Providing:
learning
support
new opportunities

Report of the Trustees
and Financial Statements
for the sixteen months ended 31 July 2014

SURREY CARE TRUST
Nurturing skills | Changing lives
Registered Charity 285543
Registered with limited liability in Cardiff, company 1658859
Reference and administrative details

Company number 1658859
Charity number 285543
Registered office and operational address The Crescent, Heathside Crescent, Woking, Surrey GU22 7AG

Patrons
Roger Black MBE
Dame Sarah Goad JP, Lord-Lieutenant of Surrey
David Hypher OBE DL
Sir Richard Stilgoe OBE DL
Andrew Wates OBE DL

President Adrian White CBE DL D.Univ

Trustees Trustees, who are also directors under company law, who served during the year and up to the date of this report were as follows:

Chairman Neil McClelland
Vice Chairman Nigel Clifford
Secretary Dorothy Buckrell
Treasurer Andrew Young BA FCA
Richard Teare
Kari Pridden
Bryan Craddock
Esther Hayes
Elizabeth Owen

Chief Executive Elaine Tisdall

Bankers
CAF Bank Ltd 24 Kings Hill Avenue Kings Hill, West Malling Kent ME19 4JQ
Barclays Bank PLC 6 Clarence Street Kingston Upon Thames Surrey KT1 1NY

Solicitors Brown Rudnick LLP
18 Clifford Street, London W1S 2QL

Auditors Sayer Vincent
Chartered accountants and statutory auditors
8 Angel Gate, City Road
London EC1V 2SJ
Our vision and mission

Surrey Care Trust’s vision is for a society in which everyone has the opportunity and encouragement to achieve their potential and to make a positive contribution.

Our mission is to tackle disadvantage, social exclusion and hardship in local communities and help people improve their life chances. We reach out to people to equip them with the skills to improve their economic situation, to reduce their social isolation and to convince them that they have a valuable contribution to make to society.

Surrey Care Trust’s work

We provide learning, training and support for people whose chances in life have been limited by economic and social disadvantage from an early age or by setbacks later in life, poor educational achievement and low skills.

We encourage them to gain the essential skills, aspirations and self-esteem needed to improve their employability and become more resilient.

Prevention and early intervention are the hallmarks of our work with children and young people.

Surrey Care Trust runs established programmes and shorter term projects. The key strands of our work in 2013/14 were:

- STEPS education, mentoring, counselling and support for young people
- FACE Family and Community Education
- Stanwell Sure Start Children’s Centre
- Restart Mentoring for offenders
- Swingbridge Community Boats

Our core work is with:

- Young people of school age who are unhappy in school, failing to progress or no longer attending.
- Young people over the school leaving age who have not gone on to college or training and are now unemployed.
- Adults whose life chances and employability would be improved by a second chance to access learning and improve their skills and confidence.
- Disadvantaged families with children under 5 years

How we deliver public benefit

- The Trustees review our objectives and activities throughout the year, to ensure we remain focused on our stated purposes.
- Each programme is assessed against what has been achieved for the groups of people that our charitable objectives charge us to help.
- We consider the guidance provided by the Charity Commission on public benefit, both in this report and in planning for the future.

“The public benefit of the Surrey Care Trust is in helping people who are disadvantaged by poor educational achievement and low skills, to improve their skills, confidence and employability, so they are better equipped to make a contribution to society.”
The Trust’s year end moved to 31 July this year, giving a 16 month accounting period, and the performance measures are all on this basis, although the targets from last year’s report are for 12 months. More than 2,900 individuals benefited from our free services during the 16 months to July 2014 with a further 900 taking part in paid trips on our Swingbridge Community Boats. Constraints on funding and resources limit the numbers we can help. Priority is given to those individuals who we believe, on the basis of initial assessment and their case history, will derive the greatest benefit from our programmes.

The impact of our work extends beyond our direct beneficiaries. Some of our Swingbridge volunteers, for example, gain significantly in terms of social skills and employability.

A number of our current staff and volunteers have initially been users of our services.

We work mainly in Surrey with a particular focus on areas of relative deprivation.

