

CSH  
Surrey



Central Surrey Health Limited

# Annual Report & Financial Statements

for the year ended 31 March 2023

Company Registration number: 05700920



**Children & Family Health Surrey** @CFHS\_Surrey · Jul 7, 2022  
 Congratulations to our amazing Specialist School Nursing team who have been shortlisted for 4 @NursingTimes awards for their project 'Better sleep: Improving sleep outcome for children and young people with severe learning' #NTAwards 🏆🏆🏆🏆

**Nursing Times Awards 2022 FINALIST**

**Burdett Trust** @BurdettTrust · May 11  
 "Nursing is an extraordinary opportunity to change lives"

Inspiring words from Lisa Gavin from @CFHS\_Surrey's Inclusion Health Team - Gypsy Roma Traveller and Inclusion Health.

#BurdettAwards

CSH Surrey  
 Published by Duke Duke · 8 November 2022

Please share with anyone you feel may benefit from this great initiative...

**NO ONE LEFT BEHIND** | SURREY COUNTY COUNCIL

**COST OF LIVING WARM HUBS**

Surrey County Council  
 3 November 2022

Come in and get warm at a Warm Hub near you in Surrey. It's free, it's warm and it's welcoming and there's even free energy advice if you want it. To find your nearest Warm Hub visit <https://forfo.uk/HeoPc>  
 #warmhubs #NoOneLeftBehind #staywarm

**RHS Community Gardening** @RHSBloom · Dec 28, 2022  
 "One of my 2022 highlights was a session with the stroke unit patients and staff at Woking Community Hospital. It was great to see the occupational therapists using this activity with the recovering patients - Chris, RHS Communities team..."

Show more

CSH Surrey  
 Published by Duke Duke · 9 November 2022

The Care Quality Commission has rated us 'good' overall, following their recent inspection of our services.

In a report published today, CSH Surrey received a 'good' rating for the categories of safe, effective, caring, responsive, well-led and the combined 'quality and resource rating'. CSH also received 'outstanding' for caring in community health services for children and young people. Read more: <https://www.cshsurrey.co.uk/.../csh-rated-good-overall-cqc>

C rating  
 9th Nov 2022

**Good**  
 Overall

steve flanagan @flanman100 · Jun 9, 2022  
 Fabulous team celebrating a great new Initiative 'Bump and Beyond' to new mums and dads across Surrey @CSHSurrey @SurreyHeartland @AndyField1 @CFHS\_Surrey @1stchatter @sabbNHS

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# Introduction

## by the Chair and Chief Executive



Andy Field  
Chair



Steve Flanagan  
Chief Executive

Looking back at 2022/23, there can be no doubt that this has been another extraordinary year. While we sought to recover from the COVID-19 pandemic, we were faced with new local, national, and international challenges. The common strand running throughout this was the unstinting dedication and professionalism of everyone at CSH Surrey as we continued to care for our community and each other.

During this year, we saw three Prime Ministers in power and the death of our sovereign, Queen Elizabeth the Second, shortly after celebrating her Platinum Jubilee. The conflict in Ukraine rapidly escalated into a war with a global effect. Unprecedented national strike action by doctors, nurses, ambulance, rail and postal workers has dominated the last year. A cost-of-living crisis has impacted our colleagues and the people we care for. We saw the hottest temperature ever recorded in the UK, and records broken around the world. This was followed by a particularly cold winter which, combined with the huge increases in energy costs, led many people facing choosing between heating their homes or buying food. Rising fuel costs also caused struggles for our community colleagues, who we were able to support through increasing our travel allowances.

As with our NHS partners, many of our challenges are long standing ones - financial pressures, difficulty in recruiting, and an aging estate. However, we have seen positive and innovative progress, in collaboration with our allies in and around Surrey. Within the North West Surrey Alliance we are leading transformational change, breaking down organisational boundaries to deliver the best and most sustainable outcomes for our local community.

These collaborations are also bringing benefits for our colleagues, through greater and more varied career and development opportunities and an increased potential for helping to shape and implement new models of care and new roles.

At the same time, we acknowledge the deep fatigue amongst our staff from what has been the equivalent of a three-year major incident, throughout the COVID-19 pandemic. Our health and wellbeing programme has been, and continues to be, a real focus for us. We launched a number of staff networks, helping bring colleagues closer together and celebrating the rich diversity and cultures across our workforce. We launched our behaviours framework, setting out the behaviours that everyone at CSH Surrey should be demonstrating while at work and linked to our four CARE values of compassion, accountability, respect and excellence.

We also developed and launched our green plan, which outlines how we are working towards becoming a more sustainable healthcare provider and integrating sustainability into all aspects of our work.

During this year we faced some uncertainty around both our main contracts. In January 2023, the North West Surrey Alliance Board accepted a recommendation from a panel of partners to take up the option to extend our adults' contract for a further three years to March 2027. CSH Surrey is part of the Children and Family Health Surrey (CFHS) partnership. During the year, the partnership has been in discussions with commissioners regarding the contract and service model, which was due to end in March 2024. This has now been extended to March 2025 and the CFHS partnership have been invited to tender for a new contract which will stretch across a period of six years with a potential for a further two-year extension on top of this.

A scheduled inspection by the Care Quality Commission (CQC), who are the independent regulator of health and adult social care in England, took place during the year. This was the first full inspection since 2017 and effectively the first inspection of CSH Surrey in its current form. We were delighted to be rated 'good' overall in the CQC's report and in each of their key lines of enquiry with the categories of safe, effective, caring, responsive, well-led and the combined 'quality and resource' rating. CSH Surrey also received 'outstanding' for caring in community health services for children and young people. This is testament to the relentless commitment of everyone at CSH and our shared passion for helping people live the healthiest lives they can in their communities.

We would like to thank all our colleagues, our many partners, and, of course, patients and families for helping make this another incredible year.

Andy Field  
Chair

Steve Flanagan  
Chief Executive

5 December 2023



# Over the last year..



106,012  
Referrals



1,267  
Employees



469,389  
Patient  
appointments



44  
Number of services



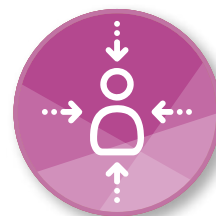
50,674  
Virtual  
consultations



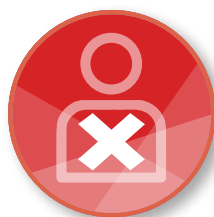
35  
Number of sites



109  
GP member  
practices



61,289  
Unique patients  
seen



6.07%  
Did not  
attend rate



91.02%  
Friends and  
family test



£11,488  
surplus  
before tax



89%  
New birth visits  
within 14 days



46,282  
Walk-in centre  
attendances

# Company Information



## Directors

Andrew Field (Chair)  
Stephen Flanagan  
Eileen Fiona Clark  
Frances Davies  
John Machin  
Rasheed Meeran



Company registered in England and Wales  
Company registration number:  
05700920

## Registered office

Block A, 4th floor  
Dukes Court  
Duke Street  
Woking  
GU21 5BH



## Independent auditors

BDO LLP  
31 Chertsey Street  
Guildford  
GU1 4HD



# Strategic Report for the year ended 31 March 2023

## Principal activities and business review

Central Surrey Health Limited (CSH, the company) trading as 'CSH Surrey' provides both adult and children's community nursing and therapy services to the Surrey area. For the year ending 31 March 2023, its principal contracts were with Surrey and Borders Partnership NHS Foundation Trust, NHS Surrey Heartlands Clinical Commissioning Group (CCG) and Surrey County Council. In addition, it had several smaller contracts with a range of other local organisations including Ashford and St Peters Hospitals NHS Foundation Trust, Epsom and St Helier University Hospitals NHS Trust, North West Surrey Integrated Care Services, and Woking and Sam Beare Hospices Limited.

Adult community services are provided for Surrey Heartlands ICS as a 10-year contract, commencing April 2017. The service covers all aspects of adult community care, including district nursing, walk-in centres, specialist nursing and therapy services, community hubs and bedded care in community hospitals. In 2021-22, a new nationally commissioned service for urgent community response was operationalised to provide care within two hours of referral to patients who may otherwise be at risk of being transferred to and/or admitted to hospital.

CSH is part of the North West Surrey Alliance, a place-based partnership of 11 organisations across primary and secondary care, local authorities, and charities. The Alliance is a partnership of organisations united by a vision: to break down organisational boundaries to deliver the best, and most sustainable outcomes, for the local community.

These contracts consolidate CSH as a significant health system leader for out of hospital care services and provides the platform to generate productivity synergies and further opportunities for improved consistency of clinical outcomes and patient experience in partnership across Surrey Heartlands.

CSH is currently subcontracted by Surrey and Borders Partnership NHS Foundation Trust, as part of the Children and Family Health Surrey (CFHS) Partnership; contracted to deliver children's services to the whole of Surrey, across the former Guildford and Waverley, Surrey Downs, East Surrey and North West Surrey CCGs. Commencing 1 April 2017, this contract includes aspects of child physical and developmental health, school nursing, health visiting and continuing health care services. The contract also provides a universal advice and support service to all parents and families, a public health and immunisation service to all school age children, along with the full range of therapy and intervention services.

