structure, Crossroads Care Surrey operates within the national policy framework developed by the Carers Trust which covers governance and operational management of service delivery. Membership of the Carers Trust provides a policy framework to ensure compliance with CQC legislation.

Membership also provides comprehensive insurance cover and support with general legislative compliance, fundraising, personnel and business development issues.

3. Risk management

The Trustees regularly review the major risks to which the Charity is exposed. The Charity's Risk Register categorises risks into groups including Governance, Management and Partnership Working, Operational Risk, Financial Risk, Legislation and Regulatory Risks and External factors. The Business Continuity plan is reviewed and regularly updated.

4. Financial Review

4.1 Results

The year under review resulted in a deficit of £261,000 (2023: deficit of £66,000). This amount has been transferred from reserves. The cost of delivering care increased marginally, however 90p of every £1 went to supporting our clients. Notwithstanding this, new business initiatives to diversify our income streams have not delivered as forecast and renewed efforts, including senior staff hires, were made to meet forecasts.

4.1.1 Income

The total income for the year was £3,318,000 (2023: £3,157,000) derived from:

	2024	2023
Contract income	£2,801,000	£2,771,000
Other grants	£41,000	£71,000
Other income	£36,000	£78,000
Self-funded income	£345,000	£48,000
Donations	£63,000	£109,000
Investment income	£32,000	£12,000
Local authority grants	£0	£8,000
Disposals of Leasehold Property	£0	£60,000

86% (2023: 90%) of income was from the statutory bodies through grants and successful bidding for contracts including the Care Replacement Breaks Contract.

4.1.2 Cash

At 31 March 2024 the Charity had net assets of £1,556,000 (2023: £1,874,000). This includes short term creditor and accruals that are payable in early April, principally for March social security taxes and reflects the level of the Charity's reserves. The free reserves position at 31 March 2024 has increased to £931,000 (2023: £856,000).

4.2 Investment Policy

Under the Company's Memorandum & Articles of Association, surplus funds may be invested in such investments, securities or property as may be thought fit. Funds are currently invested in Aberdeen Standard Capital. The Finance Committee reviews the annual investment policy and ensures that available funds are invested in a range of different options.

4.3 Reserves Policy

The Board decides on the requirements for reserves giving consideration to the main risks to the organisation. The reserves policy states that reserves must remain at a level of at least three months of operating costs, which would cover the Charity if it were to require restructuring or in the event of a close down situation. It should also be noted that a substantial portion of reserves are invested in property and investments which ultimately support ongoing costs.

4.4 Designated Funds

Designated funds are funds set aside out of general funds at the discretion of the Trustees for specific purposes. These have been reviewed and the purpose and use of these designated funds are set out in note 15 in the Statement of Financial Activities.

On behalf of the Board of Trustees

Christopher Butler
Christopher Butler (Sep 16, 2024 09:49 GMT+1)

Christopher Butler
Treasurer and Trustee

Statement of Trustees' Responsibilities

The Trustees (who are also directors of Surrey Crossroads t/a Crossroads Care Surrey for the purposes of company law) are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

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

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgments 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, and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

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

In so far as the Trustees are aware:

- there is no relevant audit information of which the charitable Company's auditors are unaware; and
- the Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

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

Approved by the Board of Trustees

And signed on their behalf by

Christopher Butler
Christopher Butler (Sep 16, 2024 09:49 GMT+1)

Christopher Butler
Treasurer and Trustee

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF SURREY CROSSROADS

Opinion

We have audited the financial statements of Surrey Crossroads (the 'charity') for the year ended 31 March 2024 which comprise the Statement of Financial activities, the Balance Sheet, the Statement of Cash Flows and the notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2024 and of its incoming resources and application of resources, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the Trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the Trustees with respect to going concern are described in the relevant sections of this report.

Other information

The other information comprises the information included in the annual report other than the financial statements and our auditor's report thereon. The Trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements, or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements

themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006
In our opinion, based on the work undertaken in the course of our audit:

- the information given in the Trustees Report, which includes the director's report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the directors' report included within the Trustees report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

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

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

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of 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' exemptions in preparing the Trustees report and from the requirement to prepare a Strategic Report.

Responsibilities of Trustees
As explained more fully in the statement of Trustees' responsibilities, the Trustees, who are also the directors of the charity for the purpose of company law, are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error. In preparing the financial statements, the Trustees are responsible for assessing the charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

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

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud, is detailed below.

Extent to which the audit was considered capable of detecting irregularities, including fraud
Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, was as follows:

- the engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;
- we identified the laws and regulations applicable to the company through discussions with Trustees and other management, and from our knowledge and experience of the sector;
- we focused on specific laws and regulations which we considered may have a direct material effect on the financial statements or the operations of the charitable company, including the Companies Act 2006, the Charities Act 2011, the Charities SORP, taxation legislation, data protection, anti-bribery, employment, environmental and health and safety legislation;
- we assessed the extent of compliance with the laws and regulations identified above through making enquiries of management and inspecting legal correspondence; and
- identified laws and regulations were communicated within the audit team regularly and the team remained alert to instances of non-compliance throughout the audit.

We assessed the susceptibility of the charitable company's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:

- making enquiries of management as to where they considered there was susceptibility to fraud, their knowledge of actual, suspected and alleged fraud; and
- considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

Audit response to risks identified
To address the risk of fraud through management bias and override of controls, we:

- performed analytical procedures to identify any unusual or unexpected relationships;
- reviewed all transactions listed;
- assessed whether judgements and assumptions made in determining the accounting estimates were indicative of potential bias; and
- investigated the rationale behind significant or unusual transactions.

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

- agreeing financial statement disclosures to underlying supporting documentation; and
- enquiring of management as to actual and potential litigation and claims.

There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of the Trustees and other management and the inspection of regulatory and legal correspondence, if any.

Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF SURREY CROSSROADS

A further description of our responsibilities is available on the Financial Reporting Council's website at: https://www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Use of our report
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 charitable company's members those matters we are required to state to them in an auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Stephen Meredith FCA
Senior Statutory Auditor
For and on behalf of



Alliotts LLP
Statutory Auditor
3 London Square
Cross Lanes
Guildford
Surrey
GU1 1UJ

STATEMENT OF FINANCIAL ACTIVITIES FOR THE YEAR ENDED 31 MARCH 2024
(Incorporating an Income and Expenditure Account)

	Notes	Unrestricted Funds £'000	Restricted Funds £'000	2024 Total £'000	2023 Total £'000
Income and endowments from:					
Donations and legacies	4	50	0	50	116
Charitable activities	5	3,225	11	3,236	2,969
Investments	6	32	0	32	12
Gains on Disposal of Leasehold Property	7	0	0	0	60
Total income		3,307	11	3,318	3,157
Expenditure on:					
Raising Funds		15	0	15	1
Charitable activities	8	3,599	16	3,615	3,217
Total expenditure		3,614	16	3,630	3,218
Gain / (loss) on investments	11	51	0	51	(5)
Net movement in funds		(256)	(5)	(261)	66
Reconciliation of funds	16				
Total funds brought forward		1,811	6	1,817	1,883
Total funds carried forward		**1,555**	**1**	**1,556**	**1,817**

No separate statement of Total Recognised Gains and Losses has been presented as all such gains and losses have been dealt with above. The results for the year derive from continuing activities.

The notes on pages 16 to 27 form part of these financial statements

BALANCE SHEET AS AT 31 MARCH 2024

	Notes	2024 £'000	2023 £'000
Fixed assets			
Tangible assets			
Furniture and fittings	10	2	3
Computer and office equipment	10	12	0
		14	3
Investments	11	552	501
		566	**504**
Current assets			
Bank and cash		817	1,043
Debtors and prepayments	12	364	381
		1,181	1,424
Creditors: amounts falling due within one year	13	191	111
Net current assets		**990**	**1,313**
Total assets less current liabilities		**1,556**	**1,817**
The funds of the charity			
Restricted Funds			
Restricted funds	16	1	6
Unrestricted Funds			
General reserve	16	1,346	1,260
Revaluation reserve	16	151	100
Designated reserves	16	58	451
Total charity funds		**1,556**	**1,817**

The Trustees' responsibilities are for ensuring that the Charity keeps accounting records which comply with section 386 of the Act and for preparing accounts which give a true and fair view of the state of affairs of the company as at the end of the financial year and of its incoming resources and application of resources, including its income and expenditure, for the financial year in accordance with the requirements of sections 394 and 395 and which otherwise comply with the requirements of the Companies Act 2006 relating to accounts, so far as applicable to the company.

These financial statements have been prepared in accordance with the provisions applicable to companies subject to the small company's regime.

These financial statements were approved by the Trustees and are signed on their behalf by:

Christopher Butler
Christopher Butler (Sep 16, 2024 09:49 GMT+1)

Christopher Butler
Treasurer and Trustee

The notes on pages 16 to 27 form part of these financial statements

SURREY CROSSROADS

STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 31 MARCH 2024

	Notes	2024 £'000	2023 £'000
Cash flows from operating activities			
Net cash provided by operating activities	(a)	(161)	(405)
Cash flows from investing activities			
Repayments of investment loans and receivables		(51)	5
Income invested		0	(218)
Proceeds from disposal of leasehold property		0	60
Purchase of tangible fixed assets		(14)	(4)
Net cash provided by investing activities		**(65)**	**(157)**
Increase (decrease) in cash and cash equivalents		(226)	(562)
Cash and cash equivalents at the beginning of the year		1,043	1,605
Total cash and cash equivalents at the end of the year		**817**	**1,043**

Notes to cash flow statement

(a) Reconciliation of net movement of funds to net cash inflows from operating activities

Net movement of funds	(261)	(66)
Gain (loss) on disposal of fixed asset	0	(60)
Depreciation	3	5
Decrease (increase) in debtors	17	(289)
Increase (decrease) in creditors	80	5
Net cash inflow from operations	**(161)**	**(405)**

Notes to the Accounts for the year ended 31 March 2024

1. Accounting Policies

Company information

Surrey Crossroads is a private company limited by guarantee incorporated and registered in England and Wales. The registered office is 121 Kingston Road, Leatherhead, Surrey KT22 7SU.

Basis of accounting

These accounts have been prepared in accordance with the charity's governing document. FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" ("FRS 102") (as amended for accounting periods commencing from 1 January 2019), "Accounting and Reporting by Charities" the Statement of Recommended Practice for charities applying FRS 102, the Companies Act 2006. The Company is a Public Benefit Entity as defined by FRS 102.

The accounts are prepared in sterling, which is the functional currency of the company. Monetary amounts in these financial statements are rounded to the nearest £.

The accounts have been prepared on the historical cost convention, modified to include the revaluation of freehold properties and to include investment properties and certain financial instruments at fair value. The principal accounting policies adopted are set out below.

Going concern

At the time of approving the accounts, the Trustees have a reasonable expectation that the Charity has adequate resources to continue in operational existence for the foreseeable future. Thus, the Trustees continue to adopt the going concern basis of accounting in preparing the accounts.

Charitable funds

Unrestricted funds are available for use at the discretion of the Trustees in furtherance of their charitable objectives unless the funds have been designated for other purposes.

Restricted funds are subject to specific conditions by donors as to how they may be used. The purposes and uses of the restricted funds are set out in the notes to the accounts.

General funds - these are funds that can be used in accordance with the charitable objects of the Company at the discretion of the Trustees.

Endowment funds are subject to specific conditions by donors that the capital must be maintained by the Company.

Designated funds – these are funds which have been set aside at the discretion of the Trustees for specific purposes. The purpose and use of the designated funds is set out in note 14 in the Statement of Financial Activities.

Income and endowments

Income is recognised when the Charity is legally entitled to it after any performance conditions have been met, the amounts can be measured reliably, and it is probable that income will be received. Income from subscriptions, interest and grants represents the amount receivable for the period.

- Service provision income is recognised as the care is provided based on hours of care.
- Grant income is recognised when the conditions are met for the grant.
- All voluntary income is recognised when received.

Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of donation.

Government Grants
Government grants are recognised at the fair value of the asset received or receivable when there is a reasonable assurance that the grant conditions will be met, and the grants will be received. Government grants relating to turnover are recognised as income over the periods when the related costs are incurred. If part of a grant is deferred it is recognised as deferred income rather than being deducted from the asset's carrying amount.

Expenditure
Resources expended are included in the Income and Expenditure Account on an accruals basis, inclusive of VAT, which cannot be recovered.

Charitable expenditure comprises those costs directly incurred by the charity in the delivery of its activities and services for its beneficiaries. Certain other costs of an indirect nature necessary to support them are also included and apportioned across activities on the basis of an estimate of the time spent by staff on those activities.

Governance costs include those costs associated with meeting the constitutional and statutory requirements of the charity and include the audit fees and costs linked to the strategic management of the charity.

Gifts in kind
The charity receives the benefit of work carried out by volunteers. No monetary value is placed on this.

Tangible fixed assets
Fixed assets are capitalised above £500. Tangible fixed assets are initially measured at cost and subsequently measured at cost or valuation, net of depreciation and any impairment losses. The cost of fixed assets represents the purchase price of the asset. Assets that have been donated are not attributed any value in the balance sheet. Monies expended on assets under construction are not depreciated until the asset is completed.

Other assets are depreciated at the following rates:

Furniture and fittings	5 years straight line
Office equipment, computers and software:	3 years straight line

Investments
Investments held as fixed assets are initially measured at cost and subsequently measured at fair value at each reporting date; the gain or loss taken to revaluation reserve. Transaction costs are expensed to profit or loss as incurred.

Impairment of fixed assets
At each reporting end date, the Charity reviews the carrying amounts of its tangible and intangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any).

Recoverable amount is the higher of fair value less costs to sell and value in use. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset for which the estimates of future cash flows have not been adjusted.

If the recoverable amount of an asset is estimated to be less than its carrying amount, the carrying amount of the asset is reduced to its recoverable amount. An impairment loss is recognised immediately in income/(expenditure for the year, unless the relevant asset is carried at a revalued amount, in which case the impairment loss is treated as a revaluation decrease.

Recognised impairment losses are reversed if, and only if, the reasons for the impairment loss have ceased to apply. Where an impairment loss subsequently reverses, the carrying amount of the asset is increased to the revised estimate of its recoverable amount, but so that the increased carrying amount does not exceed the carrying amount that would have been determined had no impairment loss been recognised for the asset in prior years. A reversal of an impairment loss is recognised immediately, unless the relevant asset is carried in at a revalued amount, in which case the reversal of the impairment loss is treated as a revaluation increase.

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.

Cash and cash equivalents
Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities.

Creditors
Creditors 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 part and the amount due to settle the obligation can be measured or estimated reliably. Creditors are normally recognised at their settlement amount after allowing for any trade discounts due

Financial instruments
The Company has elected to apply the provisions of Section 11 ‘Basic Financial Instruments’ and Section 12 ‘Other Financial Instruments Issues’ of FRS 102 to all of its financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

Employee benefits
The cost of any unused holiday entitlement is recognised in the period in which the employee’s services are received.

Termination benefits are recognised immediately as an expense when the Charity is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

Retirement benefits
The Charity operates a defined contribution scheme for the benefit of its employees. Contributions payable are charged in the statement of financial activities as they accrue.

Critical accounting estimates and judgements
In the application of the Charity's accounting policies, the Trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

2. Taxation

The Company is a registered charity and is therefore not subject to corporation tax on its charitable activities. Irrecoverable VAT is included in the cost of those items to which it relates.

3. Comparative Statement of Financial Activities

	Unrestricted Funds £'000	Restricted Funds £'000	2023 Total £'000
Income and endowments from:			
Donations and legacies	116	0	116
Charitable activities	2,902	67	2,969
Property	60	0	60
Total income	3,090	67	3,157
Expenditure on:			
Raising Funds	1	0	1
Charitable activities	3,046	174	3,217
Total expenditure	3,044	174	3,218
Gain / (loss) on investments	(5)	0	(5)
Net movement in funds	41	(107)	(66)
Reconciliation of funds			
Total funds brought forward	1,770	113	1,883
Total funds carried forward	**1,811**	**6**	**1,817**

Notes to the Accounts for the year ended 31 March 2024

4. Donations

	2024 £'000	2023 £'000
Unrestricted funds		
Fundraising activities	17	33
Legacies	-	52
Donations	33	31
	50	116

5. Charitable activities

	General fund £'000	Restricted funds £'000	Total 2024 £'000	Total 2023 £'000
Grants	27	11	38	67
Services provided	3,185	0	3,185	2,889
Other	13	0	13	3
	3,225	11	3,236	2,969
For the Year Ended 2023	2,902	67		2,969

6. Investments

	2024 £'000	2023 £'000
Interest on Bank deposits	32	12
	32	12

7. Surplus on Sale of Freehold / Leasehold Property

	2024 £'000	2023 £'000
Leasehold Property (Oxted)	0	60
	0	60

8. Costs charitable activities

	Direct Charitable Activities £'000	Support Activities £'000	Total 2024 £'000	Total 2023 £'000
Care attendance	2,689	915	3,604	3,200
Club activities	0	0	0	9
Governance - Auditors Remuneration	-	11	11	8
	2,689	926	3,615	3,217
For the Year Ended 2023	1,642	1,575		3,217

	Direct Charitable Activities £'000	Support Activities £'000	2024 £'000	2023 £'000
Resources expended				
Staff	2,50	263	2,764	2,595
Premises	-	32	32	46
Telephone and Postage	-	13	13	19
Travel	138	3	142	131
Training	23	-	23	33
Affiliation fees	-	17	17	13
Other	27	583	610	367
Depreciation	-	4	4	5
Governance - Auditors Remuneration	-	11	11	8
	2,689	926	3,615	3,217
For the Year Ended 2023	1,642	1,575		3,217

9. Employees and staff costs

	2024 £'000	2023 £'000
Salaries and wages	2,430	2,329
Employers contribution to defined contribution pension scheme	72	54
Social security costs	199	197
Other staff costs	63	0
	2,764	2,577

The average monthly headcount during the year was:

Care Co-ordinators (including Assessors & Reviewers)	18	17
Care Staff	88	81
SMT and Finance / Admin	17	18
	123	116

No remuneration was paid to Trustees during the year (2023: £0).
Payments totalling £0 (2023: £206) were made to Trustees for travel expenses.
Five employees (2023: 4) received remuneration greater than £60,000.