Changes in summer 2014:

A combination of financial pressures led us to undertake a significant restructuring in summer 2014. While we will still be working with 98% of our current number of beneficiaries, we have closed some of our most costly programmes, including STEPS Ahead and our Staines Learning Centre (STEPS to 16), and have relocated our office from Milford to shared premises in Woking, as well as significantly reducing our central team.

The good news is that our Woking Learning Centre, Stanwell Children’s Centre, Swingbridge Community Boats, FACE Adult Learning programme, and all our mentoring and counselling services will continue as before.

Why the Surrey Care Trust is needed

- 4.8% of Surrey’s economically active population is unemployed.
- 7.4% of Surrey’s working age population is on some form of work related benefit, mainly disability living allowance.
- One in five people in Surrey have low or no qualifications.

Office for National Statistics, August 2013

11.6% of those employed in Surrey are in the lowest levels of employment, this equates to 64,400 people. It is at these lower levels of employment where in-work poverty occurs.

Families in Poverty Needs Assessment, 2011, Surrey County Council

12% of young people in Surrey are estimated to be living in low income families.

Campaign to End Child Poverty, 2012

“... analysis reveals a strong relationship between life expectancy and deprivation. If you live in one of the most deprived areas of Surrey, as a man you are likely to have a shorter life expectancy of about 6 years and 4 years as a woman compared to your neighbours in the more affluent parts of the county.”

Public Health Annual Report 2012-2013: Hidden Disadvantages in Surrey, Surrey County Council
STEPS - education and support for young people

In 2013/14, our STEPS programmes worked with vulnerable and challenging young people between the ages of 13 and 25.

The programmes gave individual young people more positive futures, while the wider impact is that we are helping to keep down the number of young people who start adult life as a ‘NEET’ – a young person not in education, employment or training.

We work closely with schools, colleges and others to provide complementary or alternative learning programmes for disengaged young people who have failed to thrive in mainstream school, are missing out on education and limiting their future prospects.

Our STEPS education programmes in 2013/14 were:

- STEPS to 16 (formerly called STEPS Under 16s) in Woking and Staines
- STEPS Ahead in Woking and Redhill
- STEPS Mentoring
- STEPS Counselling Service
- STEPS Include

STEPS to 16

Giving young people a second chance in education

STEPS to 16 provided an alternative approach to learning for young people in years 10 and 11 who, for whatever reason, have had a record of under-achievement and are no longer attending mainstream school.

The programme was based at our STEPS learning centres, in Staines and Woking, which were open every day during school terms. Financial pressures combined with a fall in local demand meant that the Trust reluctantly took the decision to close the Staines Learning Centre in July 2014, as part of the wider restructuring.

Key measures of effectiveness are the numbers of young people gaining accredited awards and those finding a job or moving into further education or training at the end of their time on the programme.

In summer 2013, 71% of the 48 young people in year 11 achieved accredited awards and 66% of them moved on to further learning, training, apprenticeships or employment within six months.

Why our work with young people is needed

‘Some young people struggled with a lack of motivation to engage in learning, either resulting from a lack of direction or confidence, poor previous learning experiences, or associated with their wider circumstances, such as unemployment’

Research Paper from the Department for Business Innovation and Skills: Motivation and Barriers to Learning for Young People Not in Education, Employment or Training, 2013.
This was below our targets for the year, a reflection of the increasingly complex needs and more challenging behaviours of the young people referred to us. To adapt to the more complex needs we are moving towards a part time programme from September 2014, with the young people, wherever possible, spending part of the time at college or returning to their referring school. Growing numbers of volunteers are also vital in providing one to one learning support.

While we have retained a challenging 80% target for young people’s accredited achievement and progression, we recognise that the complex needs of the young people with whom we work mean that this may not always be achievable.