A contract extension to March 2025 was confirmed and the CFHS partnership have been invited to tender for a new six-year contract, to 2031, with a potential for a further two-year extension.

CSH is part of the North West Surrey Alliance, a place-based partnership of 11 organisations across primary and secondary care, local authorities, and charities. The Alliance is a partnership of organisations united by a vision: to break down organisational boundaries to deliver the best, and most sustainable outcomes, for the local community.





## Strategic Report for the year ended 31 March 2023 (continued)

### Principal activities and business review (continued)

Covid-19 continued to influence our activities throughout the year. Strict infection prevention and control measures, including the routine wearing of face masks in clinical settings, were maintained to protect our staff and the people we care for.

After more than three years, and having delivered more than 300,000 Covid vaccinations from five different locations, the doors closed for the last time on our mass vaccination service in April 2023. The service also helped primary care colleagues in providing vaccinations to homebound citizens in Guildford and Waverley. It has been a remarkable achievement which saw CSH rise to the challenge, working alongside some incredible people including St John Ambulance, the military, partner organisations and people from all walks of life who came together to turn the tide against the pandemic.

Several other infections and illnesses came to the fore including *Streptococcus A* and scarlet fever, and CFHS quickly mobilised to support children and their families during this difficult time. We indirectly felt the effects of a number of rounds of unprecedented strike action by nurses, doctors and ambulance staff. This placed additional pressure on all of our services as we rallied to support our NHS partners, including our walk-in centres, community, outpatient and inpatient services.

A new, cost of living, crisis emerged and its effect was seen by our colleagues as they visited patients at home. 2022/23 saw a particularly cold winter which, when combined with the large rise in home energy costs, meant many low-income households were faced with being unable to both heat their homes and buy food. In addition, community staff were impacted by a significant increase in fuel costs. CSH were able to offer financial support through a temporary lift in mileage allowance, until the fuel costs eventually fell. CSH also teamed up with Wagestream to give colleagues access to a range of simple-to-use financial products and services to help them feel more in control of their finances.

### Adult services

The service we deliver for adults in North West Surrey is based on a contract established in 2017/18. There have been significant changes to the health and care needs of our community since then, not least because of the pandemic.

As one of the key partners in the North West Surrey Alliance, CSH has been able to evidence the need for change and is leading a partnership programme to transform community services.

This transformation will be wide ranging, looking at expanding capacity in the community, investing in preventative actions and working with partners to build the skills and infrastructure to intervene much earlier where needed. It will also be linked closely to recruitment, career development and retention across the partnership.

It has been recognised that CSH need assistance to drive this work forward and we are being supported by the NWS Alliance in helping us to achieve our collective ambitions.

As one of the key partners in the North West Surrey Alliance, CSH has been able to evidence the need for change and is leading a partnership programme to transform community services.





## Strategic Report for the year ended 31 March 2023 (continued)

### Principal activities and business review (continued)

In January 2023, the North West Surrey Alliance Board accepted a recommendation from a panel of partners to take up the option to extend our adults' contract for a further three years from the current end date in March 2024, taking us through to March 2027. You can learn more about the Alliance and its transformational aims at <https://www.northwestsurrey-alliance.org/>.

### Transformation and innovation

Since its creation as a standalone service in July 2021, our community phlebotomy service is now fully staffed and receives an average of 800 referrals each month, with a high compliance rate. These referrals would previously have been directed to community nurses and so allows them to concentrate on other tasks.

May 2022 saw the introduction of a new post in CSH, our lead practitioner for palliative and end of life care bringing a renewed focus, not just in community nursing but, across the whole of adult services.

In March 2022, we started the process of setting up an insulin team to address capacity issues in community nursing, whilst improving patient experience and outcomes.

Our community rehabilitation service has received excellent feedback from patients and their families and is a great example of collaborative working and patient-centred care.

You can read more about these new and enhanced services in our quality account on our website <https://www.cshsurrey.co.uk/about-us/governance/annual-reporting>.



### Children's services

CSH is part of the Children and Family Health Surrey (CFHS) partnership, led by Surrey and Borders Partnership NHS Foundation Trust. During the year, the partnership has been in discussions with commissioners regarding the contract and service model from March 2024. These discussions have taken longer than was hoped, which has caused uncertainty and challenges throughout 2022/23 for colleagues, and the children and families the partnership serves.

However, we have continued to develop and innovate, while providing high-quality care. A contract extension to March 2025 was confirmed and the CFHS partnership have been invited to tender for a new six-year contract, to 2031, with a potential for a further two-year extension.

Our community health early support service are experienced practitioners with multi-professional training and knowledge across health visiting, speech and language therapy and occupational therapy. Throughout the year they have found innovative ways to help support parents with their children's development, working with partner organisations in Surrey.

In March 2022, we started the process of setting up an insulin team to address capacity issues in community nursing, whilst improving patient experience and outcomes.

## Strategic Report for the year ended 31 March 2023 (continued)

### Principal activities and business review (continued)

Our 'Bump and Beyond' classes have been extremely popular, providing virtual group sessions from 28 weeks of pregnancy. Delivered by health visitors and community nursery nurses twice a month, it has received excellent feedback.

Mums and other health professionals can be certain they are getting good advice on looking after their baby after we were re-accredited as UNICEF UK Baby Friendly. The prestigious accolade is given to organisations who have demonstrated that they can provide practical and effective ways to improve the service they offer to mothers and babies, meeting set standards on feeding and caring for their babies.

Our specialist school nursing team was shortlisted for four Nursing Times awards for their project 'Better sleep: improving sleep outcome for children and young people with severe learning disabilities'.

The CFHS immunisation team protected more than 99,500 children across Surrey by giving them the nasal flu vaccine over the winter period and were one of the best-performing such services in the country.

Our outreach immunisation team target families who do not often engage in health services and find it challenging to attend appointments, giving them access to a range of vaccinations.

The Inclusion Health Team is a specialist team of healthcare professionals who provide community healthcare to Gypsy, Roma and Traveller communities, Showmen and Boaters, families in temporary, emergency accommodation and Asylum-Seeking families living in Surrey. A new webpage was launched to provide useful information and resources for these groups of people: <https://childrenshealthsurrey.nhs.uk/services/inclusion-health-team-supporting-gypsy-roma-and-traveller-showmen-and-boater-homeless-and-asylum-seeking-families>.

### Our people

The health and wellbeing of our employees continues to be a priority and during 2022/23 we focused on a number of important areas.

We are committed to embedding an inclusive culture in which all colleagues, patients (including relatives and carers), visitors and contractors feel that they belong, are valued, and are treated with dignity and respect.

CSH Surrey has been awarded Disability Confident Employer status by the Department for Work and Pensions. This award recognises our ongoing work to enhance the support provided to all our colleagues who are living with a disability, health condition, or have caring responsibilities. We have plans underway to progress to Level 3: Disability Confident Leader.



Our specialist school nursing team was shortlisted for four Nursing Times awards for their project 'Better sleep: improving sleep outcome for children and young people with severe learning disabilities'.

## Strategic Report for the year ended 31 March 2023 (continued)

### Principal activities and business review (continued)

We introduced health and wellbeing champions across CSH and established three staff networks, with each having a lead executive director. These meet regularly to share ideas, feedback, experiences, and concerns. The staff networks are Cultural and Ethnic Minorities & Allies; LGBTQ+ & Allies and Disability, Carers & Allies.

We were able to celebrate our annual 'STAR' awards, which had not been possible during the Covid pandemic restrictions on large social gatherings. These awards recognise the outstanding achievements of our staff across all professions and disciplines.

During November 2022, as part of health and wellbeing month, we raised particular awareness of the range of wellbeing support available for all colleagues, as well as special offers and benefits they can access.

### Use of technology

Our walk-in centres (WICs) had a challenging year with a national cyber-attack hitting their main clinical system and leaving them in business continuity for almost three months. No patient data was compromised and colleagues' efforts in continuing to run the service, with support from our digital team, throughout this period were remarkable.

With the previous patient record system contract due to end, we took the opportunity to move onto EMIS Web, a core CSH electronic patient record solution. This not only offered a significant saving but also gave the clinicians access to the EMIS Web community and the GP shared record, giving them a holistic view of a patient's history and thereby allowing a better-informed clinical experience for the patient.

In addition to EMIS Web, the WIC team also began using WASP, a NHS111 web access patient booking tool and DocMan, a messaging platform for sending discharge letters from clinicians directly to the patient's GP surgery electronically.



After identifying that a significant proportion of the CSH laptop and desktop hardware estate would not be compliant for the next version of Windows, coupled with exceeding their end-of-life expectancy, our digital services placed a successful bid for funding to replace the hardware through the NHSX Unified Tech Fund.

Workshops were run allowing clinicians to select their preferred devices, with deployment carried out between April - August 2022, leaving CSH with fully compliant and fit for purpose digital devices for all colleagues.