	2024	2023
£60,001 - £70,000	2	1
£70,001 - £80,000	2	2
£100,000 +	1	1
	5	4

The Charity operates a defined contribution pension scheme for all qualifying employees. The charity has paid £72,214 (2023: £54,040) in respect of defined contribution pensions. At the year end the amount outstanding was £0 (2023: £0).

10. Tangible fixed assets

	Fixtures and Fittings £'000	Computers and office equipment £'000	Total £'000
Cost			
At 1 April 2023	4	24	28
Additions	0	14	14
Disposals	0	(7)	(7)
At 31 March 2024	4	31	35
Depreciation			
At 1 April 2023	1	24	25
Charge for the year	1	2	3
Disposals	0	(7)	(7)
At 31 March 2024	2	19	21
Net Book Value			
At 31 March 2024	2	12	14
At 31 March 2023	3	0	3

11. Fixed assets investments

	2024 £'000	2023 £'000
At valuation		
At 1 April 2023	501	288
Additions	0	218
Unrealised gain /(loss) on revaluation	51	(5)
At 31 March 2024	552	501
Quoted investments		
Material investments in the portfolio		
- CAF Managed Portfolio	552	501
UK Equity	552	501
Historical cost	401	401

Notes to the Accounts for the year ended 31 March 2024 (ctd)

12. Debtors

	2024 £'000	2023 £'000
Trade debtors	68	15
Other debtors	111	197
Prepayments	185	169
	364	381

13. Creditors amounts falling due within one year

	2024 £'000	2023 £'000
Trade creditors	81	25
Other creditors	0	11
Accruals	69	19
Social security taxes	41	56
	191	111

14. Company limited by guarantee

The Company is limited by guarantee and has no share capital. The members have a liability to contribute a sum not exceeding £1 to the Company should it be wound up.

15. Analysis of net assets between funds

	Fixed Assets Tangible £'000	Fixed Assets Investments £'000	Net Current Assets £'000	Short Term Creditors £'000	Total £'000
Restricted Funds	0	0	1	0	1
General Funds	14	552	1,180	(191)	1,555
	14	552	1,181	(191)	1,556
2023	3	501	1,424	(111)	1,817

16. Movement in funds

	1 April 2023 £'000	Incoming resources £'000	Outgoing resources £'000	Losses / Gains £'000	31 March 2024 £'000
Restricted Funds					
Befriending & Volunteer Project	4	11	15	0	0
Other	2	0	1	0	1
Total restricted funds	6	11	16	0	1
Unrestricted Funds					
General Funds	1,260	505	419	0	1,346
Revaluation Reserve	100	0	0	51	151
Designated Funds					
CRB Contract	0	2,211	2,211	0	0
EOL Contract	0	386	386	0	0
CEP Contract	0	205	205	0	0
SCC Grant	27	0	27	0	0
Other Contracts/Systems	403	0	366	0	37
Recruitment	6	0	0	0	6
Wills / Legacies	15	0	0	0	15
Total designated funds	451	2,802	3,195	0	58
Total unrestricted funds	1,811	3,307	3,614	51	1,555
Total movement	1,817	3,318	3,630	51	1,556

Notes to the Accounts for the year ended 31 March 2024 (ctd)

Comparative Movement in Funds

	1 April 2022 £'000	Incoming resources £'000	Outgoing resources £'000	Losses / Gains £'000	31 March 2023 £'000
Restricted Funds					
Support for Carers of children	19	0	19	0	0
Children's Club	6	0	6	0	0
Walsingham Care	0	15	15	0	0
SCC- Omicrom Sickness	0	6	6	0	0
SCC Learning Disability Fund	32	0	32	0	0
Befriending & Volunteer Project	0	25	21	0	4
Other	56	21	75	0	2
Total restricted funds	113	67	174	0	6
Unrestricted Funds					
General Funds	1,039	319	98	0	1,260
Revaluation Reserve	105	0	0	(5)	100
Designated Funds					
CRB Contract	0	2,236	2,236	0	0
EOL Contract	0	348	348	0	0
CEP Contract	0	187	187	0	0
SCC Grant	117	0	90	0	27
Other Contracts/Systems	444	0	41	0	403
Recruitment	40	0	34	0	6
Wills / Legacies	25	0	10	0	15
Total designated funds	626	2,771	2,946	0	451
Total unrestricted funds	1,770	3,090	3,044	(5)	1,811
Total movement	1,883	3,157	3,218	(5)	1,817

Restricted funds are funds which have been given for particular purposes and projects. The restricted fund must be used to provide support to Carers.

- The befriending and volunteer project and the other funds provides support to Cares within Surrey.

Designated funds are funds set aside out of general funds by the Trustees for specific purposes of the Trust.

- The other contracts/systems funds relate to the investment in the new Salesforce system.

Notes to the Accounts for the year ended 31 March 2024 (ctd)

17. Related Party Transactions

Key management personnel received remuneration of £424,089 (2023: £388,033) during the year including Employer's National Insurance Contributions. The Charity considered its key management personnel to be the CEO and the Senior Management team.

There were no related party transactions during the year.

18. Operating lease commitment

At 31 March 2024 the total of the charity's future minimum lease payments under non-cancellable operating leases was

	2024 £'000	2023 £'000
Amounts due within one year	10	15
Amounts due in two to five years	0	10
	10	25

Our Supporters

We would like to thank all our many supporters including:

Surrey County Council

NHS Surrey

Aria Care

Bantam Charitable Trust

Billmeir Charitable Trust

Chapman Charitable Trust

Clandon Wood

Loseley Christian Trust

McCarthy Stone

Rotary (Banstead, Bookham & Horsley, Woking District)

The Alchemy Foundation

The Ardwick Trust

The Ranmore Trust

The Sir Cliff Richard Charitable Trust

Waitrose (Guildford, Richmond, Weybridge)

Wimbledon Foundation

Women's Institute

SURREY CROSSROADS

England & Wales - Charity number 1125048

Accounts

Company number 06303805
Registered Charity Number 1125048

SURREY CROSSROADS
t/a Crossroads Care Surrey

Annual Report and Financial Statements
For the year ended 31 March 2023

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Statement from the Chair

Throughout the year ended March 2023 Surrey Crossroads t/a Crossroads Care Surrey continued to provide high quality services to unpaid Carers in Surrey and the surrounding areas. Our financial position remains strong with a surplus in income over expenditure in the year and a robust Balance Sheet.

In March 2022 we were delighted to learn we had been awarded three new 5-year contracts by Surrey County Council and Surrey NHS to deliver carers support services across Surrey. The additional contract awarded was to provide emergency care planning provision for carers, including a carers card that can be used to gain discounts and offers sourced by our team. We should not underestimate the tremendous amount of work the whole team have undertaken to deliver these bids and the challenges the delivery of these contracts brings to the charity. Radical changes to the model for the main respite breaks contract for example, has required a significant amount of change for Surrey Crossroads as an organisation, and we continue to work closely with the commissioners to evaluate the specification of this contract to ensure we provide the best outcomes for carers.

The national carer's recruitment crisis continues to impact on caring organisations across the country and Crossroads is no exception. We have improved the benefits offered to employees, introduced more flexible working patterns and our increased efforts to recruit Care Support Workers and Care Support Assistants have started to pay dividends. This additional capacity coupled by a reduction in waiting lists has enabled us to increase our self-funded clients providing additional financial stability to the organisation.

During the year we entered into a new partnership with Salesforce and other software venders with the aim of upgrading and integrating the IT platforms that underpin the organisation. Once fully implemented, the system will significantly improve operational efficiencies through the automation of current manual processes.

In the spring, we successfully completed the sale of the Kingston Road office and temporarily moved into serviced offices nearby whilst the new owners of our former premises undertook a refurbishment. We have since returned to our former offices as tenants sharing the building with our new landlords. The flexible working patterns that the organisation adopted during Covid-19 has established the need for less office space. This move has provided both financial benefits and taken away the previous responsibilities of managing the maintenance of the building. The proceeds of the sale continue to be ring-fenced and it remains our intention to identify alternative premises to purchase when appropriate. During the year we also successfully completed the sale of the Oxted Community Hall back to the church diocese.

We continue to build capacity in respect of our income generation. Our community programme, including general fundraising, engagement with local employers, sporting events and increased awareness across the county, continues to gain momentum. As an organisation we continue to work with a wide network of other voluntary sector and faith partners in Surrey who offer support to Carers and I would like to extend our thanks to all of them for their support and guidance. I would also like to thank Surrey County Council and NHS Surrey for their continued support as well as all our many other supporters who are named and acknowledged at the end of the document.

Our success, however, would not be possible without the unwavering support and commitment of management, staff and volunteers. On behalf of the Board and all our clients, I would like to thank them all for their dedication and hard work throughout the year.

Christopher Butler
Treasurer and Trustee

Legal and administrative information

Name	Surrey Crossroads t/a Crossroads Care Surrey
Registered charity number	1125048
Company registration number	06303805
Registered office	121 Kingston Road Leatherhead Surrey, KT22 7SU
Directors / Trustees	Mr Leslie Hutchinson (Chair) Mr Cliff Bush Ms Catherine Jager Mr Daniel de Graauw Mr Christopher Butler Ms Marion Shipman Mr Ikenna Okoro (resigned 3 January 2023) Mr James Endersby Miss Jo Nightingale (resigned 4 August 2023)
Chief Executive	Mr Terry Hawkins
Company Secretary	Mrs Lucy Graham
Bankers	Barclays Bank plc Ranger House Walnut Tree Close Guildford Surrey, GU1 4UL
Auditors	Alliotts LLP Friary Court 13-21 High Street Guildford Surrey, GU1 3DL
Solicitors	Mundays LLP Cedar House 78 Portsmouth Road Cobham Surrey, KT11 1AN

TRUSTEES' ANNUAL REPORT FOR THE YEAR ENDED 31 MARCH 2023

Governance

The Trustees present their report together with the audited financial statements for Surrey Crossroads t/a Crossroads Care Surrey (Crossroads Care Surrey/the Charity/the Company) for the year ended 31 March 2023. The accounts have been prepared in accordance with the policies and legislation set out in Note 1 to the financial statements on page 19.

Governing document

Surrey Crossroads is a private company limited by guarantee registered in England and Wales (Company registration No. 06303805) and is also a registered charity (Charity registration No.1125048). It is governed by its Memorandum and Articles of Association dated 2 July 2007 as amended by special resolutions dated 1 February 2008, 26 June 2019 and 22 November 2022. As at 31 March 2023 Crossroads Care Surrey had 13 members (2022: 12 members). The liability of members in respect of the guarantee as set out in the Memorandum and Articles of Association will not exceed £5 per member in the event of the Charity being wound up.

Mission

The main aim of Crossroads Care Surrey is to provide respite breaks for Carers in Surrey and surrounding areas.

Charitable objectives

The Charity is established for the public benefit to relieve the stresses experienced by Carers and beneficiaries (people who have care needs as a result of disability, illness or age) in the area of benefit. A professionally trained Carer Support Worker takes over the caring responsibility on a regular basis to enable the Carer to have a short break while at the same time providing a meaningful activity for the person with care needs. The outcomes of the service are to relieve the stresses and isolation experienced by Carers, improve their mental and physical health and well-being and to promote their independence and choice.

In setting the objectives for the year Crossroads Care Surrey has referred to the guidance issued by the Charity Commission on public benefit.

The main objectives for the year were:-

- To develop Crossroads Care Surrey into a thriving and dynamic organisation under its Chief Executive Officer (CEO) and management team, with effective governance from the Board.
- To secure sustainable funding that enables us to increase the level of respite support delivered to Carers.
- To develop new and flexible services to meet the needs of Carers and the people they care for and to contribute more to their quality of life.
- To deeply involve Carers in the development, organisation and monitoring of our services, without making demands on their precious time, so that we are truly 'Carer-led'.
- To provide a working environment in which our staff, volunteers and Trustees feel supported and valued.
- To develop strategic partnerships with our commissioners and other third sector organisations that enables us to increase our support for Carers.

Our services

Crossroads Care Surrey provides the following services:

- Care replacement breaks typically 3-3.5 hours per week
- End of Life respite breaks
- Carers cards
- Emergency care plans and support

The Board

The Board's role and Board committees

The Board of Trustees (the Board) is collectively responsible for ensuring that Crossroads Care Surrey is financially stable, well-run, and delivering those charitable outcomes for which it was set up.

The Board meets formally at least four times a year. The CEO provides a regular report to the Board and attends Board meetings. During the period, the Board reconfigured its Committees and combined the Quality Assurance and Compliance Committee with the People committee to establish a Governance Committee. (The QA&C function is maintained in the interim as a sub-committee.) The other committees remain as Finance and Systems and Business Development and Marketing.

Each Committee meets four times a year and is accountable to the Board and chaired by a member of the Board, who reports on the respective Committee's activities at the subsequent Board meeting. The composition of the Committees and the terms of reference for each Committee are approved by the Board and reviewed at least annually. Each meeting is attended by the appropriate member of the SMT and other staff by invitation.

To foster good communication between the Board and SMT, there have been informal ad-hoc meetings between Board members, the CEO, and members of SMT.

Board composition, appointment and changes

The Board comprises eight Trustees (who are also Directors of Surrey Crossroads) for the purposes of company law) and at the date of this report are:

Mr Leslie Hutchinson (Chair)
Mr Cliff Bush
Ms Catherine Jager
Mr Daniel de Graauw
Mr Christopher Butler
Ms Marion Shipman
Mr James Endersby
Miss Jo Nightingale

James Endersby was appointed on the 21st June 2022 and Jo Nightingales was appointed on the 27th September 2022 and resigned post year end on the 4th August 2023. Ikenna Okoro resigned on the 3rd January 2023. All the other directors listed above served throughout the year.

The Board is elected by the membership of the Company at the Annual General Meeting in accordance with procedures as may be adopted by the Board from time to time and in accordance with the provisions of the Memorandum and Articles of Association. The Board is committed to comprise of Trustees from different backgrounds with diverse and relevant experience, perspectives, skills and knowledge in order to govern, lead and achieve the Charity's objectives. A variety of skills are required, including administrative, management, financial, legal, operational, medical/health professional and carer expertise or experience. All Directors offer themselves for election at their first Annual General Meeting following their appointment to the Board and all Directors offer themselves for re-election at each Annual General Meeting.

Induction and training

Crossroads Care Surrey has a Trustee Recruitment and Induction Policy. An information pack is provided which includes details of the organisation, the roles and responsibilities of Trustees, their duties and the time commitment required. Trustees keep abreast of current information through attendance at a tailored induction, Board and Committee meetings, online training and regular updates from the Carers Trust, information via their professional bodies or their workplace, updates from the Company's Auditor, and reading publications relevant to the Charity's services, aims and objectives.

Regulatory Compliance

Crossroads Care Surrey is registered with the Care Quality Commission (CQC) and the Head of Care is the registered manager.

Crossroads Care Surrey is one of the network partners of Carers Trust. Although autonomous in terms of legal and financial structure, Crossroads Care Surrey operates within the national policy framework developed by the Carers Trust which covers governance and operational management of service delivery. Membership of the Carers Trust provides a policy framework to ensure compliance with CQC legislation. Membership also provides comprehensive insurance cover and support with general legislative compliance, fundraising, personnel and business development issues.

Risk management

The Trustees regularly review the major risks to which the Charity is exposed. The Charity's Risk Register categorises risks into groups including Governance, Management and Partnership Working, Operational Risk, Financial Risk, Legislation and Regulatory Risks and External factors. The Business Continuity plan is reviewed and regularly updated.

There are two main external factors that have a significant impact on the Charity.

Income

The main source of income for Crossroads comes from statutory funding provided by the Surrey County Council and the NHS. As a result of a competitive tendering exercise completed by Surrey County Council in 2021/22 Crossroads was awarded a new 5-year contract for a range of services that commenced in April 2022.

The award of this contract gives the Charity a degree of certainty for its income and service provision, but the funding and new contract terms reflect the financial pressures faced by both Surrey County Council and the NHS. Unfortunately, the new contract has led to increases in some waiting times for services and a reduction in the hours of support for individual carers. There are ongoing discussions with the County Council and NHS to resolve these issues and the situation is kept under very close review.

Recognising the financial pressures faced by both Surrey County Council and the local NHS, Crossroads is increasing its income from alternative sources including a variety of fundraising initiatives using a combination of internal staff, external agencies, and volunteers. In addition, in response to requests from carers we are increasing our self-funded services.

Workforce

The recruitment and retention of care staff remains a critical issue for the successful delivery of our services and there is very significant competition for care staff both nationally and locally in Surrey. Over the year we have implemented changes to ensure that we offer our staff not just competitive remuneration rates but also more flexible working hours. In addition, we have streamlined our recruitment process to ensure that we identify, interview and on-board new members of staff as quickly as possible.

The number of staff as at 31 March 2023 was 125 (2022: 116) of which 6% have worked for the organisation for over 15 years and 15% for over 10 years. There were also 7 volunteers (2022: 47).

Operations

Organisational structure
The Board has the responsibility for strategic decision making and the management of the CEO. The CEO has overall responsibility for the operations of Crossroads Care Surrey. The CEO is supported by the senior management team which comprises of the Head of Care, the Head of Corporate Services, the Head of Development and the Head of HR.

Operations activity and service delivery
Key operational highlights for the year were as follows:

- 1,290 (2022: 1,587) new referrals.
- Provision of 84,828 care hours (2022: 118,305) supporting 1,723 Carers (2022: 1,112).
- The people with care needs were aged from 0 to 100+.
- Dementia and autistic spectrum disorders were the top two conditions.
- The core service provided by Crossroads Care Surrey was the three-year Care Replacement Breaks contract which was awarded by SCC and NHS Surrey in March 2022.
- Awarded the End of Life Carers Support Service contract funded by SCC and NHS Surrey. A total of 12,509 hours was delivered as part of the End of Life program during the year.

