Trustee Information Pack

Charity registration number: 1125048
Crossroads Care Surrey

Crossroads Care Surrey is a leading registered charity working across Surrey. We offer a community based respite service to unpaid Carers within the county. In 2015 the charity moved its Head Office to a two storey freehold property in Leatherhead. All our office staff from our previous three locations moved into this office. The rationale behind the decision was our vision to strengthen our organisation by moving to a ‘One Surrey’ model with our Care, Finance, HR, Marketing, Fundrasing and other back office functions all based in one location.

We are registered and inspected by the Care Quality Commission. The charity has been operating in Surrey for over 30 years, however in February 2009, the six local Crossroads charities merged to form Crossroads Care Surrey, which now operates as one organisation throughout the county.

Aim and Purpose

The main aim of Crossroads Care Surrey is to give Carers some precious time for themselves by providing them with regular breaks from their caring responsibilities.
The core purpose of Crossroads Care Surrey is:

- to improve the quality of life for Carers and the people they care for
- to foster their physical and mental well-being

The charity enables Carers to take a break from their caring responsibilities by ensuring that the person with care needs is in good, reliable and professionally trained hands of their Carers Support Workers.

“As a charity we care for people not for profit. Our Carer Support Workers love their work. They understand what Carers and those they care for need. They know the simple things really matter, they do the hard jobs with a smile and they take pleasure in fitting into family life.

It’s no surprise then, that Crossroads staff build long and trusted relationships and that more people turn to us for support than any other social care provider.”
- Crossroads Care Surrey

Making a difference

Crossroads is making a difference by offering quality of life to Carers both physically and mentally. Our highly trained care staff take over the caring responsibility for a few hours a week. Currently the organisation provides over 148,000 hours of support to around 2,000 Carers in the county.

96% say care support workers arrive on time
95% like having the same Carer each time
97% say they get on well with their CSW’s
95% say the CSW’s are well trained
95% are confident that the care plans are carried out

Source: Crossroads Care Surrey's Annual Carers Research 2015
Our Services

Crossroads Care Surrey offers a range of services that are aimed at relieving stress to Carers and their families. These services also promise Carers some precious time to focus on themselves or their family members. These services have not only helped improve the quality of life of Carers but also have helped prevent unnecessary hospitalisation and residential care.

Respite Care Service
Our Core Service is a bespoke service offering a 3 hour respite break each week to unpaid Carers, funded by the Surrey County Council and generous donations from supporters. This service ensures continuity of care and emotional support and in most cases one-to-one care at home. Over the last year we’ve supported nearly 2,000 Carers and we aim to reach another 1,000 Carers over this coming year.

End of Life Service
In partnership with the NHS, we provide an End of Life Service. This is a Surrey-wide service for Carers and people affected by life limiting illnesses. They are eligible to receive unlimited support, at home, during their last twelve months of life.

Crossroads Clubs
We run a variety of Social Clubs for adults and children with varying disabilities. Care Cafes for Carers and people with dementia and Saturday Clubs for children with disabilities and complex care needs. All of our Club sessions are provided at a low cost to give Carers an extended, affordable break of up to 6 hours.

Self-Funded Packages
We can offer Carers a variety of self-funded packages at affordable rates. Many Carers don’t have or require any services from statutory bodies such as social services or health and are in the fortunate position of not needing financial support for their care costs. However, as Carers they’re still under pressure caring for their loved ones 24/7 and would dearly love to have a respite break from their caring responsibilities that is both safe and affordable. A major part of our future business growth plan is to reach this audience and offer support to them as self-funders. In the longer term, if we lose our contracts from the council and health this will form a key part of our future income.
Governance

Crossroads Care Surrey is one of the network partners of the Carers Trust ([www.carerstrust.org](http://www.carerstrust.org)) which was formed in April 2012 by the merger between two national carer organisations – Crossroads Care Association and Princess Royal Trust for Carers. Although autonomous, Crossroads Care Surrey subscribes to the Trust’s philosophies. The Carers Trust also gives a policy framework which ensures compliance with Care Quality Commission legislation.

Governance is not about doing but about ensuring that things are done. At Crossroads Care this means setting strategy and policy, taking decisions and monitoring work, not doing it yourself. The ‘doing’ of work at Crossroads Care is delegated to the paid staff team and may be supported by volunteers. Underpinning this is the requirement to ensure the charity is compliant with its legal and financial responsibilities.

The Board of Trustees currently has 8 members but can have up to 12. They have responsibilities to keep the charity financially viable, well run and to deliver on the charitable outcomes for which the organisation was set up. They take the responsibility of strategic decision making and meet formally every two months. There are a number of sub-committees including strategy and finance, IT and Quality Assurance which have delegated authority from the Board to guide on appropriate matters.