CSH Surrey provides a range of palliative care services and took the opportunity when asked to support the development, planning, deployment, and ongoing support of the EMIS Web for electronic patient records in the Woking and Sam Beare Hospices.

We were able to celebrate our annual 'STAR' awards, which had not been possible during the Covid pandemic restrictions on large social gatherings. These awards recognise the outstanding achievements of our staff across all professions and disciplines.



## Strategic Report for the year ended 31 March 2023 (continued)

### Principal activities and business review (continued)

Placed on the CSH Surrey EMIS enterprise solution, CSH were able to offer an inexpensive solution to host and support the hospice, drawing from a wealth of experience in CSH on deploying and supporting change in a digital environment.

The hospice went live in May 2023 and fully embraced the change from a paper-based to a digital patient record with 65 community-based staff moving to digital records with the strong support of the hospice leadership team. We were particularly heartened to see that they started to carry out digitally-led hand over sessions within the first four weeks. The hospice now has access to a EMIS Web shared care record with CSH and will soon be extending this to GP practices to give both primary care and the hospice a fuller holistic view of patients' records. The feedback from the hospice on this joint work has been very positive, and further joint opportunities are being explored.

In 2022/23 CSH services experienced 22,564 instances of patients not attending their appointment, with a significant proportion of these being because the patient forgot about the appointment or, no longer needed it but did not notify us in time to offer it to someone who did.

With the aim of reducing lost appointment slots, a text message reminder service has now been introduced, sending patients helpful reminders 48 hours before their appointment with information on how to contact the service if they are unable to attend. In conjunction with Healthwatch Surrey, a patient focus group was held to ensure we structure the message to best suit our patients, including the option to opt out. In addition, we will also be sending out links to patients to give feedback after their first and last appointment.

Although recruitment remains one of our biggest challenges, as it is across the NHS, we have seen a number of successful campaigns. We have held several jobs fairs, joining with the Royal College of Nursing (RCNi) at several of their national events, as well as holding our own local fairs to attract candidates

with different levels of skills and experience. We have recruited internationally, and worked with our partners in the North West Surrey Alliance. We have also grown our own talent, helping nurture and aid career progression through training and coaching programmes.

In accordance with requirements, CSH is registered with the Care Quality Commission (CQC) as an independent healthcare provider. The CQC carried out a planned inspection of our core services during summer 2022 under the well-led framework. In their subsequent report, published in November 2022, the CQC rated CSH Surrey as 'good' overall in its key lines of enquiry. CSH Surrey received a 'good' rating for the categories of safe, effective, caring, responsive, well-led and the combined 'quality and resource' rating. CSH also received 'outstanding' for caring in community health services for children and young people. You can read the full report online at <https://www.cqc.org.uk/provider/1-199797673>.



With the aim of reducing lost appointment slots, a text message reminder service has now been introduced, sending patients helpful reminders 48 hours before their appointment with information on how to contact the service if they are unable to attend.

## Strategic Report for the year ended 31 March 2023 (continued)

### Principal activities and business review (continued)

### Key Performance Indicators (KPIs)

CSH monitors its financial and non-financial performance through KPIs and some of the key measures are summarised below.

During 2022/23, we continued our focus on our organisational CARE values, as evidenced in our 2022 staff survey results, and the comparisons with the 2021 survey responses:

- **We care with Compassion: we look after each other, speak kindly and work collaboratively:**
  - 62% of colleagues often/always look forward to coming to work, the same as in 2021.
  - 79% believe their immediate manager takes a positive interest in their health and well-being, up from 71%.
  - 82% feel care of patients/service users is the organisation's top priority, up from 76%.
- **We take Accountability: we take responsibility, act with integrity, and speak with honesty:**
  - 88% of colleagues know what their work responsibilities are, up from 86%.
  - 83% of colleagues say their immediate manager encourages them at work, up from 74%.
- **We show Respect: we listen, value, trust and empower people and treat them with dignity:**
  - 81% of colleagues say they receive the respect they deserve from their colleagues at work, up from 77%.
- **We deliver Excellence: we are professional, aim high, value challenge, and never stop learning or innovating:**
  - 89% feel that their role makes a difference to patients/service users, the same as in 2021.



Further, 71% reported that if a friend/relative needed treatment they would be happy with the standard of care provided by the organisation, up from 69%. 57% of colleagues would recommend the organisation as a place to work, which although an improvement from the previous year's 52%, was disappointing and we seek to improve this through a range of measures in advance of the 2023 staff survey.

Providing quality services is paramount: full details of our non-financial KPIs can be found in our annual quality report, which is published on our website [www.cshsurrey.co.uk](http://www.cshsurrey.co.uk).

In November 2022, we launched our new CSH behaviours framework, which takes each of our existing four CARE values and provides practical examples of associated behaviours that we should all aim to follow in our daily working lives.

Providing quality services is paramount: full details of our non-financial KPIs can be found in our annual quality report, which is published on our website [www.cshsurrey.co.uk](http://www.cshsurrey.co.uk).

## Strategic Report for the year ended 31 March 2023 (continued)

### Principal activities and business review (continued)

This framework aims to help each of us to understand how our behaviours impact the culture of our teams, the wider organisation, partners, and the people we serve, so we can deliver outstanding patient care and experience. It sets out the 'essential' behaviours across all job roles and responsibility. However, there should be no barrier in achieving the higher levels. This means that there is nothing stopping every colleague at CSH from being 'accomplished' or a 'role model' in any or all of our values.

Most successful organisations have a behaviours framework running alongside the employment contract and job description, organisational policies, and individual performance and development reviews (PDR) and we are now working to embed this in our organisational culture.

We would like to thank everyone who has been involved in developing the framework, including The Voice, and look forward to seeing this embedded into everything we do.

### Freedom to Speak Up

CSH is committed to promoting an open and transparent culture across the organisation, so that all employees feel safe and confident to speak up about any concerns that they may have about patient care and organisational culture.

This commitment is supported by modelling the behaviours framework to promote a positive culture in the organisation: providing the resources required to deliver an effective Freedom to Speak Up function and having oversight to ensure the policy and procedures are being effectively implemented, such as a talk about Freedom to Speak Up providing awareness training for all new CSH employees.

The Freedom to Speak Up Guardian reports key themes and findings to the CSH executive team, and the CSH board via the putting people first committee. They also

communicate any relevant findings to the service leads, as well as those who can directly influence the situation, as appropriate. CSH has participated in the NHS staff survey, so that the issues that colleagues are dealing with can be assessed, understood and addressed where possible: recognising that some areas of colleagues' concerns are not within CSH's control to resolve.

### Key Performance Indicators (KPIs) (Continued)

Financial KPIs monitored on a monthly basis are:

- Delivering a financial surplus to invest in our people and the community, CSH had a pre-tax profit of £11,488 (2022 £20,218).
- Maintaining appropriate cash balances and investments to ensure that we meet our financial obligations. CSH cash flow from operations reflected an inflow of £2,839,342 following a decrease in debtor balances with cash at bank and in hand of £9,195,006 (2022: £10,297,651) at the financial year end. Cash balances including a £1,500,000 investment term deposit total £10,695,006 (2022: £10,297,651) at the financial year end.

Detailed monthly financial reports are presented and discussed by the executive team and subsequently the finance, digital and innovation committee, and then the CSH board. This ensures that key decision makers are kept up to date with progress and where appropriate correcting actions are discussed and agreed.

CSH is committed to promoting an open and transparent culture across the organisation, so that all employees feel safe and confident to speak up about any concerns that they may have about patient care and organisational culture.



## Strategic Report for the year ended 31 March 2023 (continued)

### Financial risk management objectives and policies

Financial risk is managed within the context of the risk management strategy which sets out the overarching framework for identifying, monitoring and mitigating risks. It focuses on the organisational, rather than individual, perspective and summarises our commitment to minimise risk to our stakeholders through a comprehensive selection of internal controls.

The audit and risk committee of the CSH board, holds delegated responsibility for the ongoing review of CSH assurance and risk management processes, advising the board of any areas of concern. All strategic and operational risks are weighted with regards to likelihood and potential impact (5 point scoring scale each, multiplied together). Those with a current score of 15 or above are escalated to the relevant board committee by the overseeing director or forum, or the executive team, for corporate oversight.

The principal financial risk facing CSH is that if it does not secure or maintain financial income, it will have insufficient cash flow funding to support and sustain the operational running of the business. Key factors in mitigating this risk include:

- CSH and NHS Surrey Heartlands ICB have reviewed the adults community services contract and increased the funding to reflect the importance of community services.
- Children services contract is secure to March 2025 at which point it will be due for retender.
- Brexit being assessed as having minimal impact to the financial sustainability and operations of business due to an immaterial effect on our supply chain.



In this context, therefore, the directors consider CSH Surrey's exposure to price, credit, liquidity and cash flow risk to be low. In addition, the information relating to the financial risk management objectives and policies are sufficient to provide assurance as to the assessment of the assets, liabilities, financial position and profit of the company. The directors will continue to review opportunities to deliver a high quality, efficient and effective health care service as well as growth through winning new contracts.