Improvement in quality, economy and efficiency

We continue to put the quality of the support that we provide to our carers at the heart of everything that we do. At the same time, we recognise that the financial pressures faced by our primary funders at Surrey County Council and NHS require us to provide those services as economically and efficiently as possible and to be able to demonstrate that we offer them value for money.

Following on from a number of process, systems and structural changes made in 2021/22, in 2022/23 we recognised the opportunity to deliver further improvements in our systems and manual processes by replacing our old, standalone information systems with a suite of integrated information systems.

Following a competitive procurement processes we awarded a contract to Salesforce to implement an integrated suite of systems covering the following functions:

Rostering
Payroll
Finance
CRM
Fundraising
Marketing
HR

The implementation, which will be completed in 2024, will enable us to have a holistic view of carers, clients, support workers volunteers and donors and to use technology to power and reduce manual administrative tasks, automate business processes and report across our different departments.

Financial Review

Results
The year under review resulted in a deficit of £66,000 (2022: surplus of £540,000). This amount has been transferred from reserves. The cost of delivering care increased marginally, however 90p of every £1 went to supporting our clients. Notwithstanding this, new business initiatives to diversify our income streams have not delivered as forecast and renewed efforts, including senior staff hires, were made to meet forecasts.

Income
The total income for the year was £3,157,000 (2022: £3,361,000) derived from:

	2023	2022
Contract income	£2,771,000	£2,306,000
Other grants	£71,000	£451,000
Other income	£78,000	£92,000
Self-funded income	£48,000	£238,000
Donations	£109,000	£93,000
Investment income	£12,000	£0,000
Local authority grants	£8,000	£27,000
Disposals of Leasehold Property	£60,000	£0,000
Disposals of Freehold Property	£0,000	£154,000

90% (2022: 73%) of income was from the statutory bodies through grants and successful bidding for contracts including the Care Replacement Breaks Contract.

Cash
At 31 March 2023 the Charity had net current assets of £1,814,000 (2022: £1,879,000). This includes short term creditor and accruals that are payable in early April, principally for March social security taxes and reflects the level of the Charity's reserves. The free reserves position at 31 March 2023 has increased to £856,000 (2022: £853,000).

Investment Policy
Under the Company's Memorandum & Articles of Association, surplus funds may be invested in such investments, securities or property as may be thought fit. Funds are currently invested in Aberdeen Standard Capital. The Finance Committee reviews the annual investment policy and ensures that available funds are invested in a range of different options.

Reserves Policy
The Board decides on the requirements for reserves giving consideration to the main risks to the organisation. The reserves policy states that reserves must remain at a level of at least three months of operating costs, which would cover the Charity if it were to require restructuring or in the event of a close down situation. It should also be noted that a substantial portion of reserves are invested in property and investments which ultimately support ongoing costs.

Designated Funds
Designated funds are funds set aside out of general funds at the discretion of the Trustees for specific purposes. These have been reviewed and the purpose and use of these designated funds are set out in note 15 in the Statement of Financial Activities.

Future Plans
The core purpose of the charity is to improve the quality of life of Carers and the people they care for. Details of how we propose to meet that objective are contained in the 2021-2024 Business Plan which was created following the strategy away day in August 2022. This sets out the current strategic direction for Crossroads Care Surrey.

The organisation needs to grow and diversify our services to reach more Carers. Essentially the overall needs of Carers that are supported have not changed and the number of people undertaking caring roles is increasing. Given the restrictions of the core funded contracts and in order to meet the needs of more Carers, we need to diversify our services, increase our level of self-funded work and develop more fundraising initiatives. One of our primary targets is to increase the number of hours that the charity is

able to deliver annually, and by so doing extend the services and support to more Carers, especially those who provide care for more than 50 hours per week.

As in previous years, the ability to reach more Carers and our freedom of action in the future depends upon implementing strategies to be able to find broader-based sustainable income streams, become more cost effective in the ways in which we deliver the service and to attract and motivate a stable, diverse workforce. This will be achieved through continuing to develop innovative services, successfully bidding for contracts, applying to charitable trusts for grants, fundraising from corporations and the community, developing self-funded work and progressive plans for training, performance, and career development.

On behalf of the Board of Trustees

Chris Butler
Chris Butler (Dec 12, 2023 16:26 GMT)

Christopher Butler
Treasurer and Trustee

12/12/2023

Statement of Trustees' Responsibilities

The Trustees (who are also directors of Surrey Crossroads t/a Crossroads Care Surrey for the purposes of company law) are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

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

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgments 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, and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

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

In so far as the Trustees are aware:

- there is no relevant audit information of which the charitable Company's auditors are unaware; and
- the Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

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

Approved by the Board of Trustees

And signed on their behalf by

Chris Butler
Chris Butler (Dec 12, 2023 16:26 GMT)

Christopher Butler
Treasurer and Trustee

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF SURREY CROSSROADS

Opinion

We have audited the financial statements of Surrey Crossroads (the 'charity') for the year ended 31 March 2022 which comprise the Statement of Financial activities, the Balance Sheet, the Statement of Cash Flows and the notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2023 and of its incoming resources and application of resources, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the Trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the Trustees with respect to going concern are described in the relevant sections of this report.

Other information

The other information comprises the information included in the annual report other than the financial statements and our auditor's report thereon. The Trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements, or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements

themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006
In our opinion, based on the work undertaken in the course of our audit:

- the information given in the Trustees Report, which includes the director's report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the directors' report included within the Trustees report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

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

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

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of 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' exemptions in preparing the Trustees report and from the requirement to prepare a Strategic Report.

Responsibilities of Trustees
As explained more fully in the statement of Trustees' responsibilities, the Trustees, who are also the directors of the charity for the purpose of company law, are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error. In preparing the financial statements, the Trustees are responsible for assessing the charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

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

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud, is detailed below.

Extent to which the audit was considered capable of detecting irregularities, including fraud
Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, was as follows:

- the engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;
- we identified the laws and regulations applicable to the company through discussions with Trustees and other management, and from our knowledge and experience of the sector;
- we focused on specific laws and regulations which we considered may have a direct material effect on the financial statements or the operations of the charitable company, including the Companies Act 2006, the Charities Act 2011, the Charities SORP, taxation legislation, data protection, anti-bribery, employment, environmental and health and safety legislation;
- we assessed the extent of compliance with the laws and regulations identified above through making enquiries of management and inspecting legal correspondence; and
- identified laws and regulations were communicated within the audit team regularly and the team remained alert to instances of non-compliance throughout the audit.

We assessed the susceptibility of the charitable company's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:

- making enquiries of management as to where they considered there was susceptibility to fraud, their knowledge of actual, suspected and alleged fraud; and
- considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

Audit response to risks identified
To address the risk of fraud through management bias and override of controls, we:

- performed analytical procedures to identify any unusual or unexpected relationships;
- reviewed all transactions listed;
- assessed whether judgements and assumptions made in determining the accounting estimates were indicative of potential bias; and
- investigated the rationale behind significant or unusual transactions.

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

- agreeing financial statement disclosures to underlying supporting documentation; and
- enquiring of management as to actual and potential litigation and claims.

There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of the Trustees and other management and the inspection of regulatory and legal correspondence, if any.

Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF SURREY CROSSROADS

A further description of our responsibilities is available on the Financial Reporting Council's website at: https://www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Use of our report
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 charitable company's members those matters we are required to state to them in an auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.



Stephen Meredith FCA
Senior Statutory Auditor

For and on behalf of
Alliotts LLP
Statutory Auditor
Friary Court
13-21 High Street
Guildford
Surrey
GU1 3DL

13/12/2023

STATEMENT OF FINANCIAL ACTIVITIES FOR THE YEAR ENDED 31 MARCH 2023
(Incorporating an Income and Expenditure Account)

	Notes	Unrestricted Funds £'000	Restricted Funds £'000	2023 Total £'000	2022 Total £'000
Income and endowments from:					
Donations and legacies	4	116	0	116	93
Charitable activities	5	2,902	67	2,969	3,114
Investments		12	0	12	0
Gain on Disposal of Freehold Property	7	0	0	0	154
Gains on Disposal of Leasehold Property	7	60	0	60	0
Total income		3,090	67	3,157	3,361
Expenditure on:					
Raising Funds		1	0	1	24
Charitable activities	8	3,043	174	3,217	2,810
Total expenditure		3,044	174	3,218	2,834
Gain / (loss) on investments	11	(5)	0	(5)	13
Net movement in funds		41	(107)	(66)	540
Reconciliation of funds	16				
Total funds brought forward		1,770	113	1,883	1,343
Total funds carried forward		**1,811**	**6**	**1,817**	**1,883**

No separate statement of Total Recognised Gains and Losses has been presented as all such gains and losses have been dealt with above. The results for the year derive from continuing activities.

The notes on pages 19 to 29 form part of these financial statements

SURREY CROSSROADS

BALANCE SHEET AS AT 31 MARCH 2023

	Notes	2023 £'000	2022 £'000
Fixed assets			
Tangible assets			
Furniture and fittings	10	3	0
Computer and office equipment	10	0	4
		3	4
Investments	11	501	288
		504	**292**
Current assets			
Bank and cash		1,043	1,605
Debtors and prepayments	12	381	92
		1,424	1,697
Creditors: amounts falling due within one year	13	111	106
Net current assets		**1,313**	**1,591**
Total assets less current liabilities		**1,817**	**1,883**
The funds of the charity			
Restricted Funds			
Restricted funds	16	6	113
Unrestricted Funds			
General reserve	16	1,260	1,039
Revaluation reserve	16	100	105
Designated reserves	16	451	626
Total charity funds		**1,817**	**1,883**

The Trustees' responsibilities are for ensuring that the Charity keeps accounting records which comply with section 386 of the Act and for preparing accounts which give a true and fair view of the state of affairs of the Company as at the end of the financial year and of its incoming resources and application of resources, including its income and expenditure, for the financial year in accordance with the requirements of sections 394 and 395 and which otherwise comply with the requirements of the Companies Act 2006 relating to accounts, so far as applicable to the Company.

These financial statements have been prepared in accordance with the provisions applicable to companies subject to the small company's regime.

These financial statements were approved by the Trustees on 12/12/2023 and are signed on their behalf by:

Chris Butler
Chris Butler (Dec 12, 2023 16:26 GMT)

Christopher Butler
Treasurer and Trustee

The notes on pages 19 to 30 form part of these financial statements

Company No. 06303805

STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 31 MARCH 2023

	Notes	2023 £'000	2022 £'000
Cash flows from operating activities			
Net cash provided by operating activities	(a)	(405)	104
Cash flows from investing activities			
Repayments of investment loans and receivables		5	(13)
Income invested		(218)	
Proceeds from disposal of freehold property		0	594
Proceeds from disposal of leasehold property		60	0
Purchase of tangible fixed assets		(4)	0
Net cash provided by investing activities		**(157)**	**581**
Increase (decrease) in cash and cash equivalents		(562)	685
Cash and cash equivalents at the beginning of the year		1,605	920
Total cash and cash equivalents at the end of the year		**1,043**	**1,605**

Notes to cash flow statement

(a) Reconciliation of net movement of funds to net cash inflows from operating activities

Net movement of funds	(66)	540
Gain (loss) on disposal of fixed asset	(60)	(153)
Depreciation	5	16
Decrease (increase) in debtors	(289)	(32)
Increase (decrease) in creditors	5	(267)
Net cash inflow from operations	**(405)**	**104**

Notes to the Accounts for the year ended 31 March 2023

1. Accounting Policies

Company information

Surrey Crossroads is a private company limited by guarantee incorporated and registered in England and Wales. The registered office is 121 Kingston Road, Leatherhead, Surrey KT22 7SU.

Basis of accounting

These accounts have been prepared in accordance with the charity's governing document. FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" ("FRS 102") (as amended for accounting periods commencing from 1 January 2019), "Accounting and Reporting by Charities" the Statement of Recommended Practice for charities applying FRS 102, the Companies Act 2006. The Company is a Public Benefit Entity as defined by FRS 102.

The accounts are prepared in sterling, which is the functional currency of the company. Monetary amounts in these financial statements are rounded to the nearest £.

The accounts have been prepared on the historical cost convention, modified to include the revaluation of freehold properties and to include investment properties and certain financial instruments at fair value. The principal accounting policies adopted are set out below.

Going concern

At the time of approving the accounts, the Trustees have a reasonable expectation that the Charity has adequate resources to continue in operational existence for the foreseeable future. Thus, the Trustees continue to adopt the going concern basis of accounting in preparing the accounts.

Charitable funds

Unrestricted funds are available for use at the discretion of the Trustees in furtherance of their charitable objectives unless the funds have been designated for other purposes.

Restricted funds are subject to specific conditions by donors as to how they may be used. The purposes and uses of the restricted funds are set out in the notes to the accounts.

General funds - these are funds that can be used in accordance with the charitable objects of the Company at the discretion of the Trustees.

Endowment funds are subject to specific conditions by donors that the capital must be maintained by the Company.

Designated funds – these are funds which have been set aside at the discretion of the Trustees for specific purposes. The purpose and use of the designated funds is set out in note 16 in the Statement of Financial Activities.

Income and endowments

Income is recognised when the Charity is legally entitled to it after any performance conditions have been met, the amounts can be measured reliably, and it is probable that income will be received. Income from subscriptions, interest and grants represents the amount receivable for the period.

- Service provision income is recognised as the care is provided based on hours of care.
- Grant income is recognised when the conditions are met for the grant.
- All voluntary income is recognised when received.

Notes to the Accounts for the year ended 31 March 2023

Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of donation.

Government Grants
Government grants are recognised at the fair value of the asset received or receivable when there is a reasonable assurance that the grant conditions will be met, and the grants will be received. Government grants relating to turnover are recognised as income over the periods when the related costs are incurred. If part of a grant is deferred it is recognised as deferred income rather than being deducted from the asset's carrying amount.

Expenditure
Resources expended are included in the Income and Expenditure Account on an accruals basis, inclusive of VAT, which cannot be recovered.

Charitable expenditure comprises those costs directly incurred by the charity in the delivery of its activities and services for its beneficiaries. Certain other costs of an indirect nature necessary to support them are also included and apportioned across activities on the basis of an estimate of the time spent by staff on those activities.

Governance costs include those costs associated with meeting the constitutional and statutory requirements of the charity and include the audit fees and costs linked to the strategic management of the charity.

Gifts in kind
The charity receives the benefit of work carried out by volunteers. No monetary value is placed on this.

Tangible fixed assets
Fixed assets are capitalised above £500. Tangible fixed assets are initially measured at cost and subsequently measured at cost or valuation, net of depreciation and any impairment losses. The cost of fixed assets represents the purchase price of the asset. Assets that have been donated are not attributed any value in the balance sheet. Monies expended on assets under construction are not depreciated until the asset is completed.

Other assets are depreciated at the following rates:

Furniture and fittings	5 years straight line
Office equipment, computers and software:	3 years straight line

Investments
Investments held as fixed assets are initially measured at cost and subsequently measured at fair value at each reporting date; the gain or loss taken to revaluation reserve. Transaction costs are expensed to profit or loss as incurred.

Impairment of fixed assets
At each reporting end date, the Charity reviews the carrying amounts of its tangible and intangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any).

Notes to the Accounts for the year ended 31 March 2023

Recoverable amount is the higher of fair value less costs to sell and value in use. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset for which the estimates of future cash flows have not been adjusted.

If the recoverable amount of an asset is estimated to be less than its carrying amount, the carrying amount of the asset is reduced to its recoverable amount. An impairment loss is recognised immediately in income/(expenditure for the year, unless the relevant asset is carried at a revalued amount, in which case the impairment loss is treated as a revaluation decrease.

Recognised impairment losses are reversed if, and only if, the reasons for the impairment loss have ceased to apply. Where an impairment loss subsequently reverses, the carrying amount of the asset is increased to the revised estimate of its recoverable amount, but so that the increased carrying amount does not exceed the carrying amount that would have been determined had no impairment loss been recognised for the asset in prior years. A reversal of an impairment loss is recognised immediately, unless the relevant asset is carried in at a revalued amount, in which case the reversal of the impairment loss is treated as a revaluation increase.

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.

Cash and cash equivalents
Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities.

Creditors
Creditors 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 part and the amount due to settle the obligation can be measured or estimated reliably. Creditors are normally recognised at their settlement amount after allowing for any trade discounts due

Financial instruments
The Company has elected to apply the provisions of Section 11 ‘Basic Financial Instruments’ and Section 12 ‘Other Financial Instruments Issues’ of FRS 102 to all of its financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

Employee benefits
The cost of any unused holiday entitlement is recognised in the period in which the employee’s services are received.

Termination benefits are recognised immediately as an expense when the Charity is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

Retirement benefits
The Charity operates a defined contribution scheme for the benefit of its employees. Contributions payable are charged in the statement of financial activities as they accrue.

Notes to the Accounts for the year ended 31 March 2023

Critical accounting estimates and judgements
In the application of the Charity's accounting policies, the Trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

2. Taxation

The Company is a registered charity and is therefore not subject to corporation tax on its charitable activities. Irrecoverable VAT is included in the cost of those items to which it relates.