The Trustees regularly review major risks in line with the business plan. The continuity of funding is reliant on government funding and therefore needs to be regularly reviewed. Main funding for 2017/19 has been secured. Recruitment and training of staff is critical to the successful delivery of the charity’s objectives.
Finance

Crossroads Care Surrey continues to maintain the skills to provide high quality services and the creation of Surrey Crossroads in line with organisational changes has placed the charity in a much stronger position both financially and operationally within the current care market.

A wider range of services has been developed which now provide more extended breaks, giving Carers greater choice and control over their lives. There is a great demand for our services but there remains a direct correlation between income and our capacity to deliver more care hours.

Good progress continues to be made although the move away from block contracts by local authority commissioners will continue to present challenges in the future. The organisation aims to increase the profile of Crossroads Care as well as the number of warm contacts as a way of laying successful foundations for fundraising.

The main focus in the coming years will be to find innovative ways of reducing our overhead costs and delivering low cost service without compromising the quality of service.

Financial Overview

Source: Charity Commission Website – Year Ending March 2016

Income £3,012,000

- Voluntary £0.74m
- Trading to raise funds £0.00m
- Investment £0.01m
- Charitable activities £2.76m
- Other £0.00m
- Total £3.01m

Spending £3,023,000

- Generating voluntary income £0.00m
- Trading to raise funds £0.00m
- Investment management £0.00m
- Charitable activities £2.02m
- Governance £0.01m
- Other £0.00m
- Total £3.02m

Assets, liabilities & people

- Own use assets £223.0k
- Long term investments £241.0k
- Other assets £767.0k
- Total liabilities £297.0k

Charitable spending

- Income generation and governance £0.00m
- Charitable spending £2.02m

Employees 106
Volunteers 33
Trustee Role

Duties of a Trustee

- Ensure the organisation pursues its objectives as defined in its governing document.
- Ensure the organisation applies its resources exclusively in pursuit of its objectives (that is, the organisation must not spend money on activities which are not included in its own objectives, no matter how worthwhile or charitable those activities).
- Ensure the organisation complies with its governing document, organisation law and any other relevant legislation or regulations.
- Contribute actively to the board of Trustees' role in giving firm direction to the organisation, including
  - setting overall policy
  - defining goals
  - setting targets
  - evaluating performance against agreed targets.
- Safeguard the good name and values of the organisation.
- Ensure the effective and efficient administration of the organisation.
- Ensure the financial stability of the organisation.
- Protect and manage the property of the organisation and ensure the proper investment of the organisation's funds.
- Make sure the organisation is properly insured against all reasonable liabilities.
- Appoint and support the most senior member of staff and monitor their performance.
- Declare any conflict of interest while carrying out the duties of a Trustee.
- Be collectively responsible for the actions of the organisation and other Trustees.

In addition to the above statutory duties of all Trustees, each Trustee should use any specific knowledge or experience they have to help the board of Trustees reach sound decisions. This will involve:

- reading papers in advance of board meetings
- attending board meetings
- participating constructively in discussions
- focusing on key issues
- providing advice and guidance requested by the board on new initiatives or other issues relevant to the area of the organisation's work in which the Trustee has special expertise
- attending sub-committee meetings as appropriate

- participating in other tasks as arise from time to time, such as interviewing new staff
staying informed about the activities of the organisation and wider issues which affect its work

Commitment of a Trustee

The typical commitment we ask for from each Trustee at Crossroads Care Surrey is that you:

- attend scheduled board meetings (typically every 2 months at present lasting about 2-3 hours)
- are a member of and contribute to one or more sub-committees (specialising for example in finance, staffing, care practice etc.)
- attend the organisation’s Annual General Meeting
- use your particular skills, experience or expertise to support and direct the organisation’s work
- attend appropriate training sessions and an annual planning / away day
- represent the organisation at local events or occasions where appropriate

Person Specification

- Commitment to the organisation
- Willingness to devote the necessary time and effort
- Strategic vision
- Good, independent judgment
- Ability to think creatively
- Willingness to speak their mind
- Understanding and acceptance of the legal duties, responsibilities and liabilities of trusteeship
- Ability to work effectively as a member of a team
- Nolan's seven principles of public life: selflessness, integrity, objectivity, accountability, openness, honesty and leadership
- Some experience of charity finance, fundraising and pension schemes
- The skills to analyse proposals and examine their financial consequences
- Preparedness to make unpopular recommendations to the board
- Willingness to be available to staff for advice and enquiries on an ad hoc basis.

Time Commitment

Board meetings are held every two months. From January 2017 we propose to hold these late afternoon. They usually last from 16.00 to around 18.30. The AGM is usually held in a morning in November. Other commitments include ad-hoc meetings with relevant Managers. The time commitment would be around 2 days per month in the first year but as new systems bed-in it would be hoped this would reduce.

The volunteer can work from home but there will be a need to visit our office in Leatherhead from time to time. Our Senior Management Team, with whom the Trustee will work closely, are based in Leatherhead.