The principal financial risk facing CSH is that if it does not secure or maintain financial income, it will have insufficient cash flow funding to support and sustain the operational running of the business.

## Strategic Report for the year ended 31 March 2023 (continued)

### Section 172 Statement

The directors of CSH Surrey continue to have regard to the interests of patients, co-owners, commissioners and other stakeholders, including the impact of its activities on the community when making decisions. Acting in good faith and fairly between members, the directors consider what is most likely to promote the success of CSH Surrey for the long-term benefit of patients and the community which we serve.

The importance of giving due consideration to our stakeholders is not new. Stakeholder mapping is conducted on a regular basis with a view to identifying the impact of our decisions. The leadership teams take care to have regard to the likely consequences on all stakeholders of their decisions and actions. Where applicable, decisions are discussed with respective stakeholders so that they are fully understood and supported when taken.

Reports are regularly presented to the executive team on strategy, performance and key decisions taken seeking assurance that stakeholder interests have been considered. In this way the CSH board is formally advised about the views of stakeholders and uses this information to assess the impact of decisions on each stakeholder group as part of its own decision-making process.

### Co-owners (employees)

CSH is an employee-owned organisation, and places great emphasis on the representation and involvement of employees in decision making. There are several ways in which CSH engages with employees. These include through the annual NHS staff survey, staff app 'Blink' and weekly newsletter 'The Buzz'. Regular all staff meetings are held throughout the year, via MS Teams, where colleagues can hear directly from the CEO and members of the executive team and can put their questions to them. These are attended by 300-500 people.

The most notable aspect of employee engagement is The Voice, composed of a group of individuals, elected by their colleagues, who represent employee views and interests to the leadership. They attend key meetings of the executive team and board and have an influence on strategy and decision-making. One of The Voice's biggest activities during the year is in overseeing the annual Star Awards. These awards aim to recognise the outstanding achievements of all colleagues, across the full range of job roles. Summer 2022 saw these awards celebrated again, following the pandemic where social gatherings were prohibited.

### Clinical Commissioning Groups (CCGs)

CCGs were critical stakeholders responsible for purchasing the community services that we provide. We continued to build strong relationships with NHS Surrey Heartlands CCG, who became Surrey Heartlands Integrated Care Board (ICB) from 1 July 2022, holding regular contract review meetings to listen to and understand their needs, discuss operational and performance issues and agree ways to improve service provision in the long term.

Reports are regularly presented to the executive team on strategy, performance and key decisions taken seeking assurance that stakeholder interests have been considered.



## Strategic Report for the year ended 31 March 2023 (continued)

It is through these meetings that strategic intentions, service performance and reviews, new ways of working and funding implications are discussed. Evidence of our engagement with this stakeholder group includes CSH's active participation in the North West Surrey Alliance.

### Communities

CSH engages with the communities in which we operate to help understand issues that are important to them. We take an active role within the Social Enterprise UK organisation, attending many groups and seminars, working alongside other health care social enterprises, and with the North West Surrey Alliance.

We are proud to be one of the UK's Top 50 largest employee-owned organisations (number 14 in 2022).

We continue our commitment to invest any surpluses we make into initiatives that support our people and the local community.

### Partner organisations

Our vision is to be the organisation every partner aspires to work with. Key stakeholders in this aspect include Surrey and Borders Partnership NHS Foundation Trust, Epsom and St Helier University Hospitals NHS Trust, Ashford and St. Peter's Hospitals NHS Foundation Trust, First Community Health and Care, Surrey County Council and Borough Councils, primary care, and the local hospices among others. We have worked closely with these partners to deliver community healthcare services, engagement with CCGs (and their successor ICB) and local councils on continuous improvement. We continue to participate collectively in developing the health and social care strategy for the local health economy.

Our vision is to be the organisation every partner aspires to work with.



### Future developments

- From April 2022 the North West Surrey Alliance and the ICB have, with CSH, initiated a review of the core contract to ensure that service demand and capacity, skills, and delivery and interface with partner organisations, was aligned with demand pressures in key areas of community nursing, urgent care and bedded care. This has resulted in innovation, new pathways, new ways of delivering care and additional financial investment into the contract.
- Continue to deliver quality children's community services in partnership with key stakeholders and CFHS partners.
- Develop effective partnership working with commissioners, local healthcare leaders and other provider organisations and fully engage in the design and implementation of integrated health and social care in Surrey.
- Continue to actively explore additional revenue generating activity with existing and new commissioners and partners.
- From 1 July 2022, working with the new Surrey Downs Integrated Care Partnership and Surrey Heartlands Integrated Care Board.

This report was approved by the board and signed on its behalf on 5 December 2023

A handwritten signature in blue ink, appearing to read 'Steve Flanagan', written over a white background.

Steve Flanagan, CEO



# Directors' Report for the year ended 31 March 2023

The directors present their report and the financial statements for the year ended 31 March 2023 for Central Surrey Health Limited (CSH, the Company).

## Results and dividends

The surplus for the year, after taxation, amounted to £141,777 (2022 £3,166).

After retaining adequate cover for business risk, the retained profit will be reinvested in the improvement of nursing and therapy services or other activities which further the vision and mission of CSH. As a social enterprise, CSH does not distribute any of its profits or pay any dividends to shareholders, but is able to reinvest all of its retained profits back into the improvement of services for patients and service users.

## Directors

The directors who served during the year were:

Andrew Field (Chair)  
Stephen Flanagan  
Eileen Fiona Clark – appointed 1 March 2023  
Frances Davies  
John Machin  
Rasheed Meeran – appointed 1 April 2023  
Peter Lock – resigned 1 March 2023  
Caroline Shuldham – resigned 31 March 2023

As a social enterprise, CSH does not distribute any of its profits or pay any dividends to shareholders, but is able to reinvest all of its retained profits back into the improvement of services for patients and service users.

## Statement of directors' responsibilities

The directors are responsible for preparing the strategic report, the directors' report and the financial statements in accordance with applicable law and regulations.

Company law requires the directors to prepare financial statements for each financial year. Under that law, the directors have elected to prepare the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland'. Under company law the directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the company and of the profit or loss of the company for that period.

In preparing these financial statements, the directors are required to:

- select suitable accounting policies for the company's financial statements and then apply them consistently;
- make judgments and accounting 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 company will continue in business.

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

## Director's Report for the year ended 31 March 2023 (continued)

### Statement of directors' responsibilities (continued)

### Qualifying third-party indemnity provisions

The company maintains appropriate directors' and officers' liability insurance on behalf of the directors and company secretary. In addition, individual qualifying third-party indemnities are given to the directors and company secretary which comply with the provisions of Section 234 of the Companies Act 2006 and were in force throughout the year and up to the date of signing the annual report and financial statements.

### Disabled employees

The company gives full consideration to applications for employment from disabled persons where the requirements of the role can be adequately fulfilled by a disabled person. Where existing co-owners become disabled, it is the company's policy wherever practicable to provide continuing employment under normal terms and conditions.

CSH Surrey has been awarded Disability Confident Employer status by the Department for Work and Pensions. This award recognises our ongoing work to enhance the support provided to all our colleagues who are living with a disability, health condition, or have caring responsibilities. This includes:

- Our Disability, Carer, and Allies staff network
- Our CSH Health Passport
- Growing a partnership with Surrey Choices
- Bespoke one-to-one sessions and team workshops run by the staff wellbeing and inclusion team
- Promotion of recording working carer and inclusion data on our Employee Staff Record system (ESR).

CSH Surrey has been awarded Disability Confident Employer status by the Department for Work and Pensions.



## Director's Report for the year ended 31 March 2023 (continued)

### Statement of directors' responsibilities (continued)

As we continue our journey to becoming a Disability Confident Leader, we recognise there is still much work to be done, but that together, each and every one of us can help ensure that CSH is fully inclusive.

### Co-owner involvement and future developments

The co-ownership model is key to the success of the organisation. Co-owners are represented on a co-ownership council called The Voice across both clinical and non-clinical areas. The Voice appoints a non-executive director as a CSH board representative. The Voice holds the board to account and works with the directors to help ensure that CSH meets its strategic aims.

The company has four 'guardian' shareholders who were appointed to represent co-owners in the ownership of the organisation. A guardian trust, Central Surrey Health Trustee Limited exists to oversee these guardian shareholders with the trustees charged with promoting the best interests of the employees in accordance with CSH's aims and objectives as a social enterprise.

The five-year strategic plan has been reviewed and updated and CSH continues to seek to develop effective partnerships with organisations in health and other sectors, with the focus on making significant differences in the health of local communities and in particular to those disadvantaged areas where there are identified health inequalities.

The co-ownership model is key to the success of the organisation. Co-owners are represented on a co-ownership council called The Voice across both clinical and non-clinical areas.