3. Comparative Statement of Financial Activities

	Unrestricted Funds £'000	Restricted Funds £'000	2022 Total £'000
Income and endowments from:			
Donations and legacies	93	0	93
Charitable activities	2,825	289	3,114
Property	154	0	154
Total income	3,072	289	3,361
Expenditure on:			
Raising Funds	24	0	24
Charitable activities	2,478	332	2,810
Total expenditure	2,502	332	2,834
Gain / (loss) on investments	13	0	13
Net movement in funds	583	(43)	540
Reconciliation of funds			
Total funds brought forward	1,187	156	1,343
Total funds carried forward	**1,770**	**113**	**1,883**

Notes to the Accounts for the year ended 31 March 2023

4. Donations

	2023 £'000	2022 £'000
Unrestricted funds		
Fundraising activities	33	26
Legacies	52	40
Donations	31	27
	116	93

5. Charitable activities

	General fund £'000	Restricted funds £'000	Total 2023 £'000	Total 2022 £'000
Grants	0	67	67	580
Services provided	2,889	0	2,889	2,534
Other	3	0	3	0
	2,902	67	2,969	3,114
For the Year Ended 2022	2,826	288		3,114

6. Investments

	2023 £'000	2022 £'000
Interest on Bank deposits	12	0
	12	0

7. Surplus on Sale of Freehold / Leasehold Property

	2023 £'000	2022 £'000
Freehold Property (Leatherhead)	0	154
Leasehold Property (Oxted)	60	0
	60	154

Notes to the Accounts for the year ended 31 March 2023

8. Costs charitable activities

	Direct Charitable Activities £'000	Support Activities £'000	Total 2023 £'000	Total 2022 £'000
Care attendance	1,633	1,567	3,200	2,793
Club activities	9	0	9	9
Governance - Auditors Remuneration	0	8	8	8
	1,642	1,575	3,217	2,810
For the Year Ended 2022	1,662	1,148		2,810

	Direct Charitable Activities £'000	Support Activities £'000	2023 £'000	2022 £'000
Resources expended				
Staff	1,459	1,136	2,595	2,325
Premises	7	39	46	27
Telephone and Postage	0	19	19	22
Travel	126	5	131	120
Training	25	8	33	35
Affiliation fees	0	13	13	13
Other	25	342	367	244
Depreciation	0	5	5	16
Governance - Auditors Remuneration	0	8	8	8
	1,642	1,575	3,217	2,810
For the Year Ended 2022	1,662	1,148		2,810

Notes to the Accounts for the year ended 31 March 2023

9. Employees and staff costs

	2023 £'000	2022 £'000
Salaries and wages	2,329	2,108
Employers contribution to defined contribution pension scheme	54	33
Social security costs	194	157
Other staff costs	0	24
	2,577	2,322

The average monthly headcount during the year was:

Care Co-ordinators (including Assessors & Reviewers)	17	12
Care Staff	81	89
SMT and Finance / Admin	18	15
	116	116

No remuneration was paid to Trustees during the year (2022: £0).
Payments totalling £206 (2022: £0) were made to Trustees for travel expenses.
Four employees (2022: 3) received remuneration greater than £60,000.

	2023	2022
£60,001 - £70,000	1	2
£70,001 - £80,000	2	0
£100,000 +	1	1
	4	3

The Charity operates a defined contribution pension scheme for all qualifying employees. The charity has paid £54,040 (2022: £33,021) in respect of defined contribution pensions. At the year end the amount outstanding was £0 (2022: £0).

Notes to the Accounts for the year ended 31 March 2023 (ctd)

10. Tangible fixed assets

	Fixtures and Fittings £'000	Computers and office equipment £'000	Total £'000
Cost			
At 1 April 2022	0	26	26
Additions	4	0	4
Disposals	0	(2)	(2)
At 31 March 2023	4	24	28
Depreciation			
At 1 April 2022	0	22	22
Charge for the year	1	4	5
Disposals	0	(2)	(2)
At 31 March 2023	1	24	25
Net Book Value			
At 31 March 2023	3	0	3
At 31 March 2022	0	4	4

11. Fixed assets investments

	2023 £'000	2022 £'000
At valuation		
At 1 April 2022	288	275
Additions	218	0
Unrealised gain /(loss) on revaluation	(5)	13
At 31 March 2023	501	288
Quoted investments		
Material investments in the portfolio		
- CAF Managed Portfolio	501	288
UK Equity	501	288
Historical cost	401	183

Notes to the Accounts for the year ended 31 March 2023 (ctd)

12. Debtors

	2023 £'000	2022 £'000
Trade debtors	15	46
Other debtors	197	13
Prepayments	169	33
	381	92

13. Creditors amounts falling due within one year

	2023 £'000	2022 £'000
Trade creditors	25	29
Other creditors	11	11
Accruals	19	17
Social security taxes	56	49
	111	106

14. Company limited by guarantee

The Company is limited by guarantee and has no share capital. The members have a liability to contribute a sum not exceeding £5 to the Company should it be wound up.

15. Analysis of net assets between funds

	Fixed Assets Tangible £'000	Fixed Assets Investments £'000	Net Current Assets £'000	Total £'000
Restricted Funds	0	0	6	6
General Funds	3	501	1,307	1,811
	3	501	1,313	1,817

Notes to the Accounts for the year ended 31 March 2023 (ctd)

16. Movement in funds

	1 April 2022 £'000	Incoming resources £'000	Outgoing resources £'000	Revaluation £'000	31 March 2023 £'000
Restricted Funds					
Support for Carers of children	19	0	19	0	0
Children's Club	6	0	6	0	0
Walsingham Care	0	15	15	0	0
SCC- Omicrom Sickness	0	6	6	0	0
SCC Learning Disability Fund	32	0	32	0	0
Befriending & Volunteer Project	0	25	21	0	4
Other	56	21	75	0	2
Total restricted funds	113	67	174	0	6
Unrestricted Funds					
General Funds	1,039	319	98	0	1,260
Revaluation Reserve	105	0	0	(5)	100
Designated Funds					
CRB Contract	0	2,236	2,236	0	0
EOL Contract	0	348	348	0	0
CEP Contract	0	187	187	0	0
SCC Grant	117	0	90	0	27
Other Contracts/Systems	444	0	41	0	403
Recruitment	40	0	34	0	6
Wills / Legacies	25	0	10	0	15
Total designated funds	626	2,771	2,946	0	451
Total unrestricted funds	1,770	3,090	3,044	(5)	1,811
Total movement	1,883	3,157	3,218	(5)	1,817

Notes to the Accounts for the year ended 31 March 2023 (ctd)

Comparative Movement in Funds

	1 April 2021 £'000	Incoming resources £'000	Outgoing resources £'000	Revaluation £'000	31 March 2022 £'000
Restricted Funds					
Support for Carers of children	19	0	0	0	19
Children's Club	6	0	0	0	6
Children in Need	0	42	42	0	0
Masonic Charitable Foundation	0	25	25	0	0
Furlough Grant Income	0	2	2	0	0
IFC & RTF Fund	0	37	37	0	0
Workforce Retention Fund	0	23	23	0	0
SCC Learning Disability Fund	75	0	43	0	32
Befriending & Volunteer Project	34	71	105	0	0
Other	22	89	55	0	56
Total restricted funds	156	289	332	0	113
Unrestricted Funds					
General Funds	886	515	362	0	1,039
Revaluation Reserve	92	0	0	13	105
Designated Funds					
EOL	0	311	251	0	60
Home Based Breaks	0	1,891	1,556	0	335
SCC Contract	126	0	126	0	0
SCC Grant	0	285	168	0	117
PPE	25	0	25	0	0
IT / System Developments	33	26	10	0	49
Recruitment	0	40	0	0	40
Wills / Legacies	25	4	4	0	25
Total designated funds	209	2,557	2,140	0	626
Total unrestricted funds	1,186	3,072	2,502	13	1,770
Total movement	1,343	3,361	2,834	13	1,883

Notes to the Accounts for the year ended 31 March 2023 (ctd)

Restricted funds are funds which have been given for particular purposes and projects. The restricted fund must be used to provide support to Carers.

- The befriending and volunteer project and the other funds provides support to Cares within Surrey.

Designated funds are funds set aside out of general funds by the Trustees for specific purposes of the Trust.

- The other contracts/systems funds relate to the investment in the new Salesforce system.

17. Related Party Transactions

Key management personnel received remuneration of £388,033 (2022: £404,446) during the year including Employer's National Insurance Contributions. The Charity considered its key management personnel to be the CEO and the Senior Management team.

There were no related party transactions during the year.

18. Creditors amounts falling due within one year

At 31 March 2023 the total of the charity's future minimum lease payments under non-cancellable operating leases was

	2023 £'000	2022 £'000
Amounts due within one year	15	0
Amounts due in two to five years	10	0
	25	0

Our Supporters

We would like to thank all our many supporters including:

- Surrey County Council
- NHS Surrey
- Community Foundation for Surrey
- Elmbridge Borough Council
- Heathrow Community Trust
- NHS England
- Spelthorne Borough Council
- Walsingham Care
- Walton Charity
- Woking Borough Council
- Woking Golf Club

SURREY CROSSROADS

England & Wales - Charity number 1125048

Accounts

Company number 06303805
Registered Charity Number 1125048

SURREY CROSSROADS
t/a Crossroads Care Surrey

Annual Report and Financial Statements
For the year ended 31 March 2022

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Statement from the Chair

Throughout the year ended March 2022 Surrey Crossroads t/a Crossroads Care Surrey continued to provide high quality services to unpaid Carers in Surrey and the surrounding areas. Our financial position remains strong with a surplus in income over expenditure in the year and a robust Balance Sheet.

We continued to cope admirably with the challenges of Covid-19; offering safe and reliable services and a vital lifeline for those needing our support.

We have expanded our volunteer base to provide extended befriending and other services and have set a target to recruit 200 volunteers over the next 12 months. Post-lockdown we have been pleased to reopen the Club at West Byfleet in the community hall of St Mary's.

Early in 2022 we entered the tender process in respect of the contracts for respite home breaks and end of life care. The existing contracts had been due to end in 2021 but were extended until March 2022. Whilst we were delighted to learn we had been awarded three new contracts, one more than previously, to include emergency care planning, we should not underestimate the tremendous amount of work the team have undertaken to deliver these bids and the issues they continue to work through in respect of the mobilisation process and changes to the payment structure; and the potential risks these bring to the charity. In addition, the radical changes to the delivery model for the main respite breaks contract, has required a significant amount of change for Surrey Crossroads as an organisation.

The national carer's recruitment crisis continues to impact on caring organisations across the country and Crossroads is no exception. In order to deliver on our core contracts, we have had to take an uncomfortable decision to temporarily scale back our self-funded work and in order to alleviate the impact this will have on those requiring our support, we have increased our efforts to recruit additional care staff and this is supported by the introduction of the new HR system ATLAS and the job recruitment platform, Jobtrain.

In the spring, we successfully completed the sale of the Kingston Road office and our move into serviced offices nearby. Although this move provides significant immediate financial advantage and increases the flexibility of the organisation, the proceeds of the sale will be ring-fenced and it remains our intention to identify alternative premises to purchase when appropriate. In addition, we hope that the sale of the Oxted Community Hall is imminent.

Despite the challenges of a world-wide pandemic, we have also had a successful year in respect of our income generation. Our community programme, including general fundraising, engagement with local employers, sporting events and increased awareness across the county, is gathering pace and the future looks extremely positive.

As an organisation we continue to work with a wide network of other voluntary sector and faith partners in Surrey who offer support to Carers and I would like to extend our thanks to all of them for their support and guidance. I would also like to thank Surrey County Council and NHS Surrey for their continued support as well as all our many other supporters who are named and acknowledged at the end of the document.

Our success, however, would not be possible without the unwavering support and commitment of management, staff and volunteers. On behalf of the Board and all our clients, I would like to thank them all for their dedication and hard work throughout the year.

Leslie Hutchinson
Chair and Trustee

Legal and administrative information

Name	Surrey Crossroads t/a Crossroads Care Surrey
Registered charity number	1125048
Company registration number	06303805
Registered office	121 Kingston Road Leatherhead Surrey, KT22 7SU
Directors / Trustees	Mr Leslie Hutchinson (Chair) Mr Raymond Smedy (resigned 4 October 2022) Mr Cliff Bush Ms Catherine Jager Mr Daniel de Graauw Mr Christopher Butler Ms Marion Shipman Mr Ikenna Okoro Mr James Endersby (appointed 21 June 2022) Miss Jo Nightingale (appointed 27 September 2022)
Chief Executive	Mr Terry Hawkins
Company Secretary	Mrs Lucy Graham
Bankers	Barclays Bank plc Ranger House Walnut Tree Close Guildford Surrey, GU1 4UL
Auditors	Alliotts LLP Friary Court 13-21 High Street Guildford Surrey, GU1 3DL
Solicitors	Mundays LLP Cedar House 78 Portsmouth Road Cobham Surrey, KT11 1AN

TRUSTEES' ANNUAL REPORT FOR THE YEAR ENDED 31 MARCH 2022

Governance

The Trustees present their report together with the audited financial statements for Surrey Crossroads t/a Crossroads Care Surrey (Crossroads Care Surrey/the Charity/the Company) for the year ended 31 March 2022. The accounts have been prepared in accordance with the policies and legislation set out in Note 1 to the financial statements on page 19.

Governing document

Surrey Crossroads is a private company limited by guarantee registered in England and Wales (Company registration No. 06303805) and is also a registered charity (Charity registration No.1125048). It is governed by its Memorandum and Articles of Association dated 2 July 2007 as amended by special resolutions dated 1 February 2008 and 26 June 2019. As at 31 March 2022 Crossroads Care Surrey had 12 members (2021: 13 members). The liability of members in respect of the guarantee as set out in the Memorandum and Articles of Association will not exceed £5 per member in the event of the Charity being wound up.

Mission

The main aim of Crossroads Care Surrey is to provide respite breaks to Carers in Surrey and surrounding areas.

Charitable objectives

The Charity is established for the public benefit to relieve the stresses experienced by Carers and beneficiaries (people who have care needs as a result of disability, illness or age) in the area of benefit. A professionally trained Carer Support Worker takes over the caring responsibility on a regular basis to enable the Carer to have a short break while at the same time providing a meaningful activity for the person with care needs. The outcomes of the service are to relieve the stresses and isolation experienced by Carers, improve their mental and physical health and well-being and to promote their independence and choice.

In setting the objectives for the year Crossroads Care Surrey has referred to the guidance issued by the Charity Commission on public benefit.

The main objectives for the year were:-

- To develop Crossroads Care Surrey into a thriving and dynamic organisation under its Chief Executive Officer (CEO) and management team, with effective governance from the Board.
- To secure sustainable funding that enables us to increase the level of respite support delivered to Carers.
- To develop new and flexible services to meet the needs of Carers and the people they care for and to contribute more to their quality of life.
- To deeply involve Carers in the development, organisation and monitoring of our services, without making demands on their precious time, so that we are truly 'Carer-led'.
- To provide a working environment in which our staff, volunteers and Trustees feel supported and valued.
- To develop strategic partnerships with our commissioners and other third sector organisations that enables us to increase our support for Carers.

Our services

Crossroads Care Surrey provides the following services:

- Home-Based respite breaks typically 3-3.5 hours per week
- End of Life respite breaks
- Care Packages including Assisted Holiday Breaks
- Social clubs
- Volunteer services including Companionship, Outreach and Befriending

The Board

The Board's role and Board committees

The Board of Trustees (the Board) is collectively responsible for ensuring that Crossroads Care Surrey is financially stable, well-run, and delivering those charitable outcomes for which it was set up.

The Board meets formally at least four times a year. The CEO provides a regular report to the Board and attends Board meetings. During the period, the Board reconfigured its Committees and combined the Quality Assurance and Compliance Committee with the People committee to establish a Governance Committee. (The QA&C function is maintained in the interim as a sub-committee.) The other committees remain as Finance and Business Development and Marketing.

Each Committee meets four times a year and is accountable to the Board and chaired by a member of the Board, who reports on the respective Committee's activities at the subsequent Board meeting. The composition of the Committees and the terms of reference for each Committee are approved by the Board and reviewed at least annually. Each meeting is attended by the appropriate member of the SMT and other staff by invitation.

In addition to the scheduled Board meetings, the Board and CEO met at an Away Day in July 2021 devoted to the consideration of organisational strategy and how to resource it. Another such strategy day is planned for July 2022. To foster good communication between the Board and SMT, there have been informal ad-hoc meetings between Board members, the CEO, and members of SMT.

Board composition, appointment and changes

The Board comprises nine Trustees (who are also Directors of Surrey Crossroads) for the purposes of company law) and at the date of this report are:

Mr Leslie Hutchinson (Chair)
Mr Cliff Bush
Ms Catherine Jager
Mr Daniel de Graauw
Mr Christopher Butler
Ms Marion Shipman
Mr Ikenna Okoro
Mr James Endersby
Miss Jo Nightingale

Julia Goddard resigned on the 29th April 2021, Susan Hickson and Barbara Everett resigned on the 16th December 2021. Daniel de Grauuw was appointed on 1 June 2021, Christopher Butler and Marion Shipman were appointed on 4th November 2021, Ikenna Okoro was appointed on 16th December 2021. All the other directors listed above served throughout the year. The following activities took place post year end: James Endersby was appointed on the 21st June 2022, Jo Nightingale was appointed on the 27th September 2022 and Raymond Smedy resigned on the 4th October 2022.

The Board is elected by the membership of the Company at the Annual General Meeting in accordance with procedures as may be adopted by the Board from time to time and in accordance with the provisions of the Memorandum and Articles of Association. The Board is committed to comprise of Trustees from different backgrounds with diverse and relevant experience, perspectives, skills and knowledge in order to govern, lead and achieve the Charity's objectives. A variety of skills are required, including administrative, management, financial, legal, operational, medical/health professional and carer expertise or experience. All Directors offer themselves for election at their first Annual General Meeting following their appointment to the Board and all Directors offer themselves for re-election at each Annual General Meeting.

Induction and training
Crossroads Care Surrey has a Trustee Recruitment and Induction Policy. An information pack is provided which includes details of the organisation, the roles and responsibilities of Trustees, their duties and the time commitment required. Trustees keep abreast of current information through attendance at a tailored induction, Board and Committee meetings, online training and regular updates from the Carers Trust, information via their professional bodies or their workplace, updates from the Company's Auditor, and reading publications relevant to the Charity's services, aims and objectives.

Regulatory Compliance

Crossroads Care Surrey is registered with the Care Quality Commission (CQC) and Ofsted. The Head of Care is the registered manager for the CQC and the nominated individual for Ofsted.