**STEPS to 16 performance measures**

*Giving young people a second chance in education*

<table>
<thead>
<tr>
<th></th>
<th>Actual 2012/13</th>
<th>Target 2013/14</th>
<th>Actual 2013/14 16 months</th>
<th>Target 2014/15</th>
</tr>
</thead>
<tbody>
<tr>
<td>Numbers of young people participating</td>
<td>54</td>
<td>60</td>
<td>48</td>
<td>20</td>
</tr>
<tr>
<td>% Year 11 students progressing to further learning/employment within six months*</td>
<td>67%</td>
<td>80%</td>
<td>66%</td>
<td>80%</td>
</tr>
<tr>
<td>% gaining accredited awards</td>
<td>73%</td>
<td>80%</td>
<td>71%</td>
<td>80%</td>
</tr>
</tbody>
</table>

*Based on young people in Year 11 who left the programme at the end of the summer term 2013
STEPS Ahead

Motivating unemployed young people

STEPS Ahead was a Foundation Learning programme supporting and motivating unemployed 16-25 year-olds in their search for work or a place in further education or training. These were usually young people with limited formal qualifications and poor lifeskills. Many also had mild learning difficulties.

Young people attended for two days each week and stayed on the programme for up to a year, with flexible entry dates. They were also able to combine STEPS Ahead with other learning, work experience placements or a part-time job, supported by our Work Experience co-ordinators.

They were supported in moving on to employment or further learning or training as the opportunities occurred. We were also flexible in offering regular entry dates throughout the year.

Through a curriculum that covered the three strands of Foundation Learning, functional skills, personal and social development and vocational learning, the students followed the City & Guilds accredited Employability programme, which included visits to local employers and work placements.

Unfortunately the mix of statutory (Education Funding Agency) and charitable income, combined with lower than expected numbers of young people, meant the programme was no longer financially sustainable and the decision was taken to close the programme in July 2014 as part of a wider restructuring of Surrey Care Trust.

STEPS Ahead performance measures

Motivating unemployed young people

<table>
<thead>
<tr>
<th></th>
<th>Actual 2012/13</th>
<th>Target 2013/14</th>
<th>Actual 2013/14</th>
</tr>
</thead>
<tbody>
<tr>
<td>Numbers of young people</td>
<td>39</td>
<td>34</td>
<td>32</td>
</tr>
<tr>
<td>% progressing to further</td>
<td>55%</td>
<td>60%</td>
<td>50%</td>
</tr>
<tr>
<td>learning/employment within</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>six months</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>% gaining accreditation</td>
<td>65%</td>
<td>80%</td>
<td>56%</td>
</tr>
</tbody>
</table>

‘Jay has a very caring home but his problem was ADHD and anger management.

When he first came to STEPS Ahead he had no get up and go, was consistently late and didn’t want to work. He was a “couldn’t be bothered”, “couldn’t care less” sort of guy.

Then he went on a residential and he was outstanding in his enthusiasm and participation. He took care of other more vulnerable people. How the others perceived him also changed and that was very positive for him. Knowing that he had the ability to help others nurtured his self-esteem. He is very motivated now. He has secured a training place and is eager to get started.’

Caroline Adcock, STEPS Ahead Trainer
Finding Your Way Mentoring

Helping young people to make positive choices

Our mentoring programmes for young people have continued to grow. This preventative work is primarily funded through Surrey County Council. We train and support volunteers to mentor young people at risk of becoming NEET. We are currently providing mentoring support to young people in Woking, Elmbridge and Waverley until August 2015.

We continue to deliver to the standards of the National Mentoring and Befriending Foundation. This accreditation was achieved in 2012, a testament to the quality of our training and support for volunteers and our policies and procedures. Over 100 new mentors were trained during 2013/2014.

Finding Your Way Mentoring performance measures

Helping young people to make positive choices

<table>
<thead>
<tr>
<th></th>
<th>Actual 2012/13</th>
<th>Target 2013/14</th>
<th>Actual 2013/14 16 months</th>
<th>Target 2014/15</th>
</tr>
</thead>
<tbody>
<tr>
<td>Numbers of young people accessing mentoring</td>
<td>203</td>
<td>110</td>
<td>171</td>
<td>200</td>
</tr>
<tr>
<td>% matched with a mentor within 4 weeks</td>
<td>67%</td>
<td>80%</td>
<td>86%</td>
<td>85%</td>
</tr>
</tbody>
</table>

STEPS Counselling Service

A free service for young people

Our Woking based STEPS counselling service for young people aged 16-25 ran at broadly the same level in 2013/14, and there are plans for further promotion in autumn 2014. The key concern is to ensure that there is a balance between the numbers of counsellors and the numbers of referrals, so that young people do not have to wait long to have their first session. We have five volunteer counsellors operating regularly and referrals, including those from local GPs, are continuing to build. All our clients were matched with a counsellor within four weeks of contacting the service. Funding was secured to extend counselling to young people on our own STEPS to 16 programme.