### Sustainability report

CSH Surrey developed our [Green Plan](#) this year, with the support of Care Without Carbon, which was approved by the CSH board before being published on our website in February 2023. The Green Plan outlines how we are working towards becoming a more sustainable healthcare provider and integrating sustainability into all aspects of our work to reach Net Zero Carbon by 2040. The CSH Surrey Green Plan aims to:

- Reduce environmental impact: delivering care that is Net Zero Carbon, minimising our impact on the environment and respecting natural resources.
- Improve wellbeing: supporting the health and wellbeing of our patients, children, young people and families, colleagues and communities.
- Invest in the future: making best value of our financial and other resources through forward-thinking and sustainable decision-making.

We are currently developing our detailed delivery plan for the 2023-24 financial year.

The company has not consumed more than 40,000 kWh of energy within the year and as such qualifies as a low energy user and is exempt from further disclosure.

### Post-balance sheet events

The commissioners of the Children and Family Health Surrey Contract have exercised their option to further extend the contract by 12 months to 31st March 2025, with the extension flowing to CSH Surrey.





## Director's Report for the year ended 31 March 2023 (continued)

### Statement of directors' responsibilities (continued)

### Disclosure of information to auditors

Each of the persons who are directors at the time when this directors' report is approved has confirmed that:

- so far as the director is aware, there is no relevant audit information of which the company's auditors are unaware; and
- the director has taken all the steps that ought to have been taken as a director in order to be aware of any relevant audit information and to establish that the company's auditors are aware of that information.

### Auditors

The auditor, BDO LLP, will be proposed for reappointment in accordance with Section 485 of the Companies Act 2006.

This report was approved by the board and signed on its behalf on 5 December 2023



Steve Flanagan  
CEO



# Independent auditor's report to the members of Central Surrey Health Limited

## Opinion on the financial statements

In our opinion the financial statements:

- give a true and fair view of the state of the Company's affairs as at 31 March 2023 and of its profit 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.

We have audited the financial statements of Central Surrey Health Limited ("the Company") for the year ended 31 March 2023 which comprise the statement of income and retained earnings, statement of financial position, statement of cashflows and 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).

## 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 financial statements section of our report. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

## Independence

We are independent of the Company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements.

## Conclusions relating to going concern

In auditing the financial statements, we have concluded that the directors' 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 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 directors with respect to going concern are described in the relevant sections of this report.

## Independent auditor's report to the members of Central Surrey Health Limited (continued)

### Other information

The directors are responsible for the other information. The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, 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.

### Other Companies Act 2006 reporting

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the strategic report and the directors' report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the directors' report have been prepared in accordance with applicable legal requirements.

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 Strategic report or the Directors' 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 Directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.





## Independent auditor's report to the members of Central Surrey Health Limited (continued)

### Responsibilities of directors

As explained more fully in the Statement of Directors' Responsibilities, the directors 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 directors 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 Directors are responsible for assessing the Company'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 Directors either intend to liquidate the 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.

*Extent to which the audit was capable of detecting irregularities, including fraud*

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:

- we obtained an understanding of the legal and regulatory frameworks and the company's compliance through discussions with management and our review of board minutes, including consideration of known or suspected instances of non-compliance with laws and regulations and fraud;
- we assessed the susceptibility of the company's financial statements to material misstatement, including how fraud might occur by meeting with management to understand where it is considered there was a susceptibility of fraud;
- we sample tested manual journal entries, in particular journals entries posted with unusual characteristics;
- we sample tested revenue transactions and manual journals posted to revenue to ensure revenue was appropriately recognised in terms of UK GAAP and that there was no evidence of management override of fraud; and
- we challenged assumptions made by management in their significant accounting estimates and judgements.

## Independent auditor's report to the members of Central Surrey Health Limited (continued)

Our audit procedures were designed to respond to risks of material misstatement in the financial statements, recognising that the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery, misrepresentations or through collusion. There are inherent limitations in the audit procedures performed and the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely we are to become aware of it.

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 Company's members, 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 Company's members those matters we are required to state to them in an auditor's 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 Company and the Company's members as a body, for our audit work, for this report, or for the opinions we have formed.

*Mark Hutton*

Mark Hutton (Senior Statutory Auditor)  
For and on behalf of BDO LLP, Statutory Auditor  
Guildford, UK.

7 December 2023

BDO LLP is a limited liability partnership registered in England and Wales (with registered number OC305127).



# Statement of income and retained earnings for the year ended 31 March 2023

	Note	2023 £	2022 £
Turnover	4	73,291,675	79,031,284
Cost of sales		<u>(61,101,955)</u>	<u>(66,642,221)</u>
<b>Gross profit</b>		<b>12,189,720</b>	<b>12,389,063</b>
Administrative expenses		<u>(12,178,232)</u>	<u>(12,368,845)</u>
<b>Operating profit</b>	5	<b>11,488</b>	<b>20,218</b>
Interest receivable and similar income		-	-
<b>Profit before tax</b>		<b>11,488</b>	<b>20,218</b>
Credit / (Charge) on profit	8	<u>130,289</u>	<u>(17,052)</u>
<b>Profit after tax</b>		<b>141,777</b>	<b>3,166</b>
Retained earnings at the beginning of the year		<u>2,376,175</u>	<u>2,373,009</u>
		<b>2,376,175</b>	<b>2,373,009</b>
Profit/(Loss) for the year		<u>141,777</u>	<u>3,166</u>
<b>Retained earnings at the end of the year</b>		<b>2,517,952</b>	<b>2,376,175</b>

The notes on pages 29 to 42 form part of these financial statements.



# Statement of financial position for the year ended 31 March 2023

	Note	2023 £	2022 £
<b>Fixed assets</b>			
Intangible assets	9	1,900,652	2,217,079
Tangible assets	10	2,939,731	1,687,808
Investments	11	-	2
<b>Total fixed assets</b>		<b>4,840,383</b>	<b>3,904,889</b>
<b>Current assets</b>			
Debtors: amounts falling due within one year	12	2,881,569	8,051,362
Investments	13	1,500,000	-
Cash at bank and in hand	14	9,195,006	10,297,651
<b>Total current assets</b>		<b>13,576,575</b>	<b>18,349,013</b>
Creditors: amounts falling due within one year	15	(15,857,386)	(19,705,818)
<b>Net current liabilities</b>		<b>(2,280,811)</b>	<b>(1,356,805)</b>
<b>Total assets less current liabilities</b>		<b>2,559,572</b>	<b>2,548,084</b>
Deferred Tax	16	(41,619)	(171,908)
<b>Net assets</b>		<b>2,517,953</b>	<b>2,376,176</b>
<b>Capital and reserves</b>			
Called up share capital	19	1	1
Profit and loss account		2,517,952	2,376,175
<b>Total capital and reserves</b>		<b>2,517,953</b>	<b>2,376,176</b>

The notes on pages 29 to 42 form part of these financial statements.

The financial statements were approved and authorised for issue by the board and were signed on its behalf on 5 December 2023



**Steve Flanagan**  
CEO

# Statement of cash flows for the year ended 31 March 2023

	2023	2022
	£	£
<b>Cash flows from operating activities</b>		
Profit / (Loss) for the financial year	141,777	3,166
<b>Adjustments for:</b>		
Depreciation of tangible assets	723,658	630,025
Amortisation of intangible assets	517,562	481,637
Loss on disposal of investment	2	-
Impairment of tangible assets	25,429	-
Interest received	-	-
Taxation (credit) / charge	(130,289)	17,052
Decrease / (increase) in debtors	5,169,793	2,929,388
(Decrease) / increase in creditors	(3,608,590)	(5,677,064)
Corporation tax paid/received	-	-
<b>Net cash generated from / (used in) from operating activities</b>	<u>2,839,342</u>	<u>(1,615,796)</u>
<b>Cash flows from investing activities</b>		
Purchase of tangible fixed assets	(1,967,595)	(177,063)
Purchase of intangible fixed assets	(201,135)	(371,031)
Short term cash deposit	(1,500,000)	-
Interest received	-	-
Cash received from short term cash deposits	-	-
<b>Net cash used in investing activities</b>	<u>(3,668,730)</u>	<u>(548,094)</u>
<b>Cash flows from financing activities</b>		
Repayment of finance leases	(273,257)	(226,511)
<b>Net cash used in financing activities</b>	<u>(273,257)</u>	<u>(226,511)</u>
<b>Net (decrease) / increase in cash and cash equivalents</b>	<u>(1,102,645)</u>	<u>(2,390,401)</u>
Cash and cash equivalents at beginning of year	<u>10,297,651</u>	<u>12,688,052</u>
<b>Cash and cash equivalents at the end of year</b>	<u>9,195,006</u>	<u>10,297,651</u>
<b>Cash and cash equivalents at the end of year comprise:</b>		
Cash at bank and in hand	<u>9,195,006</u>	<u>10,297,651</u>
	<u>9,195,006</u>	<u>10,297,651</u>

The notes on pages 29 to 42 form part of these financial statements.

# Notes to the Financial Statements

## 1. General information

Central Surrey Health Limited is a private company limited by shares and is incorporated and domiciled in England with registration number 05700920.

The registered office is Dukes Court, Duke Street, 4th Floor, Woking, Surrey, GU21 5BH.