Crossroads Care Surrey is one of the network partners of Carers Trust. Although autonomous in terms of legal and financial structure, Crossroads Care Surrey operates within the national policy framework developed by the Carers Trust which covers governance and operational management of service delivery. Membership of the Carers Trust provides a policy framework to ensure compliance with CQC legislation. Membership also provides comprehensive insurance cover and support with general legislative compliance, fundraising, personnel and business development issues.

Risk management

The Trustees regularly review the major risks to which the Charity is exposed. The Charity's Risk Register categorises risks into groups including Governance, Management and Partnership Working, Operational Risk, Financial Risk, Legislation and Regulatory Risks and External factors. The Business Continuity plan is reviewed and regularly updated.

Due to the Covid pandemic the primary source of funding that had, since February 2017 been based on an initial 3-year contract between Crossroads Care Surrey, Surrey County Council (SCC) and NHS Surrey for Home Based Carer Support and End of Life Carer Support, was extended until the end of March 2022.

In November 2021 Crossroads Care Surrey submitted tenders to provide Surrey County Council Carers Prevention and Wellbeing services for unpaid carers in Surrey for the next 5 years.
In January 2022, the Charity was successfully awarded the following contracts;

1) Replacement care and carers breaks
2) End of Life Replacement care and carers breaks
3) Carer Emergency Care Planning and carer passports

Despite the success in securing these contracts, the reliance on statutory funding continues to pose a serious risk for the coming years due to decreasing funds and the likely increase in the number of competitors. The situation is kept under close review and the aim continues to be to introduce self-funded services. The recruitment and retention of care staff remains a critical issue for the successful delivery of the charitable objectives and the Board closely monitors the competitive analysis of similar organisations for this purpose.

During the year the successful integration of home working, the use of digital systems and virtual communication tools highlighted the increased cost of maintaining the Leatherhead office that no longer fitted the needs of the organisation. The property was sold in March 2022. The head office staff moved to a smaller serviced office and the proceeds of the sale will be invested to purchase an office that is more appropriate to Crossroads requirements.

Covid-19

COVID-19 continued to have a major effect on the Charity during the financial year. Face to face services continued throughout, despite restrictions imposed by the government. However, some clients were hesitant to have any social workers back in their homes and the number of hours delivered declined. The organisation continued to provide outreach and befriending services to those that needed it.

Income levels were secured through the continuation of funding from Surrey County Council and NHS in maintaining income for the core contract and in grants of additional funds to enable us to continue providing the service for the additional year of the contract.

Virus control measures continued to be used by staff and clients. Staff and volunteers helped with providing outreach activities and Trustees helped to manage the changed circumstances via regular virtual meetings. The office continued to be manned by a limited number of staff with most administrative staff continuing to work from home.

Fundraising

To support the delivery the objects, the charity undertakes a variety of fundraising initiatives using a combination of internal staff, external agencies, and volunteers.

Operations

Organisational structure
The Board has the responsibility for strategic decision making and the management of the CEO. The CEO has overall responsibility for the operations of Crossroads Care Surrey. The CEO is supported by the senior management team which comprises of the Head of Care, the Head of Finance, the Head of Development and the Head of HR.

Operations activity and service delivery
Key operational highlights for the year were as follows:

- 1,587 (2021: 1,225) new referrals.
- Provision of 118,305 care hours (2021: 96,791) supporting 1,112 Carers (2021: 1,344).
- The people with care needs were aged from 0 to 100+.
- Dementia and autistic spectrum disorders were the top two conditions.
- The core service provided by Crossroads Care Surrey was the three-year Home Based Breaks contract which was awarded by SCC and NHS Surrey in February 2017, and extended to March 2022.
- Awarded the End of Life Carers Support Service contract funded by NHS Surrey and administered by SCC. A total of 10,904 hours was delivered as part of the End of Life program during the year.

Throughout this financial year the senior management team have made many changes and improvements to the services and ways of working. Some of these have been as a result of the Covid pandemic which has indicated new ways of working. However, other changes have resulted from the implementation of the Business plan and the agreed strategy following our strategic planning meeting in July 2021

To support the new remote working model and to develop efficiencies in our work processes, the organisation continued to introduce a new HR system, Atlas, Jobtrain and an HR platform to digitalise all staff records and training.

The care model was also revised to one of random slots to a 3 per day fixed slot model that reduced time wastage and standardised shift patterns. The restructuring of the Care Coordinator team continued and the model for delivering a more complete care solution for clients throughout Surrey was finalised.

We now offer a variety of high-quality services better tailored to client's needs. These include specialist respite services for those with complex needs, companionship visits and customised care packages.

As a result of the success of the befriending and outreach services introduced, we have been able, through additional funding support, to build a project supported by volunteers to keep the programme running, with a view to supporting Carers through the use of technology, virtual platforms and technical education to aid independent living.

Staff

The number of staff as at 31 March 2022 was 116 (2021: 117) of which 6% have worked for the organisation for over 15 years and 17% for over 10 years. There were also 47 volunteers (2021: 30).

Partners

Partnership working and signposting continues to be essential to support Carers. The Charity works with a wide network of other voluntary sector and faith partners in Surrey who offer support to Carers. These include Action for Carers, as well as many other partners. The Charity has also developed close relationships with many local charitable trusts, voluntary groups and local hospices. The Charity has also developed strong links with many of the district and borough councils and their local communities.

Financial Review

Results

The year under review resulted in a surplus of £540,000 (2021: surplus of £245,000). This amount has been transferred to reserves. The cost of delivering care increased marginally, however 90p of every £1 went to supporting our clients. Notwithstanding this, new business initiatives to diversify our income streams have not delivered as forecast and renewed efforts, including senior staff hires, were made to meet forecasts. Increased staffing costs have resulted in us carrying a negative cost in excess of £2 per hour on the Home Based Breaks element of the contract with Surrey County Council (SCC) and NHS Surrey. This was a key point of discussion at the time of re-tender.

Income

The total income for the year was £3,361,000 (2021: £3,120,000) derived from:

	2022	2021
Contract income	£2,306,000	£2,254,000
Other grants	£451,000	£468,000
Other income	£92,000	£145,000
Self-funded income	£238,000	£175,000
Donations	£93,000	£55,000
Investment income	£0,000	£0,000
Local authority grants	£27,000	£22,000
Disposals of Freehold Property	£154,000	£0

73% (2021: 74%) of income was from the statutory bodies through grants and successful bidding for contracts including the SCC Home Based Breaks Contract.

Cash
At 31 March 2022 the Charity had net current assets of £1,879,000 (2021: £882,000). This includes short term creditor and accruals that are payable in early April, principally for March wages and salaries and reflects the level of the Charity's reserves. The free reserves position at 31 March 2022 has increased to £853,000 (2021: £242,000).

Investment Policy
Under the Company's Memorandum & Articles of Association, surplus funds may be invested in such investments, securities or property as may be thought fit. Funds are currently invested in CAF unit trusts. The Finance Committee reviews the annual investment policy and ensures that available funds are invested in a range of different options.

Reserves Policy
The Board decides on the requirements for reserves giving consideration to the main risks to the organisation. The reserves policy states that reserves must remain at a level of at least three months of operating costs, which would cover the Charity if it were to require restructuring or in the event of a close down situation. It should also be noted that a substantial portion of reserves are invested in property and investments which ultimately support ongoing costs.

Designated Funds
Designated funds are funds set aside out of general funds at the discretion of the Trustees for specific purposes. These have been reviewed and the purpose and use of these designated funds are set out in note 15 in the Statement of Financial Activities.

Future Plans

The core purpose of the charity is to improve the quality of life of Carers and the people they care for. Details of how we propose to meet that objective are contained in the 2021-2024 Business Plan which was created following the strategy away day in July 2021. This sets out the current strategic direction for Crossroads Care Surrey.

The organisation needs to grow and diversify our services to reach more Carers. Essentially the overall needs of Carers that are supported have not changed and the number of people undertaking caring roles is increasing. Given the restrictions of the core funded contracts and in order to meet the needs of more Carers, we need to diversify our services, increase our level of self-funded work and develop more fundraising initiatives. One of our primary targets is to increase the number of hours that the charity is able to deliver annually, and by so doing extend the services and support to more Carers, especially those who provide care for more than 50 hours per week.

As in previous years, the ability to reach more Carers and our freedom of action in the future depends upon implementing strategies to be able to find broader-based sustainable income streams, become more cost effective in the ways in which we deliver the service and to attract and motivate a stable, diverse workforce. This will be achieved through continuing to develop innovative services, successfully bidding for contracts, applying to charitable trusts for grants, fundraising from corporations and the community, developing self-funded work and progressive plans for training, performance, and career development.

On behalf of the Board of Trustees

L Hutchinson
L Hutchinson (Nov 21, 2022 09:26 GMT)

Leslie Hutchinson
Chair
Date: 21/11/2022

Statement of Trustees' Responsibilities

The Trustees (who are also directors of Surrey Crossroads t/a Crossroads Care Surrey for the purposes of company law) are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

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

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgments 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, and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

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

In so far as the Trustees are aware:

- there is no relevant audit information of which the charitable Company's auditors are unaware; and
- the Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

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

Approved by the Board of Trustees on 21/11/2022

And signed on their behalf by

L Hutchinson
L Hutchinson (Nov 21, 2022 09:26 GMT)

Leslie Hutchinson
Chair and Trustee

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF SURREY CROSSROADS

Opinion

We have audited the financial statements of Surrey Crossroads (the 'charity') for the year ended 31 March 2022 which comprise the Statement of Financial activities, the Balance Sheet, the Statement of Cash Flows and the notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2022 and of its incoming resources and application of resources, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the Trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the Trustees with respect to going concern are described in the relevant sections of this report.

Other information

The other information comprises the information included in the annual report other than the financial statements and our auditor's report thereon. The Trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements, or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements

themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006
In our opinion, based on the work undertaken in the course of our audit:

- the information given in the Trustees Report, which includes the director's report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the directors' report included within the Trustees report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

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

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

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of 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' exemptions in preparing the Trustees report and from the requirement to prepare a Strategic Report.

Responsibilities of Trustees
As explained more fully in the statement of Trustees' responsibilities, the Trustees, who are also the directors of the charity for the purpose of company law, are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error. In preparing the financial statements, the Trustees are responsible for assessing the charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

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

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud, is detailed below.

Extent to which the audit was considered capable of detecting irregularities, including fraud
Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, was as follows:

- the engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;
- we identified the laws and regulations applicable to the company through discussions with Trustees and other management, and from our knowledge and experience of the sector;
- we focused on specific laws and regulations which we considered may have a direct material effect on the financial statements or the operations of the charitable company, including the Companies Act 2006, the Charities Act 2011, the Charities SORP, taxation legislation, data protection, anti-bribery, employment, environmental and health and safety legislation;
- we assessed the extent of compliance with the laws and regulations identified above through making enquiries of management and inspecting legal correspondence; and
- identified laws and regulations were communicated within the audit team regularly and the team remained alert to instances of non-compliance throughout the audit.

We assessed the susceptibility of the charitable company's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:

- making enquiries of management as to where they considered there was susceptibility to fraud, their knowledge of actual, suspected and alleged fraud; and
- considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

Audit response to risks identified
To address the risk of fraud through management bias and override of controls, we:

- performed analytical procedures to identify any unusual or unexpected relationships;
- reviewed all transactions listed;
- assessed whether judgements and assumptions made in determining the accounting estimates were indicative of potential bias; and
- investigated the rationale behind significant or unusual transactions.

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

- agreeing financial statement disclosures to underlying supporting documentation; and
- enquiring of management as to actual and potential litigation and claims.

There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of the Trustees and other management and the inspection of regulatory and legal correspondence, if any.

Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF SURREY CROSSROADS

A further description of our responsibilities is available on the Financial Reporting Council's website at: https://www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Use of our report

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 charitable company's members those matters we are required to state to them in an auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.



Stephen Meredith FCA
Senior Statutory Auditor
For and on behalf of

Date: 21/11/2022

Alliotts LLP
Statutory Auditor
Friary Court
13-21 High Street
Guildford
Surrey
GU1 3DL

STATEMENT OF FINANCIAL ACTIVITIES FOR THE YEAR ENDED 31 MARCH 2022
(Incorporating an Income and Expenditure Account)

	Notes	Unrestricted Funds £'000	Restricted Funds £'000	2022 Total £'000	2021 Total £'000
Income and endowments from:					
Donations and legacies	4	93	0	93	67
Charitable activities	5	2,825	289	3,114	3,053
Gain on Disposal of Freehold Property	6	154	0	154	0
Total income		3,072	289	3,361	3,120
Expenditure on:					
Raising Funds		24	0	24	1
Charitable activities	7	2,478	332	2,810	2,921
Total expenditure		2,502	332	2,834	2,922
Gain / (loss) on investments	10	13	0	13	47
Net movement in funds		583	(43)	540	245
Reconciliation of funds	15				
Total funds brought forward		1,187	156	1,343	1,098
Total funds carried forward		**1,770**	**113**	**1,883**	**1,343**

No separate statement of Total Recognised Gains and Losses has been presented as all such gains and losses have been dealt with above. The results for the year derive from continuing activities.

The notes on pages 19 to 29 form part of these financial statements

SURREY CROSSROADS

BALANCE SHEET AS AT 31 MARCH 2022

	Notes	2022 £'000	2021 £'000
Fixed assets			
Tangible assets			
Property	9	0	448
Furniture and fittings	9	0	0
Computer and office equipment	9	4	13
		4	461
Investments	10	288	275
		292	**736**
Current assets			
Bank and cash		1,605	920
Debtors and prepayments	11	92	60
		1,697	980
Creditors: amounts falling due within one year	12	106	373
Net current assets		**1,591**	**607**
Total assets less current liabilities		**1,883**	**1,343**
The funds of the charity			
Restricted Funds			
Restricted funds	15	113	156
Unrestricted Funds			
General reserve	15	1,039	886
Revaluation reserve	15	105	92
Designated reserves	15	626	209
Total charity funds		**1,883**	**1,343**

The Trustees' responsibilities are for ensuring that the Charity keeps accounting records which comply with section 386 of the Act and for preparing accounts which give a true and fair view of the state of affairs of the Company as at the end of the financial year and of its incoming resources and application of resources, including its income and expenditure, for the financial year in accordance with the requirements of sections 394 and 395 and which otherwise comply with the requirements of the Companies Act 2006 relating to accounts, so far as applicable to the Company.

These financial statements have been prepared in accordance with the provisions applicable to companies subject to the small company's regime.

These financial statements were approved by the Trustees on 21/11/2022 and are signed on their behalf by: L Hutchinson

L Hutchinson (Nov 21, 2022 09:26 GMT)

Leslie Hutchinson
Chair and Trustee

The notes on pages 19 to 29 form part of these financial statements

Company No. 06303805

SURREY CROSSROADS

STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 31 MARCH 2022

	Notes	2022 £'000	2021 £'000
Cash flows from operating activities			
Net cash provided by operating activities	(a)	104	390
Cash flows from investing activities			
Repayments of investment loans and receivables		(13)	(47)
Proceeds from disposal of freehold property		594	0
Purchase of tangible fixed assets		0	(16)
Net cash provided by investing activities		**581**	**(63)**
Increase (decrease) in cash and cash equivalents		685	327
Cash and cash equivalents at the beginning of the year		920	593
Total cash and cash equivalents at the end of the year		**1,605**	**920**

Notes to cash flow statement

(a) Reconciliation of net movement of funds to net cash inflows from operating activities

Net movement of funds	540	245
Gain (loss) on disposal of fixed asset	(153)	3
Depreciation	16	21
Decrease (increase) in debtors	(32)	1
Increase (decrease) in creditors	(267)	120
Net cash inflow from operations	**104**	**390**

Notes to the Accounts for the year ended 31 March 2022

1. Accounting Policies

Company information

Surrey Crossroads is a private company limited by guarantee incorporated and registered in England and Wales. The registered office is 121 Kingston Road, Leatherhead, Surrey KT22 7SU.

Basis of accounting

These accounts have been prepared in accordance with the charity's governing document. FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" ("FRS 102") (as amended for accounting periods commencing from 1 January 2019), "Accounting and Reporting by Charities" the Statement of Recommended Practice for charities applying FRS 102, the Companies Act 2006. The Company is a Public Benefit Entity as defined by FRS 102.

The accounts are prepared in sterling, which is the functional currency of the company. Monetary amounts in these financial statements are rounded to the nearest £.

The accounts have been prepared on the historical cost convention, modified to include the revaluation of freehold properties and to include investment properties and certain financial instruments at fair value. The principal accounting policies adopted are set out below.

Going concern

At the time of approving the accounts, the Trustees have a reasonable expectation that the Charity has adequate resources to continue in operational existence for the foreseeable future. Thus, the Trustees continue to adopt the going concern basis of accounting in preparing the accounts.

Charitable funds

Unrestricted funds are available for use at the discretion of the Trustees in furtherance of their charitable objectives unless the funds have been designated for other purposes.

Restricted funds are subject to specific conditions by donors as to how they may be used. The purposes and uses of the restricted funds are set out in the notes to the accounts.

General funds - these are funds that can be used in accordance with the charitable objects of the Company at the discretion of the Trustees.

Endowment funds are subject to specific conditions by donors that the capital must be maintained by the Company.

Designated funds – these are funds which have been set aside at the discretion of the Trustees for specific purposes. The purpose and use of the designated funds is set out in note 14 in the Statement of Financial Activities.

Income and endowments

Income is recognised when the Charity is legally entitled to it after any performance conditions have been met, the amounts can be measured reliably, and it is probable that income will be received. Income from subscriptions, interest and grants represents the amount receivable for the period.

- Service provision income is recognised as the care is provided based on hours of care.
- Grant income is recognised when the conditions are met for the grant.
- All voluntary income is recognised when received.

Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of donation.

