

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

SURREY CROSSROADS

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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 vendors 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.

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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

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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

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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

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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.

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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).

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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.

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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

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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

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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 (Dec 12, 2023 16:26 GMT)

Christopher Butler
Treasurer and Trustee

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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

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INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF SURREY CROSSROADS

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.

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INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF SURREY CROSSROADS

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.

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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

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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					
Total funds brought forward	16	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

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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

SURREY CROSSROADS

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)	<u>(405)</u>	<u>104</u>
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		<u>(4)</u>	<u>0</u>
Net cash provided by investing activities		<u>(157)</u>	<u>581</u>
 Increase (decrease) in cash and cash equivalents		 (562)	 685
 Cash and cash equivalents at the beginning of the year		 <u>1,605</u>	 <u>920</u>
 Total cash and cash equivalents at the end of the year		 <u>1,043</u>	 <u>1,605</u>

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	<u>5</u>	<u>(267)</u>
Net cash inflow from operations	<u>(405)</u>	<u>104</u>

SURREY CROSSROADS

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.

SURREY CROSSROADS

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).

SURREY CROSSROADS

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.

SURREY CROSSROADS

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

SURREY CROSSROADS

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
	<u>116</u>	<u>93</u>

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
	<u>2,902</u>	<u>67</u>	<u>2,969</u>	<u>3,114</u>
For the Year Ended 2022	<u>2,826</u>	<u>288</u>		<u>3,114</u>

6. Investments

	2023 £'000	2022 £'000
Interest on Bank deposits	12	0
	<u>12</u>	<u>0</u>

7. Surplus on Sale of Freehold / Leasehold Property

	2023 £'000	2022 £'000
Freehold Property (Leatherhead)	0	154
Leasehold Property (Oxted)	60	0
	<u>60</u>	<u>154</u>

SURREY CROSSROADS

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
	<u>1,642</u>	<u>1,575</u>	<u>3,217</u>	<u>2,810</u>
For the Year Ended 2022	<u>1,662</u>	<u>1,148</u>		<u>2,810</u>

	Direct Charitable Activities £'000	Support Activities £'000	2023 £'000	2022 £'000
<u>Resources expended</u>				
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
	<u>1,642</u>	<u>1,575</u>	<u>3,217</u>	<u>2,810</u>
For the Year Ended 2022	<u>1,662</u>	<u>1,148</u>		<u>2,810</u>

SURREY CROSSROADS

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
	<u>2,577</u>	<u>2,322</u>

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
	<u>116</u>	<u>116</u>

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
	<u>4</u>	<u>3</u>

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).

SURREY CROSSROADS

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

SURREY CROSSROADS

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
	<u>381</u>	<u>92</u>

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
	<u>111</u>	<u>106</u>

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
	<u>3</u>	<u>501</u>	<u>1,313</u>	<u>1,817</u>

SURREY CROSSROADS

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- Omicron 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

SURREY CROSSROADS

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

SURREY CROSSROADS

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
	<u>25</u>	<u>0</u>

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

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