## 2. Accounting policies

### 2.1 Basis of preparation of financial statements

The financial statements have been prepared under the historical cost convention unless otherwise specified within these accounting policies and in accordance with Financial Reporting Standard 102, the Financial Reporting Standard (FRS) applicable in the UK and the Republic of Ireland, and the Companies Act 2006.

The preparation of financial statements in compliance with FRS 102 requires the use of certain critical accounting estimates. It also requires management to exercise judgment in applying the company's accounting policies (see note 3).

The financial statements are prepared in sterling, which is the functional currency of the entity. The following principal accounting policies have been applied:

### 2.2 Going concern

CSH are in a seven-year contract with NHS Surrey Heartlands CCG, and its successor Surrey Heartlands Integrated Care Board, to deliver adult services until March 2024 with a three-year extension to March 2027.

CSH also has a contract with Surrey and Borders Partnership NHS Foundation Trust delivering the Children and Family Health Surrey (CFHS) contract. The commissioners have exercised their option to extend the contract until March 2025, with this extension flowing to CSH as a result. The CFHS partnership have been invited to tender for a new six-year contract, to 2031, with a potential for a further two-year extension. Contract award is anticipated to be August 2024.

CSH has carried out a provisional review of its organisation should the business not be successful in retaining the CFHS contract and whilst challenging, the board believes that CSH would be a going concern in this event.

CSH has commenced an efficiency programme, looking at its support costs and has already served notice on its clinical support and training centre in Woking with a view to moving to smaller accommodation.

CSH generated a pre-tax surplus and positive operating cash flows for the financial year whilst continuing to deliver within a national healthcare landscape that is focused on delivering savings. The directors have reviewed and challenged the organisation's forecasted income, expenditure, contract delivery and associated cash flows for the 12 months following approval of these financial statements and have concluded that CSH will have sufficient cash flow available to continue to trade as a going concern for a period of at least 12 months from the date of these financial statements and therefore have prepared these financial statements on a going concern basis.

### 2.3 Revenue recognition

The turnover shown in the statement of income and retained earnings represents the value of services provided in the year.

Turnover is recognised in the financial statements to the extent that the company fulfilled its contractual obligations to the client through the supply of therapy and community nursing services and where appropriate excludes VAT.

### 2.4 Intangible and tangible fixed assets

#### *Tangible fixed assets*

Tangible fixed assets are stated at historical cost less accumulated depreciation and any accumulated impairment losses. Historical cost includes expenditure that is directly attributable to bringing the asset to the location and condition necessary for it to be capable of operating in the manner intended.



## Notes to the Financial Statements (continued)

### 2.4 Intangible and tangible fixed assets (continued)

Repairs and maintenance associated with tangible fixed assets are charged to profit or loss during the period in which they are incurred.

#### *Intangible fixed assets*

Intangible fixed assets include software which is deemed as not critical for hardware to operate, but assets which generate future economic benefits, and the cost can be reliably measured. Intangible fixed assets are stated at historical cost less accumulated depreciation and any accumulated impairment losses. The useful economic life of intangible software ranges between five to eight years, and is reviewed regularly to make sure that it continues to remain capable of operating in the manner intended.

#### *Depreciation and amortisation*

Depreciation and amortisation are charged so as to allocate the cost of assets less their residual value over their estimated useful lives, using the straight-line method.

Depreciation is provided on the following basis:

Medical equipment	-	three years
Fixtures and fittings	-	four years
Computer equipment	-	five years
Estates refurbishment	-	the term of the lease
Software	-	five to eight years

At each reporting date the company assesses whether there is any indication of impairment. If such indication exists, the recoverable amount of the asset is determined which is the higher of its fair value less costs to sell and its value in use. An impairment loss is recognised in the statement of income and retained earnings where the carrying amount exceeds the recoverable amount.

Gains and losses on disposals are determined by comparing the proceeds with the carrying amount

and are recognised in the statement of income and retained earnings.

### 2.5 Cash and cash equivalents

Cash is represented by cash in hand and deposits with financial institutions repayable without penalty on notice of not more than 24 hours. Cash equivalents are highly liquid investments that mature in no more than three months from the date of acquisition and that are readily convertible to known amounts of cash with insignificant risk of change in value.

### 2.6 Financial instruments

The company only enters into basic financial instrument transactions that result in the recognition of financial assets and liabilities like trade and other debtors and creditors and loans banks and other third parties.

Debt instruments (other than those wholly repayable or receivable within one year), including loans and other accounts receivable and payable, are initially measured at present value of the future cash flows and subsequently at amortised cost using the effective interest method. Debt instruments that are payable or receivable within one year, typically trade debtors and creditors, are measured, initially and subsequently, at the undiscounted amount of the cash or other consideration expected to be paid or received. However, if the arrangements of a short-term instrument constitute a financing transaction, like the payment of a trade debt deferred beyond normal business terms or financed at a rate of interest that is not a market rate or, in the case of an out-right short-term loan not at market rate, the financial asset or liability is measured, initially, at the present value of the future cash flow discounted at a market rate of interest for a similar debt instrument and subsequently amortised cost.

Financial assets that are measured at cost and amortised cost are assessed at the end of each reporting period for objective evidence of impairment. If objective evidence of impairment is found, an impairment loss is recognised in the statement of income and retained earnings.

## Notes to the Financial Statements (continued)

### 2.6 Financial instruments (continued)

For financial assets measured at amortised cost, the impairment loss is measured as the difference between an asset's carrying amount and the present value of estimated cash flows discounted at the asset's original effective interest rate. If a financial asset has a variable interest rate, the discount rate for measuring any impairment loss is the current effective interest rate determined under the contract.

For financial assets measured at cost less impairment, the impairment loss is measured as the difference between an asset's carrying amount and best estimate of the recoverable amount, which is an approximation of the amount that the company would receive for the asset if it were to be sold at the reporting date.

Financial liabilities and equity are classified according to the substance of the financial instrument's contractual obligations, rather than the financial instrument's legal form. Financial liabilities are initially measured at transaction price (after deducting transaction costs) and subsequently held at amortised cost.

Financial assets and liabilities are offset, and the net amount reported in the statement of financial position when there is an enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

### 2.7 Leases

Assets held under finance leases, hire purchase contracts and other similar arrangements, which confer rights and obligations similar to those attached to owned assets, are capitalised as tangible fixed assets at the fair value of the leased assets (or, if lower, the present value of the minimum lease payments as determined at the inception of the lease) and are depreciated over the shorter of the lease terms and their useful lives. The capital elements of future lease obligations are recorded as liabilities, while the interest elements are charged

to the statement of income and retained earnings over the period of the leases to produce a constant periodic rate of interest on the remaining balance of the liability.

Rentals under operating leases are charged on a straight-line basis over the lease term, even if the payments are not made on such a basis. Benefits received and receivable as an incentive to sign an operating lease are similarly spread on a straight-line basis over the lease term.

### 2.8 Provisions

Provisions are recognised when the entity has an obligation at the reporting date as a result of a past event, it is probable that the entity will be required to transfer economic benefits in settlement and the amount of the obligation can be estimated reliably. Provisions are recognised as a liability in the statement of financial position and the amount of the provision as an expense.

Provisions are initially measured at the best estimate of the amount required to settle the obligation at the reporting date and subsequently reviewed at each reporting date and adjusted to reflect the current best estimate of the amount that would be required to settle the obligation. Any adjustments to the amounts previously recognised are recognised in profit or loss unless the provision was originally recognised as part of the cost of an asset. When a provision is measured at the present value of the amount expected to be required to settle the obligation, the unwinding of the discount is recognised as a finance cost in profit or loss in the period it arises.

### 2.9 Defined benefit scheme

The organisation is a member of the NHS pension scheme which is an unfunded final salary scheme administered by the Pensions Agency. As the company cannot separately identify its share of assets and liabilities, contributions which are paid for staff who are members of the scheme are charged to the statement of income and retained earnings as incurred. Refer to note 17 for further details on the scheme.

## Notes to the Financial Statements (continued)

### 2.10 Current and deferred taxation

The tax charge for the year comprises current and deferred tax. Tax is recognised in the statement of income and retained earnings, except that a charge attributable to an item of income and expense recognised as other comprehensive income or to an item recognised directly in equity is also recognised in other comprehensive income or directly in equity, the respective current income tax charge is calculated on the basis of tax rates and laws that have been enacted or substantively enacted by the reporting date in the countries where the company operates and generates income.

Deferred tax balances are recognised in respect of all timing differences that have originated but not reversed by the statement of financial position date, except that:

- the recognition of deferred tax assets is limited to the extent that it is probable that they will be recovered against the reversal of deferred tax liabilities or other future taxable profits; and
- any deferred tax balances are reversed if and when all conditions for retaining associated tax allowances have been met.

Deferred tax balances are not recognised in respect of permanent differences except in respect of business combinations, when deferred tax is recognised on the differences between the fair values of assets acquired and the future tax deductions available for them and the differences between the fair values of liabilities acquired and the amount that will be assessed for tax. Deferred tax is determined using tax rates and laws that have been enacted or substantively enacted by the reporting date.