Government Grants
Government grants are recognised at the fair value of the asset received or receivable when there is a reasonable assurance that the grant conditions will be met, and the grants will be received. Government grants relating to turnover are recognised as income over the periods when the related costs are incurred. If part of a grant is deferred it is recognised as deferred income rather than being deducted from the asset's carrying amount.

Expenditure
Resources expended are included in the Income and Expenditure Account on an accruals basis, inclusive of VAT, which cannot be recovered.

Charitable expenditure comprises those costs directly incurred by the charity in the delivery of its activities and services for its beneficiaries. Certain other costs of an indirect nature necessary to support them are also included and apportioned across activities on the basis of an estimate of the time spent by staff on those activities.

Governance costs include those costs associated with meeting the constitutional and statutory requirements of the charity and include the audit fees and costs linked to the strategic management of the charity.

Gifts in kind
The charity receives the benefit of work carried out by volunteers. No monetary value is placed on this.

Tangible fixed assets
Fixed assets are capitalised above £500. Tangible fixed assets are initially measured at cost and subsequently measured at cost or valuation, net of depreciation and any impairment losses. The cost of fixed assets represents the purchase price of the asset. Assets that have been donated are not attributed any value in the balance sheet. Monies expended on assets under construction are not depreciated until the asset is completed.

Other assets are depreciated at the following rates:

Freehold property	50 years
Freehold land	Not depreciated
Furniture and fittings	5 years straight line
Office equipment, computers and software:	3 years straight line

Investments
Investments held as fixed assets are initially measured at cost and subsequently measured at fair value at each reporting date; the gain or loss taken to revaluation reserve. Transaction costs are expensed to profit or loss as incurred.

Impairment of fixed assets
At each reporting end date, the Charity reviews the carrying amounts of its tangible and intangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any).

Recoverable amount is the higher of fair value less costs to sell and value in use. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset for which the estimates of future cash flows have not been adjusted.

If the recoverable amount of an asset is estimated to be less than its carrying amount, the carrying amount of the asset is reduced to its recoverable amount. An impairment loss is recognised immediately in income/(expenditure for the year, unless the relevant asset is carried at a revalued amount, in which case the impairment loss is treated as a revaluation decrease.

Recognised impairment losses are reversed if, and only if, the reasons for the impairment loss have ceased to apply. Where an impairment loss subsequently reverses, the carrying amount of the asset is increased to the revised estimate of its recoverable amount, but so that the increased carrying amount does not exceed the carrying amount that would have been determined had no impairment loss been recognised for the asset in prior years. A reversal of an impairment loss is recognised immediately, unless the relevant asset is carried in at a revalued amount, in which case the reversal of the impairment loss is treated as a revaluation increase.

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.

Cash and cash equivalents
Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities.

Creditors
Creditors 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 part and the amount due to settle the obligation can be measured or estimated reliably. Creditors are normally recognised at their settlement amount after allowing for any trade discounts due

Financial instruments
The Company has elected to apply the provisions of Section 11 ‘Basic Financial Instruments’ and Section 12 ‘Other Financial Instruments Issues’ of FRS 102 to all of its financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

Employee benefits
The cost of any unused holiday entitlement is recognised in the period in which the employee’s services are received.

Termination benefits are recognised immediately as an expense when the Charity is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

Retirement benefits
The Charity operates a defined contribution scheme for the benefit of its employees. Contributions payable are charged in the statement of financial activities as they accrue.

Critical accounting estimates and judgements
In the application of the Charity's accounting policies, the Trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

2. Taxation

The Company is a registered charity and is therefore not subject to corporation tax on its charitable activities. Irrecoverable VAT is included in the cost of those items to which it relates.

3. Comparative Statement of Financial Activities

	Unrestricted Funds £'000	Restricted Funds £'000	2021 Total £'000
Income and endowments from:			
Donations and legacies	67	0	67
Charitable activities	2,693	360	3,053
Total income	2,760	360	3,120
Expenditure on:			
Raising Funds	1	0	1
Charitable activities	2,656	265	2,921
Total expenditure	2,657	265	2,922
Gain / (loss) on investments	47	0	47
Net movement in funds	150	95	245
Reconciliation of funds			
Total funds brought forward	1,037	61	1,098
Total funds carried forward	**1,187**	**156**	**1,343**

Notes to the Accounts for the year ended 31 March 2022

4. Donations

	2022 £'000	2021 £'000
Unrestricted funds		
Fundraising activities	26	39
Legacies	40	6
Donations	27	22
	93	67
Restricted funds		
Donations	0	0
	93	67

5. Charitable activities

	General fund £'000	Restricted funds £'000	Total 2022 £'000	Total 2021 £'000
Grants	292	288	580	600
Services provided	2,534	0	2,534	2,386
Clubs	0	0	0	1
Other	0	0	0	66
	2,826	288	3,114	3,053
For the Year Ended 2021	2,694	359		3,053

6. Surplus on Sale of Freehold Property

	2022 £'000	2021 £'000
Leatherhead Office	154	0
	154	0

7. Costs charitable activities

	Direct Charitable Activities £'000	Support Activities £'000	Total 2022 £'000	Total 2021 £'000
Care attendance	1,662	1,131	2,793	2,854
Club activities	0	9	9	60
Governance - Auditors Remuneration	0	8	8	7
	1,662	1,148	2,810	2,921
For the Year Ended 2021	1,811	1,110		2,921

Notes to the Accounts for the year ended 31 March 2022

	Direct Charitable Activities £'000	Support Activities £'000	2022 £'000	2021 £'000
Resources expended				
Staff	1,496	829	2,325	2,385
Premises	4	23	27	27
Telephone and Postage	0	22	22	29
Travel	119	1	120	130
Training	18	17	35	12
Affiliation fees	0	13	13	15
Other	25	219	244	292
Depreciation	0	16	16	24
Governance - Auditors Remuneration	0	8	8	7
	1,662	1,148	2,810	2,921
For the Year Ended 2021	1,811	1,110		2,921

8. Employees and staff costs

	2022 £'000	2021 £'000
Salaries and wages	2,108	2,219
Employers contribution to defined contribution pension scheme	33	30
Social security costs	157	128
Other staff costs	24	8
	2,322	2,385

The average monthly headcount during the year was:

Care Co-ordinators (including Assessors & Reviewers)	12	15
Care Staff	89	120
Play Workers	0	8
SMT and Finance / Admin	15	11
	116	154

No remuneration was paid to Trustees during the year (2021: £0).
Payments totalling £0 (2021: £0) were made to Trustees for travel expenses.
Three employees (2021: 2) received remuneration greater than £60,000.

	2022	2021
£60,001 - £70,000	2	1
£90,001 - £100,000	0	1
£100,000 +	1	0
	3	2

The Charity operates a defined contribution pension scheme for all qualifying employees. The charity has paid £33,021 (2021: £30,080) in respect of defined contribution pensions. At the year end the amount outstanding was £0 (2021: £2,554).

9. Tangible fixed assets

	Freehold Property £'000	Fixtures and Fittings £'000	Computers and office equipment £'000	Total £'000
Cost				
At 1 April 2021	499	27	52	578
Additions	0	0	0	0
Disposals	(499)	(27)	(26)	(552)
At 31 March 2022	0	0	26	26
Depreciation				
At 1 April 2021	51	27	39	117
Charge for the year	8	0	8	16
Disposals	(59)	(27)	(25)	(111)
At 31 March 2022	0	0	22	22
Net Book Value				
At 31 March 2022	0	0	4	4
At 31 March 2021	448	0	13	461

10. Fixed assets investments

	2022 £'000	2021 £'000
At valuation		
At 1 April 2021	275	228
Unrealised gain /(loss) on revaluation	13	47
At 31 March 2022	288	275
Quoted investments		
Material investments in the portfolio		
- CAF Managed Portfolio	288	275
UK Equity	288	275
Historical cost	183	183

Notes to the Accounts for the year ended 31 March 2022 (ctd)

11. Debtors

	2022 £'000	2021 £'000
Trade debtors	46	31
Other debtors	13	7
Prepayments	33	22
	92	60

12. Creditors amounts falling due within one year

	2022 £'000	2021 £'000
Trade creditors	29	32
Other creditors	11	237
Accruals	17	62
Social security taxes	49	42
	106	373

13. Company limited by guarantee

The Company is limited by guarantee and has no share capital. The members have a liability to contribute a sum not exceeding £5 to the Company should it be wound up.

14. Analysis of net assets between funds

	Fixed Assets Tangible £'000	Fixed Assets Investments £'000	Net Current Assets £'000	Total £'000
Restricted Funds	0	0	113	113
General Funds	4	288	1,478	1,770
	4	288	1,591	1,883

Notes to the Accounts for the year ended 31 March 2022 (ctd)

15. Movement in funds

	1 April 2021 £'000	Incoming resources £'000	Outgoing resources £'000	Revaluation £'000	31 March 2022 £'000
Restricted Funds					
Support for Carers of children	19	0	0	0	19
Children's Club	6	0	0	0	6
Children in Need	0	42	42	0	0
Masonic Charitable Foundation	0	25	25	0	0
Furlough Grant Income	0	2	2	0	0
ICF & RTF Fund	0	37	37	0	0
Workforce Retention Fund	0	23	23	0	0
SCC Learning Disability Fund	75	0	43	0	32
Befriending & Volunteer Project	34	71	105	0	0
Other	22	89	55	0	56
Total restricted funds	156	289	332	0	113
Unrestricted Funds					
General Funds	886	515	362	0	1,039
Revaluation Reserve	92	0	0	13	105
Designated Funds					
EOL	0	311	251	0	60
Home Based Breaks	0	1,891	1,556	0	335
SCC Contract	126	0	126	0	0
SCC Grant	0	285	168	0	117
PPE	25	0	25	0	0
IT / System Developments	33	26	10	0	49
Recruitment	0	40	0	0	40
Wills / Legacies	25	4	4	0	25
Total designated funds	209	2,557	2,140	0	626
Total unrestricted funds	1,186	3,072	2,502	13	1,770
Total movement	1,343	3,361	2,834	13	1,883

Notes to the Accounts for the year ended 31 March 2022 (ctd)

Comparative Movement in Funds

	1 April 2020 £'000	Prior Year Transfer £'000	Adjusted 1 April 2020 £'000	Incoming resources £'000	Outgoing resources £'000	Revaluation £'000	31 March 2021 £'000
Restricted Funds							
Support for Carers of children	19	0	19	0	0	0	19
Children's Club	11	0	11	0	5	0	7
Children in Need	0	0	0	31	31	0	0
Community Foundation	10	0	10	5	15	0	0
Masonic Charitable Foundation	4	0	4	25	29	0	0
National Lottery Awards for All	0	0	0	10	10	0	0
SCC Learning Disability Fund	0	0	0	96	21	0	75
Sisters of the Holy Cross Charitable Trust	12	0	12	0	12	0	0
Befriending & Volunteer Project	0	0	0	119	85	0	34
Other	5	0	5	74	57	0	22
Total restricted funds	61	0	61	360	265	0	156
Unrestricted Funds							
General Funds	809	0	809	448	371	0	886
Revaluation Reserve	45	0	45	0	0	47	92
Designated Funds							
EOL	0	5	5	300	305	0	0
Home Based Breaks	78	(5)	73	1,828	1,901	0	0
SCC Contract	0	0	0	126	0	0	126
PPE	25	0	0	25	25	0	25
IT / System Developments	40	0	40	33	40	0	33
Website / Brand Developments	15	0	15	0	15	0	0
Wills / Legacies	25	0	25	0	0	0	25
Total designated funds	183	0	183	2,312	2,286	0	209
Total unrestricted funds	1,037	0	1,037	2,760	2,657	47	1,186

Total movement	1,098	0	1,098	3,120	2,922	47	1,343

Notes to the Accounts for the year ended 31 March 2022 (ctd)

Restricted funds are funds which have been given for particular purposes and projects. The restricted fund must be used to provide support to Carers.

- The Support for Carers of Children's fund provides relief for Carers of children.
- The Children's club provides relief for Carers of children in the Spelthorne area.
- Children in Need and Masonic Charitable Foundation provide relief for Carers of children.
- The Other funds provide support to Carers within Surrey.
- The befriending and volunteer project provides support to Cares within Surrey using a pool of volunteers.

Designated funds are funds set aside out of general funds by the Trustees for specific purposes of the Trust.

- The Home Based Breaks and EOL funds relate to funding received in advance for the next financial year.

16. Related Party Transactions

Key management personnel received remuneration of £404,446 (2021: £306,089) during the year including Employer's National Insurance Contributions. The Charity considered its key management personnel to be the CEO and the Senior Management team.

There were no related party transactions during the year.

Our Supporters

We would like to thank all our many supporters including:

Surrey County Council

NHS Surrey

Awards for All

BBC Children In Need

Community Foundation for Surrey

Elmbridge Borough Council

Guildford Borough Council

Masonic Charitable Foundation

Parkinson's (Woking & Weybridge, Guildford)

Reigate and Banstead District Council

Sisters of the Holy Cross

Spelthorne Borough Council

St Peters Relief in Sickness Fund

Tandridge District Council

Tesco's / Groundwork UK

The Hedley Foundation

The Peter Harrison Foundation

The Shanley Foundation

United Grant Lodge of England and the Surrey Freemasons

Walsingham Care

Walton Charity, Asprey Healthcare and Walsingham Care

Woking Borough Council

SURREY CROSSROADS

England & Wales - Charity number 1125048

Accounts

Company number 06303805
Registered Charity Number 1125048

SURREY CROSSROADS
t/a Crossroads Care Surrey

Annual Report and Financial Statements
For the year ended 31 March 2021

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Statement from the Chair

In the year ended March 2021 Surrey Crossroads t/a Crossroads Care Surrey continued to provide high quality services to Carers. Our Financial position remains strong with a surplus in income over expenditure in the year and a robust Balance Sheet.

The Covid pandemic had a great impact on our ability to provide our usual respite visits and, following government advice, our core services were suspended from the start of the financial year until 1st June. Further restrictions forced the suspension of our community adult and children's clubs during the year, and despite efforts to restart the children's clubs we were only able to operate for several weeks before we were forced to close them again. In response to the suspension of our core support services we adapted our delivery model, which allowed us to provide support to clients with over 1,200 befriending calls and outreach visits across the first lockdown period. With grant funding support, we have been able to continue these services in addition to our home respite visits. These additional services continue to be key to the well-being of many of our clients. Due to the inability to maintain any consistency and through a lack of confidence in attending events in social spaces, a decision was made to close the children's club at the end of the financial year and a replacement provision of additional home support was put in place.

The contract in place with Surrey County Council and NHS Surrey that funds both respite home breaks and the End of Life service which was due to end in 2021, has been extended to March 2022. Although this contract does not fully support the current cost to deliver, additional funding has been forthcoming during the year to support Covid related expenditure and help with the deficit on the hourly rate.

In order to create greater flexibility and to improve efficiency, the organization has introduced new contracted working for all care staff with a graded pay scheme to encourage development opportunities and inspire a more diverse workforce. We have recruited additional staff at all levels as a continuation of our strategic direction to introduce more diversified services to reach more Carers and increase delivered hours.

The Board of Trustees have demonstrated the commitment and creativity to oversee this transition, whilst maintaining high standards of governance across all our services. Throughout the period we continued to seek new Trustees with a diverse range of skills to support our ambitious plans and to ensure good succession planning. We have been able to recruit one new Trustee and three others who have joined our working committees with a view to joining the work when elected. This is encouraging and should stimulate both a good foundation at board level and new and creative ideas.

As a result of the strict lockdown guidance in place, the annual AGM was held virtually in November under strict lockdown requirements, and whilst we were unable to invite our staff and those who normally attend to support us, the recorded meeting was shared with our members.

We work with a wide network of other voluntary sector and faith partners in Surrey who offer support to Carers and we would like to thank all of them for their support and guidance. We would like to thank Surrey County Council and NHS Surrey for their continued support as well as all our many other supporters who are named and acknowledged at the end of the document.

Our success would not be possible without the support and commitment of management, staff and volunteers. On behalf of the Board and all our clients, I would like to thank them for their dedication and hard work throughout the year.

Susan Hickson
Chair and Trustee

Legal and administrative information

Name	Surrey Crossroads t/a Crossroads Care Surrey
Registered charity number	1125048
Company registration number	06303805
Registered office	121 Kingston Road Leatherhead Surrey, KT22 7SU
Directors / Trustees	Ms Susan Hickson (Chair Person) Mrs Barbara Everett Mrs Julia Goddard Mr Leslie Hutchinson Mr Raymond Smedy Mr Cliff Bush Ms Catherine Jager
Chief Executive	Mr Terry Hawkins
Company Secretary	Ms Susan Hickson
Bankers	Barclays Bank plc Ranger House Walnut Tree Close Guildford Surrey, GU1 4UL
Auditors	Alliotts LLP Friary Court 13-21 High Street Guildford Surrey, GU1 3DL
Solicitors	Mundays LLP Cedar House 78 Portsmouth Road Cobham Surrey, KT11 1A

TRUSTEES' ANNUAL REPORT FOR THE YEAR ENDED 31 MARCH 2021

Governance

The Trustees present their report together with the audited financial statements for Surrey Crossroads t/a Crossroads Care Surrey (Crossroads Care Surrey/the Charity/the Company) for the year ended 31 March 2021. The accounts have been prepared in accordance with the policies and legislation set out in Note 1 to the financial statements on page 17.

Governing document

Surrey Crossroads is a private company limited by guarantee registered in England and Wales (Company registration No. 06303805) and is also a registered charity (Charity registration No.1125048). It is governed by its Memorandum and Articles of Association dated 2 July 2007 as amended by special resolution dated 1 February 2008. As at 31 March 2021 Crossroads Care Surrey had 13 members (2020: 105 members). The liability of members in respect of the guarantee as set out in the Memorandum and Articles of Association will not exceed £5 per member in the event of the Charity being wound up.

Mission

The main aim of Crossroads Care Surrey is to provide respite breaks to Carers in Surrey and surrounding areas.