‘As we have built up trust I think we have helped give her a place to go where she can see who she wants to be – it’s an hour of escape from being a young carer and drowning in the kind of worries no 15 year old should have.’

Jackie, mentor

‘He’s just really good at listening. I really struggle with my Mum and he tries to help me’

Luke, mentee

‘He’s a very good listener, whatever the problem he will try his best to understand and give you advice. He’s really helped me’

Ellie, mentee
### STEPS Counselling Performance Measures

**A free service for young people**

<table>
<thead>
<tr>
<th></th>
<th>Actual 2012/13</th>
<th>Target 2013/14</th>
<th>Actual 2013/14 16 months</th>
<th>Target 2014/15</th>
</tr>
</thead>
<tbody>
<tr>
<td>Numbers of young people accessing counselling</td>
<td>24</td>
<td>36</td>
<td>36</td>
<td>40</td>
</tr>
<tr>
<td>% matched with a counsellor within 4 weeks</td>
<td>100%</td>
<td>100%</td>
<td>97</td>
<td>100%</td>
</tr>
</tbody>
</table>

### STEPS Include

**Motivating young people to stay at school and do better**

STEPS Include was a short term school inclusion programme for students in the early and middle years of secondary school, whose attendance, attitudes, behaviour and levels of achievement was causing concern.

Young people attended the programme at our Staines Learning Centre for one day a week for eight weeks. We ran three groups each term. Activities were designed to encourage the young people to reflect on how their behaviour affects other people and their own futures. It included sessions such as anger management, working together, handling conflict and how to behave in a classroom.

The students completing the course achieve an OCN (Open College Network) certificate in Group and Teamwork Communication Skills. Our staff visit schools before the 8-week programme and follow up afterwards. On completion, around half of the young people receive on-going support from one of our trained volunteer mentors on the recommendation of their schools.

The last STEPS Include course ran in autumn 2013, and we are investigating ways to deliver short term school based interventions in the future.

### STEPS Include performance measures:

**Motivating young people to stay at school and do better**

<table>
<thead>
<tr>
<th></th>
<th>Actual 2012/13</th>
<th>Target 2013/14</th>
<th>Actual 2013/14</th>
</tr>
</thead>
<tbody>
<tr>
<td>Numbers of young people participating</td>
<td>69</td>
<td>70</td>
<td>29</td>
</tr>
<tr>
<td>% remaining in mainstream school at the start of the following academic year</td>
<td>90%</td>
<td>95%</td>
<td>100%</td>
</tr>
<tr>
<td>% gaining accreditation</td>
<td>95%</td>
<td>95%</td>
<td>100%</td>
</tr>
</tbody>
</table>
Stanwell Sure Start Children’s Centre

Supporting parents in giving children the best start in life

The core purpose of Sure Start children’s centres is to improve outcomes for young children and their families, with a particular focus on those in greatest need. They work to make sure all children are properly prepared for school, regardless of background or family circumstances.

The Stanwell Sure Start Children’s Centre is run in partnership with Surrey County Council, with the nursery education and day care elements provided by local schools and a private nursery.

The centre, which serves Stanwell and Stanwell Moor, supports families and children up to the age of five from this disadvantaged area in a host of ways.

The centre is open throughout the year, running a range of activities encouraging early learning and positive, engaged parenting.

We provide adult learning classes, information, advice and specialist support. Many families have gained knowledge, skills and strategies to enable them to deal with their lives more effectively.