### 3. Judgments in applying accounting policies and key sources of estimation uncertainty

The preparation of the financial statements requires the company to make estimates, judgments and estimates that affect the reported amounts of assets, liabilities, revenues and expenses, and related disclosure of contingent assets, and liabilities. The directors base their estimates on historical experience and various other assumptions that they believe are reasonable under the circumstances, the results of which form the basis for making judgments about the carrying value of assets and liabilities that are not readily apparent from other sources. Actual results may differ from these estimates under different assumptions or conditions.

#### *Tangible and intangible fixed assets*

Tangible and intangible fixed assets are depreciated over their useful lives taking into account residual values, where appropriate. The actual lives of the assets and residual values are assessed annually and may vary depending on a number of factors. In re-assessing asset lives, factors such as maintenance programmes are taken into account. Residual value assessments consider issues such as future market conditions, the remaining life of the asset and projected disposal values.

#### *Property accruals*

The directors establish accruals relating to rent and facilities management based on reasonable estimates. Factors considered in determining the accruals are based on previous contractual terms and discussions held with counterparties up to the balance sheet date. The value of the accrual is reviewed annually.



## Notes to the Financial Statements (continued)

### 4. Turnover

Analysis by business contract:

	2023	2022
	£	£
North West Surrey Adults Contract	34,252,176	30,178,419
Children and Family Health Surrey Contract	34,169,261	30,894,386
Covid-19 Funding	590,651	4,265,229
Other	<u>4,279,587</u>	<u>13,693,250</u>
	<b>73,291,675</b>	<b>79,031,284</b>

Analysis of turnover by country of destination:

	2023	2022
	£	£
United Kingdom	<u>73,291,675</u>	<u>79,031,284</u>
	<b>73,291,675</b>	<b>79,031,284</b>

### 5. Operating profit

The operating profit is stated after charging:

	2023	2022
	£	£
Depreciation of tangible fixed assets	482,349	387,594
Amortisation of intangible fixed assets	517,562	481,637
Depreciation on assets under hire purchase	241,309	242,429
Loss on disposal of Investment	2	-
Impairment of tangible assets	25,429	-
Fees payable to the company's auditor and its associates for the audit of the company's annual financial statements.	84,893	65,190
Auditor's remuneration for other services	5,607	5,700

## Notes to the Financial Statements (continued)

### 6. Employees

Staff costs, including directors' remuneration, were as follows:

	2023	2022
	£	£
Wages and salaries	45,871,470	50,275,098
Social security costs	3,552,774	3,915,559
Cost of defined contribution scheme	4,617,666	5,236,329
	<u>54,041,910</u>	<u>59,426,986</u>

A defined contribution pension scheme is operated by the company on behalf of the employees. The assets of the scheme are held separately from those of the group in an independently administered fund. The pension charge represents contributions payable by the company to the fund and amounted to £4,617,666 (2022: £5,236,329). Contributions amounting to £614,677 (2022: £615,806) were payable to the fund at year end and are included in creditors.

The average monthly number of employees, including the directors, during the year was as follows:

	2023	2022
	No.	No.
Staff	1,262	1,520
Executive directors	5	6
	<u>1,267</u>	<u>1,526</u>

### 7. Directors' remuneration

	2023	2022
	£	£
Directors' emoluments	276,119	281,509
Company contributions to defined benefit pension schemes	35,238	33,915
	<u>311,357</u>	<u>315,424</u>

During the year, no retirement benefits were accruing at year end for directors (for 2022 this was £nil) in respect of defined contribution pension schemes.

The highest paid director received remuneration of £233,463 (2022 - £232,298) inclusive of employer's national insurance costs and employer's pension.

The value of the company's contributions paid to a defined benefit pension scheme in respect of the highest paid director amounted to £35,238 (2022 - £33,915)

### Key management personnel

The total remuneration for key management personnel for the year totalled £1,310,400 (2021 - £1,327,719).

## Notes to the Financial Statements (continued)

### 8. Taxation

	2023	2022
	£	£
<b>Corporation tax</b>		
Current tax on profits for the year	-	-
Adjustments in respect of prior years	-	(474)
Total current tax	<u>-</u>	<u>(474)</u>
<b>Deferred tax</b>		
Origination and reversal of timing differences	(130,313)	(16,435)
Adjustments in respect of prior years	24	(7,297)
Effect of tax rate change on opening balance	-	41,258
Total deferred tax	<u>(130,289)</u>	<u>17,526</u>
Taxation (credit) / charge on profit on ordinary activities	<u>(130,289)</u>	<u>17,052</u>

### Factors affecting tax (credit/charge) for the year

	2023	2022
	£	£
Profit on ordinary activities before tax	<u>11,488</u>	<u>20,218</u>
Profit on ordinary activities multiplied by standard rate of corporation tax in the UK of 19%	2,183	3,841
<b>Effects of:</b>		
Adjustments to tax (credit) / charge in respect of prior periods	-	(474)
Adjustments to tax (credit) / charge in respect of prior periods – deferred tax	24	(7,297)
Fixed asset timing differences	(101,227)	(23,498)
Expenses not deductible for tax purposes	6	3,221
Remeasurement of deferred tax for changes in tax rates	(31,275)	41,259
<b>Total tax (credit) / charge for the year</b>	<u>(130,289)</u>	<u>17,052</u>



## Notes to the Financial Statements (continued)

### 8. Taxation (continued)

Factors that may affect future tax charges

From 1 April 2023, the main corporation tax rate will increase from 19% to 25% on profits over £250,000. The rate for small profits under £50,000 will remain at 19%. Where the company's profits fall between £50,000 and £250,000, the lower and upper limits, it will be able to claim an amount of marginal relief providing a gradual increase in the corporation tax rate. This may increase the company's future tax charge accordingly.

### 9. Intangible Assets

	Software	Total
<b>Cost or valuation</b>	£	£
At 1 April 2022	3,244,008	3,244,008
Additions	201,135	201,135
Disposals	-	-
<b>At 31 March 2023</b>	<b>3,445,143</b>	<b>3,445,143</b>
<b>Amortisation</b>		
At 1 April 2022	1,026,929	1,026,929
Charge for the year	517,562	517,562
Disposals	-	-
<b>At 31 March 2023</b>	<b>1,544,491</b>	<b>1,544,491</b>
<b>Net book value</b>		
<b>At 31 March 2023</b>	<b>1,900,652</b>	<b>1,900,652</b>
At 31 March 2022	2,217,079	2,217,079

## Notes to the Financial Statements (continued)

### 10. Tangible Fixed Assets

	Medical Equipment	Computer Equipment Fixtures & Fittings	Estates Refurbishment	Total
	£	£	£	£
<b>Cost or valuation</b>				
At 1 April 2022	202,385	1,726,950	1,212,897	3,142,232
Additions	58,329	1,942,681	-	2,001,010
Impairment	-	-	(25,429)	(25,429)
<b>At 31 March 2023</b>	<b>260,714</b>	<b>3,669,631</b>	<b>1,187,468</b>	<b>5,117,813</b>
<b>Amortisation</b>				
At 1 April 2022	157,227	593,296	703,901	1,454,424
Charge for the year	33,624	569,159	120,875	723,658
<b>At 31 March 2023</b>	<b>190,851</b>	<b>1,162,455</b>	<b>824,776</b>	<b>2,178,082</b>
<b>Net book value</b>				
<b>At 31 March 2023</b>	<b>69,863</b>	<b>2,507,176</b>	<b>362,692</b>	<b>2,939,731</b>
At 31 March 2022	45,158	1,133,654	508,996	1,687,808

The net book value of tangible fixed assets for the company includes an amount of £553,574 (2022 - £794,883) in respect of assets held under finance leases and hire purchase contracts.

Such assets are generally classified as finance leases as the rental period amounts to the estimated useful economic life of the assets concerned and often the company has the right to purchase the assets outright at the end of the minimum lease term by paying a nominal amount. The depreciation charged in the year in respect of such assets amounted to £241,309 (2022 - £242,429).

## Notes to the Financial Statements (continued)

### 11. Investments

	Investments in subsidiary companies
	£
<b>Cost or valuation</b>	
At 1 April 2022	2
Additions	-
Disposals	(2)
<b>At 31 March 2023</b>	<u>-</u>

### Subsidiary undertakings

The following were subsidiary undertakings of the company:

Name	Class of Shares	Holding	Principle Activity
CSH Homecare Limited	Ordinary shares	100%	Dissolved

CSH Homecare Limited did not trade in the year and was dissolved 21st June 2022.

The registered office of CSH Homecare Limited was Dukes Court, Duke Street, 4th Floor, Woking, GU21 5BH

The aggregate of the share capital and reserves as at 31 March 2023 and of the profit or loss for the year ended on that date for the subsidiary undertakings was nil.