Charitable objectives

The Charity is established for the public benefit to relieve the stresses experienced by Carers and beneficiaries (people who have care needs as a result of disability, illness or age) in the area of benefit. A professionally trained Carer Support Worker takes over the caring responsibility on a regular basis to enable the Carer to have a short break while at the same time providing a meaningful activity for the person with care needs. The outcomes of the service are to relieve the stresses and isolation experienced by Carers, improve their mental and physical health and well-being and to promote their independence and choice.

In setting the objectives for the year Crossroads Care Surrey has referred to the guidance issued by the Charity Commission on public benefit.

The main objectives for the year were:-

- To develop Crossroads Care Surrey into a thriving and dynamic organisation under its Chief Executive Officer (CEO) and management team, with effective governance from the Board.
- To secure sustainable funding that enables us to increase the level of respite support delivered to Carers.
- To develop new and flexible services to meet the needs of Carers and the people they care for and to contribute more to their quality of life.
- To deeply involve Carers in the development, organisation and monitoring of our services, without making demands on their precious time, so that we are truly 'Carer-led'.
- To provide a working environment in which our staff, volunteers and Trustees feel supported and valued.
- To develop strategic partnerships with our commissioners and other third sector organisations that enables us to increase our support for Carers.

Our services

Crossroads Care Surrey provides the following services:

- Home-Based respite breaks typically 3-3.5 hours per week
- End of Life respite breaks
- Care Packages including Assisted Holiday Breaks
- Social clubs
- Volunteer services including Companionship, Outreach and Befriending

The Board

The Board's role and Board committees

The Board of Trustees (the Board) is collectively responsible for ensuring that Crossroads Care Surrey is financially stable, well-run, and delivering those charitable outcomes for which it was set up.

The Board meets formally at least four times a year. The CEO provides a regular report to the Board and attends Board meetings. During the period, the Board reconfigured its Committees and combined the Quality Assurance and Compliance Committee with the People committee to establish a Governance Committee. (The QA&C function is maintained in the interim as a sub-committee.) The other committees remain as Finance and Business Development and Marketing.

Each Committee meets four times a year and is accountable to the Board and chaired by a member of the Board, who reports on the respective Committee's activities at the subsequent Board meeting. The composition of the Committees and the terms of reference for each Committee are approved by the Board and reviewed at least annually. Each meeting is attended by the appropriate member of the SMT and other staff by invitation.

In addition to the scheduled Board meetings, the Board and CEO met at an Away Day in March 2020 devoted to the consideration of organisational strategy and how to resource it. Another such strategy day is planned for July 2021. To foster good communication between the Board and SMT, there have been informal ad-hoc meetings between Board members, the CEO, and members of SMT.

Board composition, appointment and changes

The Board comprises seven Trustees (who are also Directors of Surrey Crossroads) for the purposes of company law) and at the date of this report are:

Ms Susan Hickson (Chair)
Mrs Barbara Everett
Mrs Julia Goddard
Mr Leslie Hutchinson
Mr Raymond Smedy
Mr Cliff Bush
Ms Catherine Jager

Alastair Paterson and Carmel Millar resigned on the 5th November 2020. All the other directors listed above served throughout the year. Julia Goddard resigned post year end on the 14th April 2021.

The Board is elected by the membership of the Company at the Annual General Meeting in accordance with procedures as may be adopted by the Board from time to time and in accordance with the provisions of the Memorandum and Articles of Association. The Board is committed to comprise of Trustees from different backgrounds with diverse and relevant experience, perspectives, skills and knowledge in order to govern, lead and achieve the Charity's objectives. A variety of skills are required, including administrative, management, financial, legal, operational, medical/health professional and carer expertise or experience. All Directors offer themselves for election at their first Annual General Meeting following their appointment to the Board and all Directors offer themselves for re-election at each Annual General Meeting.

Induction and training

Crossroads Care Surrey has a Trustee Recruitment and Induction Policy. An information pack is provided which includes details of the organisation, the roles and responsibilities of Trustees, their duties and the time commitment required. Trustees keep abreast of current information through attendance at a tailored induction, Board and Committee meetings, online training and regular updates from the Carers Trust, information via their professional bodies or their workplace, updates from the Company's Auditor, and reading publications relevant to the Charity's services, aims and objectives.

Regulatory Compliance

Crossroads Care Surrey is registered with the Care Quality Commission (CQC) and Ofsted. The Head of Care is the registered manager for the CQC and the nominated individual for Ofsted.

Crossroads Care Surrey is one of the network partners of Carers Trust. Although autonomous in terms of legal and financial structure, Crossroads Care Surrey operates within the national policy framework developed by the Carers Trust which covers governance and operational management of service delivery. Membership of the Carers Trust provides a policy framework to ensure compliance with CQC legislation. Membership also provides comprehensive insurance cover and support with general legislative compliance, fundraising, personnel and business development issues.

Risk management

The Trustees regularly review the major risks to which the Charity is exposed. The Charity's Risk Register categorises risks into groups including Governance, Management and Partnership Working, Operational Risk, Financial Risk, Legislation and Regulatory Risks and External factors. The Business Continuity plan is reviewed and regularly updated.

The two main risks remain the continuity of funding and the ability to attract and retain staff. The primary source of funding for Crossroads Care Surrey is based on a contract between Crossroads Care Surrey, Surrey County Council (SCC) and NHS Surrey for Home Based Carer Support and End of Life Carer Support. The contract commenced in February 2017 for an initial period of two years with two annual extensions at the option of SCC and NHS Surrey, making a total of four years. Due to the Covid-19 pandemic this has now been extended until the end of March 2022. Despite the success in securing this contract in 2017, the reliance on statutory funding continues to pose a serious risk for the coming years due to decreasing funds and the likely increase in the number of competitors. The situation is kept under close review and several new self-funded services are being introduced. The recruitment and retention of care staff remains a critical issue for the successful delivery of the charitable objectives and the Board closely monitors the competitive analysis of similar organisations for this purpose.

Covid-19

COVID-19 continued to have a major effect on the Charity during the financial year. Face to face services which had been reintroduced in June 2020, continued throughout, despite subsequent lockdowns and other restrictions imposed by the government. However, some clients were hesitant to have us back in their homes and the number of hours delivered declined. We continued to provide outreach and befriending services to those that needed it.

Virus control measures continued to be used by staff and clients. Staff and volunteers helped with providing outreach activities and Trustees helped to manage the changed circumstances via regular virtual meetings. The office continued to be manned by a limited number of staff with most administrative staff continuing to work from home.

Income levels were secured through the continuation of funding from Surrey County Council and NHS in maintaining income for the core contract and in grants of additional funds to enable us to continue providing the service for the additional year of the contract and fundraising activities were increased resulting in more income than had been budgeted.

Staff and beneficiaries have built on the success of the initial response to the pandemic to ensure the continuation of the service and to take the opportunity to consolidate the plans for the future.

Fundraising

The approach taken by the Charity to activities by the Charity or by any person on behalf of the Charity for the purpose of fundraising, and in particular whether a professional fundraiser or commercial participator carries on any of those activities.

Operations

Organisational structure
The Board has the responsibility for strategic decision making and the management of the CEO. The CEO has overall responsibility for the operations of Crossroads Care Surrey. The CEO is supported by the senior management team which comprises of the Head of Care, the Care Operations Manager, the Head of Finance, the Head of Marketing and Fundraising and the Head of HR.

Operations activity and service delivery
Key operational highlights for the year were as follows:

- 1,225 (2020: 1,004) new referrals.
- Provision of 96,791 care hours (2020: 134,683) supporting 1,344 Carers (2020: 1,534).
- The people with care needs were aged from 0 to 100+.
- Dementia and autistic spectrum disorders were the top two conditions.
- The core service provided by Crossroads Care Surrey was the two year Home Based Breaks contract which was awarded by SCC and NHS Surrey in February 2017.
- Awarded the End of Life Carers Support Service contract funded by NHS Surrey and administered by SCC. A total of 14,562 hours was delivered as part of the End of Life program during the year.

Throughout this financial year we have made many changes and improvements to our services and our ways of working. Some of these have been as a result of the Covid pandemic which has indicated new ways of working. However, other changes have resulted from the implementation of the Business plan and the agreed strategy following our strategic planning meeting in March 2020

We introduced new contracted working for the care support staff, with a graded pay scheme to encourage both development opportunities and in a bid to attract a more diverse workforce. This resulted in a reduction in headcount with contracted staff working more hours.

We completely re-built the Crossroads Care website to include dynamic search and content facility and created 200 pages of new content and layout. This makes the platform much more user friendly and we have seen an increase in engagement of nearly 300%. We worked with a local agency to re-develop the Crossroads brand to improve our messaging and engagement with our audience, which then resulted in a re-brand of all our marketing collateral across digital and printed publications.

To support the new remote working model and to develop efficiencies in our work processes, we introduced a number of technological improvements during the period:

- Introduced a VOIP app-based telephone system and introduced laptops to replace all desktop computers so that all key members of the management teams across all departments could work remotely from home.
- Launched ACP (Access Care Planning), digitalised Care Planning software and platform, thus reducing administration time and enabling us to work towards a paper-less system.
- Developed a new Donorfy CRM system to support customer and donor relationships and help with fundraising activity.

We now offer a variety of high quality services better tailored to client's needs. These include specialist respite services for those with complex needs, companionship visits and customised care packages.

As a result of the success of the befriending and outreach services introduced we have been able, through additional funding support, to build a project supported by volunteers to keep the programme running, with a view to supporting Carers through the use of technology, virtual platforms and technical education to aid independent living.

Staff
The number of staff as at 31 March 2021 was 117 (2020: 164) of which two have worked for the organisation for over 25 years and 20% for over 10 years. There were also 30 volunteers (2020: 13).

Partners
Partnership working and signposting continues to be essential to support Carers. The Charity works with a wide network of other voluntary sector and faith partners in Surrey who offer support to Carers. These include Action for Carers, as well as many other partners. The Charity has also developed close relationships with many local charitable trusts, voluntary groups and local hospices. The Charity has also developed strong links with many of the district and borough councils and their local communities.

Financial Review

Results
The year under review resulted in a surplus of £245,000 (2020: surplus of £24,000). This amount has been transferred to reserves. The cost of delivering care increased marginally, however 91p of every £1 went to supporting our clients. Notwithstanding this, new business initiatives to diversify our income streams have not delivered as forecast and renewed efforts, including senior staff hires, were made to meet forecasts. Increased staffing costs have resulted in us carrying a negative cost in excess of £2 per hour on the Home Based Breaks element of the contract with Surrey County Council (SCC) and NHS Surrey. This will constitute a key point of discussion at the time of re-tender.

Income
The total income for the year was £3,120,000 (2020: £2,770,000) derived from:

	2021	2020
Contract income	£2,254,000	£2,128,000
Other grants	£468,000	£75,000
Other income	£145,000	£86,000
Self-funded income	£175,000	£336,000
Donations	£55,000	£106,000
Investment income	£0,000	£3,000
Local authority grants	£22,000	£36,000

74% (2020: 79%) of income was from the statutory bodies through grants and successful bidding for contracts including the SCC Home Based Breaks Contract.

Cash
At 31 March 2021 the Charity had net liquid assets and readily realisable investments of £882,000 (2020: £629,000). This includes short term creditor and accruals that are payable in early April, principally for March wages and salaries and reflects the level of the Charity's reserves. The free reserves position at 31 March 2021 has increased to £242,000 (2020: £157,000).

Investment Policy
Under the Company's Memorandum & Articles of Association, surplus funds may be invested in such investments, securities or property as may be thought fit. Funds are currently invested in CAF unit trusts.

The Finance Committee reviews the annual investment policy and ensures that available funds are invested in a range of different options.

Reserves Policy
The Board decides on the requirements for reserves giving consideration to the main risks to the organisation. The reserves policy states that reserves must remain at a level of at least three months of operating costs, which would cover the Charity if it were to require restructuring or in the event of a close down situation. It should also be noted that a substantial portion of reserves are invested in property and investments which ultimately support ongoing costs.

Designated Funds
Designated funds are funds set aside out of general funds at the discretion of the Trustees for specific purposes. These have been reviewed and the purpose and use of these designated funds are set out in note 14 in the Statement of Financial Activities.

Future Plans

Our core purpose is to improve the quality of life of Carers and the people they care for. Details of how we propose to meet that objective are contained in the 2021-2024 Business Plan which will follow the strategy day in July 2021. This sets out the current strategic direction for Crossroads Care Surrey.

We need to grow and diversify our services to reach more Carers. Essentially the overall needs of Carers we serve have not changed and the number of people undertaking caring roles is increasing. Given the restrictions of our core funded contracts and in order to meet the needs of more Carers we need to diversify our services, increase our level of self-funded work and develop more fundraising initiatives. One of our primary targets is to increase the number of hours that we deliver annually, and by so doing extend our service to more Carers, especially those who provide care for more than 50 hours per week.

As in previous years, our ability to reach more Carers and our freedom of action in the future depends upon implementing strategies to be able to find broader-based sustainable income streams, become more cost effective in the ways in which we deliver the service and to attract and motivate a stable, diverse workforce. This will be achieved through continuing to develop innovative services, successfully bidding for contracts, applying to charitable trusts for grants, fundraising from corporations and the community, developing self-funded work and progressive plans for training, performance and career development.

On behalf of the Board of Trustees

Raymond Smedy
Raymond Smedy (Sep 30, 2021 12:37 GMT+1)

R Smedy
Treasurer

Date: 30/09/2021

Statement of Trustees' Responsibilities

The Trustees (who are also directors of Surrey Crossroads t/a Crossroads Care Surrey for the purposes of company law) are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

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

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgments 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, and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

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

In so far as the Trustees are aware:

- there is no relevant audit information of which the charitable Company's auditors are unaware; and
- the Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

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

Approved by the Board of Trustees

And signed on their behalf by

Raymond Smedy
Raymond Smedy (Sep 30, 2021 12:37 GMT+1)

R Smedy
Treasurer

Date: 30/09/2021

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF SURREY CROSSROADS

Opinion

We have audited the financial statements of Surrey Crossroads (the 'charity') for the year ended 31 March 2021 which comprise the Statement of Financial activities, the Balance Sheet, the Statement of Cash Flows and the notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2021 and of its incoming resources and application of resources, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the Trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the Trustees with respect to going concern are described in the relevant sections of this report.

Other information

The other information comprises the information included in the annual report other than the financial statements and our auditor's report thereon. The Trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements

themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006
In our opinion, based on the work undertaken in the course of our audit:

- the information given in the Trustees Report, which includes the director's report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the directors' report included within 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 in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of 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' exemptions in preparing the Trustees report and from the requirement to prepare a Strategic Report.

Responsibilities of Trustees
As explained more fully in the statement of Trustees' responsibilities, the Trustees, who are also the directors of the charity for the purpose of company law, are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error. In preparing the financial statements, the Trustees are responsible for assessing the charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

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

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud, is detailed below.

Extent to which the audit was considered capable of detecting irregularities, including fraud
Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, was as follows:

- the engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;
- we identified the laws and regulations applicable to the company through discussions with Trustees and other management, and from our knowledge and experience of the sector;
- we focused on specific laws and regulations which we considered may have a direct material effect on the financial statements or the operations of the charitable company, including the Companies Act 2006, the Charities Act 2011, the Charities SORP, taxation legislation, data protection, anti-bribery, employment, environmental and health and safety legislation;
- we assessed the extent of compliance with the laws and regulations identified above through making enquiries of management and inspecting legal correspondence; and
- identified laws and regulations were communicated within the audit team regularly and the team remained alert to instances of non-compliance throughout the audit.

We assessed the susceptibility of the charitable company's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:

- making enquiries of management as to where they considered there was susceptibility to fraud, their knowledge of actual, suspected and alleged fraud; and
- considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

Audit response to risks identified
To address the risk of fraud through management bias and override of controls, we:

- performed analytical procedures to identify any unusual or unexpected relationships;
- reviewed all transactions listed;
- assessed whether judgements and assumptions made in determining the accounting estimates were indicative of potential bias; and
- investigated the rationale behind significant or unusual transactions.

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

- agreeing financial statement disclosures to underlying supporting documentation; and
- enquiring of management as to actual and potential litigation and claims.

There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of the Trustees and other management and the inspection of regulatory and legal correspondence, if any.

Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF SURREY CROSSROADS

A further description of our responsibilities is available on the Financial Reporting Council's website at: https://www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Use of our report

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 charitable company's members those matters we are required to state to them in an auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.



Stephen Meredith FCA
Senior Statutory Auditor
For and on behalf of

Alliotts LLP
Statutory Auditor
Friary Court
13-21 High Street
Guildford
Surrey
GU1 3DL

Date: 30/09/2021

SURREY CROSSROADS

STATEMENT OF FINANCIAL ACTIVITIES FOR THE YEAR ENDED 31 MARCH 2021
(Incorporating an Income and Expenditure Account)

	Notes	Unrestricted Funds £'000	Restricted Funds £'000	2021 Total £'000	2020 Total £'000
Income and endowments from:					
Donations and legacies	4	67	0	67	138
Charitable activities	5	2,693	360	3,053	2,629
Investments	6	0	0	0	3
Total income		2,760	360	3,120	2,770
Expenditure on:					
Raising Funds		1	0	1	0
Charitable activities	7	2,656	265	2,921	2,723
Total expenditure		2,657	265	2,922	2,723
Gain / (loss) on investments	10	47	0	47	(23)
Net movement in funds		150	95	245	24
Reconciliation of funds	15				
Total funds brought forward		1,037	61	1,098	1,074
Total funds carried forward		**1,187**	**156**	**1,343**	**1,098**

No separate statement of Total Recognised Gains and Losses has been presented as all such gains and losses have been dealt with above. The results for the year derive from continuing activities.