The success of the Children’s Centre depends to a significant extent on its partnerships with local schools, nurseries and day care providers, other voluntary groups and a wide range of professionals including midwives, health visitors, social workers and police. We are developing the membership of the Advisory Board to better reflect this wider community and to encourage them to be a ‘critical friend’ to help improve the overall performance of the centre.

Targets for 2014/15 have been set to ensure the work of the centre prioritises those families in greatest need; those living in the four areas that are in the top 30% nationally in terms of deprivation. In addition, rather than focussing on numbers registered at the centre*, performance is better measured by the number of families with whom we have sustained contact, defined as a minimum of three meaningful interactions with the centre and its staff. A further priority is to increase the number of adults engaged in adult learning and the centre is working closely with the Trust’s FACE Adult Learning programme to deliver this.

Needs in Stanwell

“There is a significant gap in attainment between children from households with low incomes and their peers during the first years of primary school, and this gap remains constant throughout compulsory education.”

One in five young people aged 0-19 in Stanwell are living in low income households.

Unemployment levels in the borough of Spelthorne as a whole are high and Stanwell is particularly affected.

Significant numbers of Stanwell residents have low or no qualifications.

There are high incidences of teenage conceptions and young people suffering from mental health disorders.

Families in Poverty Needs Assessment for Spelthorne, 2011
## Stanwell Sure Start Children’s Centre performance measures

*Supporting parents in giving children the best start in life*

<table>
<thead>
<tr>
<th></th>
<th>Actual 2012/13</th>
<th>Target 2013/14</th>
<th>Actual 2013/14</th>
<th>Target 2014/15</th>
</tr>
</thead>
<tbody>
<tr>
<td>Children’s Centre users (adult/child)</td>
<td>865/763</td>
<td>900/800</td>
<td>1,023/1,304</td>
<td>*</td>
</tr>
<tr>
<td>% of target families in reach area engaged</td>
<td>63%</td>
<td>80%</td>
<td>77%</td>
<td>80%</td>
</tr>
<tr>
<td>Sustained contact with target families from 4 most disadvantaged areas</td>
<td>41%</td>
<td>50%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sustained contact with children under 5 from whole reach area</td>
<td>62%</td>
<td>70%</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Swingbridge Community Boats

A resource for teaching people practical skills

The two Swingbridge Community Boats, one of which is for environmental work, are the base for a range of activities focused on people learning new skills and broader personal development.

As well as the hundreds of people every year who benefit directly from Swingbridge (trips on Swingbridge1), the local environment is also a major beneficiary, thanks to our conservation volunteering based on Swingbridge2.

The volunteers are helping to maintain and improve the quality of banks, towpaths and green spaces used for leisure and recreation along the River Thames, River Wey and Basingstoke Canal.

During 2013/14 we continued to develop the use of both boats as a training resource

- for volunteers
- for young people from our own STEPS programmes and from other schools and youth organisations
- for offenders
- for the wider community

Sadly Martin Green, one of two of our experienced volunteers qualified under the NCBA to moderate our own training, died in spring 2014; the development of the programme owes a huge debt to Martin and he is much missed. Our committed team of volunteers are determined to maintain his legacy and there are plans for greater delegation of responsibility to the volunteers in 2014/15. There is scope for offering our training courses on a fee basis to more outside groups and individuals, increasing the numbers undertaking skills training through 2014/15.

This is beginning to augment the social enterprise income we are already generating from summer accessible boat trips, an additional funding stream alongside charitable grants and donations to support the core work of Swingbridge.

Swingbridge2 continues to give priority to recruiting volunteers needing additional support, including those recovering from substance misuse and those with mental health needs. We provide them with opportunities for developing practical skills and self-confidence.

‘Personally, I’ve learnt new skills through the training provided by the Swingbridge Team. However, more important for me is seeing the faces of the guests we take on trips and those who we provide one day boat courses for. They really appreciate their time with us and many come back and visit us again. This makes all the time and effort well worthwhile and shows that Swingbridge does make a difference to many people.’