### 12. Debtors

	2023	2022
	£	£
Trade debtors	1,272,530	5,535,225
Other debtors including tax debtor	48,978	1,528,018
Corporation tax	747	-
Prepayments and accrued income	1,559,314	988,119
	<u>2,881,569</u>	<u>8,051,362</u>

### 13. Investments

	2023	2022
	£	£
Fixed Term Deposit Account	1,500,000	-
	<u>1,500,000</u>	<u>-</u>



## Notes to the Financial Statements (continued)

### 14. Cash and cash equivalents

	2023	2022
	£	£
Cash at bank and in hand	9,195,006	10,297,651
	<u>9,195,006</u>	<u>10,297,651</u>

### 15. Creditors amounts falling due within one year

	2023	2022
	£	£
Trade creditors	2,219,464	2,312,350
Other taxation and social security	846,228	939,466
Obligations under finance lease and hire purchase contracts	565,166	805,008
Other creditors	615,466	664,808
Accruals and deferred income	11,611,062	14,984,186
	<u>15,857,386</u>	<u>19,705,818</u>

### 16. Deferred taxation

	2023
	£
At beginning of year	171,908
Credited to profit or loss	130,289
<b>At end of year</b>	<u><b>41,619</b></u>

The deferred tax liability is made up as follows:

	2023	2022
	£	£
Fixed asset and short term timing differences	41,619	171,908
	<u>41,619</u>	<u>171,908</u>

## Notes to the Financial Statements (continued)

### 17. Employee benefits

Past and present employees are covered by the provisions of the two NHS Pension Schemes.

Details of the benefits payable and rules of the schemes can be found on the NHS Pensions website at [www.nhsbsa.nhs.uk/pensions](http://www.nhsbsa.nhs.uk/pensions). Both are unfunded defined benefit schemes that cover NHS employers, GP practices and other bodies, allowed under the direction of the Secretary of State for Health and Social Care in England and Wales. They are not designed to be run in a way that would enable NHS bodies to identify their share of the underlying scheme assets and liabilities. Therefore, each scheme is accounted for as if it were a defined contribution scheme: the cost to the NHS body of participating in each scheme is taken as equal to the contributions payable to that scheme for the accounting period.

In order that the defined benefit obligations recognised in the financial statements do not differ materially from those that would be determined at the reporting date by a formal actuarial valuation, the financial reporting manual (FReM) requires that "the period between formal valuations shall be four years, with approximate assessments in intervening years". An outline of these follows:

#### a) Accounting valuation

A valuation of scheme liability is carried out annually by the scheme actuary (currently the Government Actuary's Department) as at the end of the reporting period. This utilises an actuarial assessment for the previous accounting period in conjunction with updated membership and financial data for the current reporting period and is accepted as providing suitably robust figures for financial reporting purposes. The valuation of the scheme liability as at 31 March 2023, is based on valuation data as at 31 March 2016, updated to 31 March 2023 with summary global member and accounting data. In undertaking this actuarial assessment, the methodology prescribed in IAS 19, relevant FReM interpretations, and the discount rate prescribed by HM Treasury have also been used.

The latest assessment of the liabilities of the scheme is contained in the report of the scheme actuary, which forms part of the annual NHS Pension Scheme Accounts. These accounts can be viewed on the NHS Pensions website and are published annually. Copies can also be obtained from The Stationery Office.

#### b) Full actuarial (funding) valuation

The purpose of this valuation is to assess the level of liability in respect of the benefits due under the schemes (taking into account recent demographic experience), and to recommend contribution rates payable by employees and employers.

The latest actuarial valuation undertaken for the NHS Pension Scheme was completed as at 31 March 2016. The results of this valuation set the employer contribution rate payable from April 2019 to 20.6%, and the scheme regulations were amended accordingly.

The 2016 funding valuation was also expected to test the cost of the Scheme relative to the employer cost cap set following the 2012 valuation, however, on 30 January 2019 the Government announced a pause to the cost control mechanism which was to form part of the valuation. This was due to the Court of Appeal in December 2018 relating to the transitional protection offered to some members in the 2015 pension reforms. On 4 February 2021, the Government announced that the cost cap mechanism calculations would be completed allowing for the transitional protection remedy costs.

#### Defined benefit scheme

The amount recognised in profit or loss as an expense in relation to the NHS Pension Scheme plans was £4,599,575 (2022: £5,217,683).

## Notes to the Financial Statements (continued)

### 18. Financial instruments

Financial assets measured at amortised cost comprise trade and other debtors, accrued income, investment on deposit and cash and cash equivalents less non-financial assets prepayments.

Financial liabilities measured at amortised cost comprise trade and other creditors, hire purchase liabilities and accruals less non-financial assets deferred income.

The company has no financial assets or financial liabilities recorded at fair value through profit and loss or fair value through other comprehensive income.

### 19. Share Capital

	2023	2022
	£	£
<b>Allotted, called up and fully paid</b>		
4 (2022 - 4) Ordinary shares of £0.25 each	<u>1</u>	<u>1</u>

Each shareholder shall only have one vote, even if more than one share is held. No share shall carry any entitlement to participate in the income or profits of the company. Any income or profits of the company shall either (a) be retained by the company for working capital purposes, or (b) at the discretion of the directors be distributed to such charity, charities or community interest companies (as incorporated in accordance with the Community Interest Regulations 2005) as they may direct. The ordinary shares are not redeemable.

### 20. Analysis of changes in net debt

	01 April 2022	Cash Flows	Other non-cash changes	31 March 2023
	£	£	£	£
Cash at bank and in hand	10,297,651	(1,102,645)	-	9,195,006
Obligations under finance lease and hire purchase contracts	805,008	(273,257)	33,415	565,166
	<u>11,102,659</u>	<u>(1,375,902)</u>	<u>33,415</u>	<u>9,760,172</u>

Non-cash movements relate to:

Obligations under finance leases: during the year the group entered into new finance leases in respect of assets with a total capital value at the inception of the leases of £33,415.

There are no restrictions over the use of the cash and cash at bank and in hand balances.

## Notes to the Financial Statements (continued)

### 21. Events after the end of the reporting period

The commissioners of the Children and Family Health Surrey contract have exercised their option to further extend the contract by 12 months to 31st March 2025, with the extension flowing to CSH Surrey.

### 22. Controlling party

The directors are of the opinion that there is no ultimate controlling party.



**CSH Surrey** @CSHSurrey · May 26, 2022  
 Congratulations on this great achievement 🎉

**Children & Family Health Surrey** @CFHS\_Surrey · May 26, 2022  
 Congratulations to our infant feeding leads and 0-19 teams who recently celebrated the arrival of our @babyfriendly reaccreditation plaque with @trudymills

Read more on our website [ow.ly/N6mH50JlueQ](https://ow.ly/N6mH50JlueQ)

**CSH Surrey** · Published by Duke Duke · 10 February · 🌐

Physiotherapist Bradley works within the urgent community response service, helping people live the healthiest lives they can at home.

**Bradley Wilson**  
 PHYSIOTHERAPIST

Our aim is to avoid hospital admission through promoting safety and independence.

**CSH Surrey** · Published by Duke Duke · 9 February · 🌐

Find out how our urgent community response service helps people live the healthiest lives they can at home, avoiding the need for hospital admissions. We're proud to be working collaboratively as part of the **NW Surrey Alliance** #communityhealthcare

And the GP suggested the Urgent Community Response Team.

**URGENT COMMUNITY RESPONSE**

**CSH Surrey** @CSHSurrey · Mar 27

We are all set up with colleagues from @NWSAlliance at today's community day in @RHSWisley. Hope to see you here.

**CSH Surrey** · Published by Duke Duke · 22 April 2022 · 🌐

Take a look at this video to help inform you if you have a 5-11 year old and are considering getting them vaccinated against Covid-19.

**Surrey Heartlands Integrated Care System**  
 22 April 2022 · 🌐

Do you have a 5-11 year old? Are you considering a Covid-19 vaccination for them? Take a look at our latest video for all the details on vaccinations for this ... See more

**STOP THE SPREAD OF CORONAVIRUS**  
 PROTECT YOURSELF

**CSH Surrey** · Published by Duke Duke · 6 December 2022 · 🌐

Take a look at this video on #GroupAStrep, what to look out for and what parents should do if their child is poorly 🙏

it's important that you get medical help straight away.

**Dr. Ranj** · 5 December 2022 · 🌐

What is Group A Strep (scarlet fever) and do you need to worry? Here's a very simple explainer of what you NEED to know - feel free to share! Remember serious complications are rare (so please don't panic) but we still need to be mindful. More info here: <https://www.nhs.uk/conditions/scarlet-fever/> #groupastrep #scarletfever #sepsis

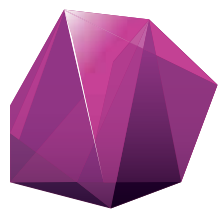
There is a Red Extreme Heat warning in place - look out for signs of heat related illness.

**Watch out** **NHS**

Get help if you need it. Call NHS 111 or visit [111.nhs.uk](https://111.nhs.uk)

**nhs.uk** · 18 July 2022 · 🌐

The Met Office have issued a Red Extreme Heat warning for some parts of England. Try to avoid spending extended periods in the sun on those days.



**CSH**  
Surrey



[www.cshsurrey.co.uk](http://www.cshsurrey.co.uk)

Company Registration number: 05700920