The notes on pages 17 to 28 form part of these financial statements

BALANCE SHEET AS AT 31 MARCH 2021

	Notes	2021 £'000	2020 £'000
Fixed assets			
Tangible assets			
Property	9	448	440
Furniture and fittings	9	0	3
Computer and office equipment	9	13	26
		461	469
Investments	10	275	228
		736	**697**
Current assets			
Bank and cash		920	593
Debtors and prepayments	11	60	61
		980	654
Creditors: amounts falling due within one year	12	373	253
Net current assets		**607**	**401**
Total assets less current liabilities		**1,343**	**1,098**
The funds of the charity			
Restricted Funds			
Restricted funds	15	156	61
Unrestricted Funds			
General reserve	15	886	809
Revaluation reserve	15	92	45
Designated reserves	15	209	183
Total charity funds		**1,343**	**1,098**

The Trustees' responsibilities are for ensuring that the Charity keeps accounting records which comply with section 386 of the Act and for preparing accounts which give a true and fair view of the state of affairs of the Company as at the end of the financial year and of its incoming resources and application of resources, including its income and expenditure, for the financial year in accordance with the requirements of sections 394 and 395 and which otherwise comply with the requirements of the Companies Act 2006 relating to accounts, so far as applicable to the Company.

These financial statements have been prepared in accordance with the provisions applicable to companies subject to the small company's regime.

These financial statements were approved by the directors on 30 / 09 / 2021 and are signed on their behalf by:

Raymond Smedy
Raymond Smedy (Sep 30, 2021 12:37 GMT+1)

R Smedy
Treasurer

The notes on pages 17 to 28 form part of these financial statements

SURREY CROSSROADS

STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 31 MARCH 2021

	Notes	2021 £'000	2021 £'000
Cash flows from operating activities			
Net cash provided by operating activities	(a)	390	162
Cash flows from investing activities			
Interest Income		0	3
Repayments of investment loans and receivables		(47)	23
Purchase of tangible fixed assets		(16)	(22)
Net cash provided by investing activities		**(63)**	**4**
Increase (decrease) in cash and cash equivalents		327	166
Cash and cash equivalents at the beginning of the year		593	427
Total cash and cash equivalents at the end of the year		**920**	**593**

Notes to cash flow statement

(a) Reconciliation of net movement of funds to net cash inflows from operating activities

Net movement of funds	245	24
Interest income	0	(3)
Gain (loss) on disposal of fixed asset	3	0
Depreciation	21	24
Decrease (increase) in debtors	1	120
Increase (decrease) in creditors	120	(3)
Net cash inflow from operations	**390**	**162**

Notes to the Accounts for the year ended 31 March 2021

1. Accounting Policies

Company information

Surrey Crossroads is a private company limited by guarantee incorporated and registered in England and Wales. The registered office is 121 Kingston Road, Leatherhead, Surrey KT22 7SU.

Basis of accounting

These accounts have been prepared in accordance with the charity's governing document. FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" ("FRS 102") (as amended for accounting periods commencing from 1 January 2016), "Accounting and Reporting by Charities" the Statement of Recommended Practice for charities applying FRS 102, the Companies Act 2006. The Company is a Public Benefit Entity as defined by FRS 102.

The accounts are prepared in sterling, which is the functional currency of the company. Monetary amounts in these financial statements are rounded to the nearest £.

The accounts have been prepared on the historical cost convention, modified to include the revaluation of freehold properties and to include investment properties and certain financial instruments at fair value. The principal accounting policies adopted are set out below.

Going concern

At the time of approving the accounts, the Trustees have a reasonable expectation that the Company has adequate resources to continue in operational existence for the foreseeable future. Thus the Trustees continue to adopt the going concern basis of accounting in preparing the accounts.

Charitable funds

Unrestricted funds are available for use at the discretion of the Trustees in furtherance of their charitable objectives unless the funds have been designated for other purposes.

Restricted funds are subject to specific conditions by donors as to how they may be used. The purposes and uses of the restricted funds are set out in the notes to the accounts.

General funds - these are funds that can be used in accordance with the charitable objects of the Company at the discretion of the Trustees.

Endowment funds are subject to specific conditions by donors that the capital must be maintained by the Company.

Designated funds – these are funds which have been set aside at the discretion of the Trustees for specific purposes. The purpose and use of the designated funds is set out in note 14 in the Statement of Financial Activities.

Income and endowments

Income is recognised when the Company is legally entitled to it after any performance conditions have been met, the amounts can be measured reliably, and it is probable that income will be received. Income from subscriptions, interest and grants represents the amount receivable for the period.

- Service provision income is recognised as the care is provided based on hours of care.
- Grant income is recognised when the conditions are met for the grant.
- All voluntary income is recognised when received.

Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of donation.

Government Grants
Government grants are recognised at the fair value of the asset received or receivable when there is a reasonable assurance that the grant conditions will be met, and the grants will be received. Government grants relating to turnover are recognised as income over the periods when the related costs are incurred. If part of a grant is deferred it is recognised as deferred income rather than being deducted from the asset's carrying amount.

Expenditure
Resources expended are included in the Income and Expenditure Account on an accruals basis, inclusive of VAT, which cannot be recovered.

Charitable expenditure comprises those costs directly incurred by the charity in the delivery of its activities and services for its beneficiaries. Certain other costs of an indirect nature necessary to support them are also included and apportioned across activities on the basis of an estimate of the time spent by staff on those activities.

Governance costs include those costs associated with meeting the constitutional and statutory requirements of the charity and include the audit fees and costs linked to the strategic management of the charity.

Gifts in kind
The charity receives the benefit of work carried out by volunteers. No monetary value is placed on this.

Tangible fixed assets
Fixed assets are capitalised above £500. Tangible fixed assets are initially measured at cost and subsequently measured at cost or valuation, net of depreciation and any impairment losses. The cost of fixed assets represents the purchase price of the asset. Assets that have been donated are not attributed any value in the balance sheet. Monies expended on assets under construction are not depreciated until the asset is completed.

Other assets are depreciated at the following rates:

Freehold property	50 years
Freehold land	Not depreciated
Furniture and fittings	5 years straight line
Office equipment, computers and software:	3 years straight line

Investments
Investments held as fixed assets are initially measured at cost and subsequently measured at fair value at each reporting date; the gain or loss taken to revaluation reserve. Transaction costs are expensed to profit or loss as incurred.

Impairment of fixed assets
At each reporting end date, the Company reviews the carrying amounts of its tangible and intangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any).

Recoverable amount is the higher of fair value less costs to sell and value in use. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset for which the estimates of future cash flows have not been adjusted.

If the recoverable amount of an asset is estimated to be less than its carrying amount, the carrying amount of the asset is reduced to its recoverable amount. An impairment loss is recognised immediately in income/(expenditure for the year, unless the relevant asset is carried at a revalued amount, in which case the impairment loss is treated as a revaluation decrease.

Recognised impairment losses are reversed if, and only if, the reasons for the impairment loss have ceased to apply. Where an impairment loss subsequently reverses, the carrying amount of the asset is increased to the revised estimate of its recoverable amount, but so that the increased carrying amount does not exceed the carrying amount that would have been determined had no impairment loss been recognised for the asset in prior years. A reversal of an impairment loss is recognised immediately, unless the relevant asset is carried in at a revalued amount, in which case the reversal of the impairment loss is treated as a revaluation increase.

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.

Cash and cash equivalents
Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities.

Creditors
Creditors 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 part and the amount due to settle the obligation can be measured or estimated reliably. Creditors are normally recognised at their settlement amount after allowing for any trade discounts due

Financial instruments
The Company has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

Employee benefits
The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Termination benefits are recognised immediately as an expense when the Company is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

Retirement benefits
The Charity operates a defined contribution scheme for the benefit of its employees. Contributions payable are charged in the statement of financial activities as they accrue.

Critical accounting estimates and judgements

In the application of the Company's accounting policies, the Trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

2. Taxation

The Company is a registered charity and is therefore not subject to corporation tax on its charitable activities. Irrecoverable VAT is included in the cost of those items to which it relates.

3. Comparative Statement of Financial Activities

	Unrestricted Funds £'000	Restricted Funds £'000	2020 Total £'000
Income and endowments from:			
Donations and legacies	90	48	138
Charitable activities	2,559	70	2,629
Investments	3	0	3
Total income	2,652	118	2,770
Expenditure on:			
Charitable activities	2,639	84	2,723
Write Down of Leasehold Property	0	0	0
Total expenditure	2,639	84	2,723
Gain / (loss) on investments	(23)	0	(23)
Net movement in funds	(10)	34	24
Reconciliation of funds			
Total funds brought forward	1,047	27	1,074
Total funds carried forward	**1,037**	**61**	**1,098**

Notes to the Accounts for the year ended 31 March 2021

4. Donations

	2021 £'000	2020 £'000
Unrestricted funds		
Fundraising activities	39	18
Legacies	6	42
Donations	22	30
	67	90
Restricted funds		
Donations	0	48
	67	138

5. Charitable activities

	General fund £'000	Restricted funds £'000	Total 2021 £'000	Total 2020 £'000
Grants	116	358	474	74
Services provided	2,512	0	2,512	2,547
Clubs	0	1	1	6
Other	66	0	66	2
	2,694	359	3,053	2,629
For the Year Ended 2020	2,558	71		2,629

6. Investments

	2021 £'000	2020 £'000
Income from unit trusts	0	3
	0	3

7. Costs charitable activities

	Direct Charitable Activities £'000	Support Activities £'000	Total 2021 £'000	Total 2020 £'000
Care attendance	1,783	1,071	2,854	2,651
Club activities	28	32	60	66
Auditors Remuneration	0	7	7	6
	1,811	1,110	2,921	2,723
For the Year Ended 2020	1,859	864		2,723

Notes to the Accounts for the year ended 31 March 2021

	Direct Charitable Activities £'000	Support Activities £'000	2021 £'000	2020 £'000
Resources expended				
Staff	1,609	776	2,385	2,205
Premises	2	25	27	55
Telephone and Postage	0	29	29	19
Travel	130	0	130	194
Training	11	1	12	25
Affiliation fees	0	15	15	14
Other	59	233	292	181
Depreciation	0	24	24	24
Auditor's Remuneration	0	7	7	6
	1,811	1,110	2,921	2,723
For the Year Ended 2020	1,859	864		2,723

8. Employees and staff costs

	2021 £'000	2020 £'000
Salaries and wages	2,219	2,054
Employers contribution to defined contribution pension scheme	30	30
Social security costs	128	114
Other staff costs	8	7
	2,385	2,205

The average monthly headcount during the year was:

Care Co-ordinators (including Assessors & Reviewers)	15	13
Care Staff	120	132
Play Workers	8	12
SMT and Finance / Admin	11	10
	154	167

No remuneration was paid to Trustees during the year (2020: £0).
Payments totalling £0 (2020: £608) were made to Trustees for travel expenses.
Two employees (2020: 1) received remuneration greater than £60,000.

	2021	2020
£60,001 - £70,000	1	0
£80,001 - £90,000	0	1
£90,001 - £100,000	1	0
	2	1

The Charity operates a defined contribution pension scheme for all qualifying employees. The charity has paid £30,080 (2020: £30,124) in respect of defined contribution pensions. At the year end the amount outstanding was £2,554 (2020: £2,389).

9. Tangible fixed assets

	Freehold Property £'000	Fixtures and Fittings £'000	Computers and office equipment £'000	Total £'000
Cost				
At 1 April 2020	483	27	70	580
Additions	16	0	0	0
Disposals	0	0	(18)	(18)
At 31 March 2021	499	27	52	578
Depreciation				
At 1 April 2020	43	24	44	111
Charge for the year	8	3	10	21
Disposals	0	0	(15)	(15)
At 31 March 2021	51	27	39	117
Net Book Value				
At 31 March 2021	448	0	13	461
At 31 March 2020	440	3	26	469

Included in Freehold Property is land valued by the Trustees at £75,000.

10. Fixed assets investments

	2021 £'000	2020 £'000
At valuation		
At 1 April 2020	228	251
Unrealised gain /(loss) on revaluation	47	(23)
At 31 March 2021	275	228
Quoted investments		
Material investments in the portfolio		
- CAF Managed Portfolio	275	228
UK Equity	275	228
Historical cost	183	183

Notes to the Accounts for the year ended 31 March 2021 (ctd)

11. Debtors

	2021 £'000	2020 £'000
Trade debtors	31	31
Other debtors	7	15
Prepayments	22	15
	60	61

12. Creditors amounts falling due within one year

	2021 £'000	2020 £'000
Trade creditors	32	11
Other creditors	237	194
Accruals	62	13
Social security taxes	42	35
	373	253

13. Company limited by guarantee

The Company is limited by guarantee and has no share capital. The members have a liability to contribute a sum not exceeding £5 to the Company should it be wound up.

14. Analysis of net assets between funds

	Fixed Assets Tangible £'000	Fixed Assets Investments £'000	Net Current Assets £'000	Total £'000
Restricted Funds	0	0	156	156
General Funds	461	275	451	1,187
	461	275	607	1,343

Notes to the Accounts for the year ended 31 March 2021 (ctd)

15. Movement in funds

	1 April 2020 £'000	Prior Year Transfer £'000	Adjusted 1 April 2020 £'000	Incoming resources £'000	Outgoing resources £'000	Revaluation £'000	31 March 2021 £'000
Restricted Funds							
Support for Carers of children	19	0	19	0	0	0	19
Children's Club	11	0	11	0	5	0	7
Children in Need	0	0	0	31	31	0	0
Community Foundation	10	0	10	5	15	0	0
Masonic Charitable Foundation	4	0	4	25	29	0	0
National Lottery Awards for All	0	0	0	10	10	0	0
SCC Learning Disability Fund	0	0	0	96	21	0	75
Sisters of the Holy Cross Charitable Trust	12	0	12	0	12	0	0
Befriending & Volunteer Project	0	0	0	119	85	0	34
Other	5	0	5	74	57	0	22
Total restricted funds	61	0	61	360	265	0	156
Unrestricted Funds							
General Funds	809	0	809	448	371	0	886
Revaluation Reserve	45	0	45	0	0	47	92
Designated Funds							
EOL	0	5	5	300	305	0	0
Home Based Breaks	78	(5)	73	1,828	1,901	0	0
SCC Contract	0	0	0	126	0	0	126
PPE	25	0	0	25	25	0	25
IT / System Developments	40	0	40	33	40	0	33
Website / Brand Developments	15	0	15	0	15	0	0
Wills / Legacies	25	0	25	0	0	0	25
Total designated funds	183	0	183	2,312	2,286	0	209
Total unrestricted funds	1,037	0	1,037	2,760	2,657	47	1,186
Total movement	1,098	0	1,098	3,120	2,922	47	1,343

Notes to the Accounts for the year ended 31 March 2021 (ctd)

Comparative Movement in Funds

	1 April 2019 £'000	Prior Year Transfer £'000	Adjusted 1 April 2019 £'000	Incoming resources £'000	Outgoing resources £'000	Revaluation £'000	31 March 2020 £'000
Restricted Funds							
Support for Carers of children	19	0	19	0	0	0	19
Children's Club	5	0	5	6	0	0	11
Children in Need	2	0	2	39	41	0	0
Community Foundation	0	0	0	19	9	0	10
Masonic Charitable Foundation	0	0	0	25	21	0	4
Sisters of the Holy Cross Charitable Trust	0	0	0	18	6	0	12
St Peters	0	0	0	4	4	0	0
Other	1	0	1	7	3	0	5
Total restricted funds	27	0	27	118	84	0	61
Unrestricted Funds							
General Funds	781	0	781	419	391	0	809
Revaluation Reserve	68	0	68	0	0	(23)	45
Designated Funds							
EOL	16	8	24	300	324	0	0
Home Based Breaks	66	(8)	58	1,828	1,808	0	78
PPE	0	0	0	25	0	0	25
IT / System Developments	0	0	0	40	0	0	40
Website / Brand Developments	0	0	0	15	0	0	15
Wills / Legacies	0	0	0	25	0	0	25
Carer Zarit Burden Scale	3	0	3	0	3	0	0
Waiting List	113	0	113	0	113	0	0
Total designated funds	198	0	198	2,233	2,248	0	183
Total unrestricted funds	1,047	0	1,047	2,652	2,639	(23)	1,037
Total movement	1,074	0	1,074	2,770	2,723	(23)	1,098

Restricted funds are funds which have been given for particular purposes and projects. The restricted fund must be used to provide support to Carers.

- The Support for Carers of Children's fund provides relief for Carers of children.
- The Children's club provides relief for Carers of children in the Spelthorne area.
- Children in Need and Masonic Charitable Foundation provide relief for Carers of children.
- The Community Foundation, St Peters, Sisters of the Holy Cross and Other funds provide support to Carers within Surrey.
- The befriending and volunteer project provides support to Cares within Surrey using a pool of volunteers.

Designated funds are funds set aside out of general funds by the Trustees for specific purposes of the Trust.

- The Home Based Breaks and EOL funds relate to funding received in advance for the next financial year.

16. Related Party Transactions

During the year, no Trustee received services as a carer from the Charity in accordance with the grant funding in place. No additional services (2020: £0) were paid for by the Trustee and at the year-end a total of £0 (2020: £0) was owed to the charity and is shown within trade debtors.

Key management personnel received remuneration of £306,089 (2020: £281,902) during the year including Employer's National Insurance Contributions. The Charity considered its key management personnel to be the CEO and the Senior Management team.

Our Supporters

We would like to thank all our many supporters including:

Surrey County Council

NHS Surrey

Masonic Charitable Foundation

Community Foundation for Surrey

St Peters Relief in Sickness Fund

Mole Valley District Council

Tandridge District Council

Elmbridge Borough Council

Guildford Borough Council

Woking Borough Council

BBC Children In Need

Parkinson's (Woking & Weybridge, Guildford)

Walsingham Care

Walton Charities

Carers of Epsom

Julia and Hans Rausing Trust

Awards for All

The National Lottery Community Fund

Carers Trust

Freemasons

Drift Golf Club

Billmeir Trust

Rudland Alzheimers Golf Society

The Rotary Club of Guildford Chantries

Oakwood, Forest Green and Ockley Aid and Sickness Fund