Steve – Swingbridge volunteer

"I am 25 and have been volunteering with Swingbridge 2 for almost two years now. Although I have Dyspraxia, I have learnt to use many new types of tools which are used to help to maintain the environment along the canals and rivers in the Surrey area ... I enjoy working in the open air and have gained confidence from working with other volunteers which I hope will enable me to be considered for part time paid employment in the future.’

George – Environmental volunteer

Just to say a huge thank you to you all for a wonderful day spent on board the Swingbridge boat. The young carers we took benefitted enormously. One said that “it had been the best day of his life”.

Surrey Young Carers
Swingbridge performance measures
A resource for teaching people practical skills

<table>
<thead>
<tr>
<th></th>
<th>Actual 2012/13</th>
<th>Target 2013/14</th>
<th>Actual 2013/14 16 months</th>
<th>Target 2014/15</th>
</tr>
</thead>
<tbody>
<tr>
<td>Individuals undertaking skills training (offenders, volunteers, other beneficiaries)</td>
<td>172</td>
<td>260</td>
<td>320</td>
<td>400</td>
</tr>
<tr>
<td>Individuals gaining accreditation (offenders, volunteers, other beneficiaries)</td>
<td>41</td>
<td>120</td>
<td>79</td>
<td>120</td>
</tr>
<tr>
<td>Individuals/groups on paid for summer trips (Swingbridge1 only)</td>
<td>780/97</td>
<td>800/100</td>
<td>878/162</td>
<td>1000/150</td>
</tr>
</tbody>
</table>

FACE - family and community education
Encouraging people to take up learning again
Throughout the year our FACE team were commissioned to deliver first steps adult learning courses for NESCOT and Surrey Adult Learning, together with a small contract from East Surrey College for mentor training.
These were short accessible non-accredited courses of up to 10 hours in topics including first aid, healthy eating and budgeting, encouraging low-skilled adults to re-engage with learning. Courses were in community premises such as church halls and children’s centres, making them accessible and user-friendly.
Our partnerships with local further education colleges and Surrey Adult Learning are continuing, and we expect to work with at least as many learners in 2014/15.

FACE performance measures
Encouraging people to take up learning again

<table>
<thead>
<tr>
<th></th>
<th>Actual 2012/13</th>
<th>Target 2013/14</th>
<th>Actual 2013/14 16 months</th>
<th>Target 2014/15</th>
</tr>
</thead>
<tbody>
<tr>
<td>People participating in first steps learning</td>
<td>85</td>
<td>300</td>
<td>470</td>
<td>400</td>
</tr>
</tbody>
</table>
Restart

Mentoring for people leaving prison and ex-offenders

We worked with men and women coming out of prison and with prolific offenders and ex-offenders in the community who are trying to go straight. Our volunteers supported people in bringing stability back to many aspects of their lives and in helping them find a job or improve their skills to make them more employable.

When people are referred to us, their initial contact is with the Restart co-ordinator who then matches them with a volunteer mentor. We set ourselves the target of introducing clients to their mentors within four weeks of referral so mentoring can start as quickly as possible.

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Restart performance measures

Mentoring for people leaving prison and ex-offenders

<table>
<thead>
<tr>
<th></th>
<th>Actual 2012/13</th>
<th>Target 2013/14</th>
<th>Actual 2013/14</th>
<th>Target 2014/15</th>
</tr>
</thead>
<tbody>
<tr>
<td>People mentored</td>
<td>18</td>
<td>40</td>
<td>36</td>
<td>40</td>
</tr>
<tr>
<td>Percentage of people matched with a mentor within four weeks of referral</td>
<td>n/a</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
</tr>
</tbody>
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Crisis Grants

Giving immediate help to people facing hardship

Crisis Grants, the Trust’s longest running programme, provided small financial grants to vulnerable individuals and families in severe need who are referred by professionals such as health visitors, teachers, social workers, careers advisers, probation staff and youth support officers. Shortage of funding combined with a refocusing of our priorities away from grant giving, led to the closure of this programme in early 2014.

‘As a service supporting people with mental health difficulties in the community, we value the support of the charitable organisations that are able to help with crisis grants. Over the 15 years I was in post, the response to applications, whether by phone, email or application was prompt. I recently approached them again in my current post in the Runnymede area and again I got a prompt response.

Karen Williscroft
Enabling Independence Worker
Runnymede CMHRS (formerly in post with Surrey Heath CMHRS)
Crisis Grants performance measures
Giving immediate help to people facing hardship

<table>
<thead>
<tr>
<th></th>
<th>Actual 2012/13</th>
<th>Target 2013/14</th>
<th>Actual 2013/14</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of crisis grants awarded</td>
<td>125</td>
<td>100</td>
<td>74</td>
</tr>
<tr>
<td>Number of beneficiaries direct/indirect</td>
<td>125/200</td>
<td>100/160</td>
<td>88/132</td>
</tr>
<tr>
<td>% of grant applications turned around within five working days</td>
<td>79%</td>
<td>80%</td>
<td>97%</td>
</tr>
</tbody>
</table>

Measuring our Impact

We set ourselves challenging targets for the outcomes we want to achieve and while not all these were reached, we believe we should always be ambitious in our goals.

The Surrey Care Trust is working in the real and complex world, where the people whose lives we are trying to help improve do not always fit into a neat theory. But setting targets keeps us focused on the problems we want to alleviate and the change we want to make when we are planning and evaluating our activities. It helps us to be clearer about what we can achieve and encourages us to make changes to the way we run our activities where we believe we can be more effective.

One example is the increasing crossover between our STEPS programmes for young people and the Swingbridge Community Boats. Training days on our Swingbridge Community Boats are now an embedded strand of the curriculum for our STEPS to 16 programme.

Staffing

The overall number of staff reduced significantly during the year, reflecting the closure of two programmes and the restructuring of the central team implemented during summer 2014. The average weekly number of employees (full time equivalent) reduced from 33.9 in 2012/13 to 29.9 in 2013/14.

The Trust remains committed to training and developing all staff, whether full-time, part-time, or volunteer. A comprehensive Learning and Development Plan links training to strategic and operational objectives and provides the benchmark against which performance is assessed. However, changes in staffing, funding and the programmes themselves alter the shape of the plan as the year progresses.

All staff have regular reviews and an annual appraisal with their line manager at which individual personal objectives linked to programme targets are agreed and progress reviewed.
Learning and development is discussed and evaluated in the context of its benefit to the individual’s work, the overall programme delivery and the organisation as a whole.

All permanent staff undertook some training during the year, much of it provided in-house or through partner organisations.

All staff are encouraged to shadow different programmes to gain a greater understanding of the range of activities of the Trust and of the opportunities for more integrated working across programme boundaries.

“The training is professional and informative with plenty of ongoing support and advice from the friendly and knowledgeable team, whenever I need it.”
John, mentor

‘Without the vital support of mentors, disadvantaged young people could miss out on realising their potential and contributing to society positively. It’s a privilege to mentor!’
Rachel, mentor
Volunteers

Volunteers play a vital role, enhancing the quality of our delivery, either by working independently or alongside our paid staff. They contributed 20,400 hours in the 16 months 2013/14, compared with 11,200 hours in the year ended March 2013, a pro rata increase of 37%, reflecting particularly the increase in volunteer mentor hours.

Volunteers were involved in activities such as mentoring, crewing or undertaking environmental work on the Swingbridge boats, working alongside challenging young people on our STEPS programmes, helping with fundraising events, and providing administrative support.

A number of paid staff volunteer in their own time, for example as mentors or helping at fundraising events.

Volunteers are offered opportunities to train and develop within the Trust, and some have gained employment with the Trust.

Encouraging volunteering by people such as ex-offenders and individuals with mental health or social problems, who are socially marginalised and might otherwise not have the opportunity to volunteer, is one of our core commitments.

‘Swingbridge is a social activity. When I retired at 60 I still had a lot of energy and enthusiasm but retirement is very socially isolating. It gives you somewhere to go and do useful things in a social group. I’ve enjoyed learning about the canal environment and boat handling skills. Similarly for clients and volunteers it improves interpersonal skills and for those who are working community service on the boat it puts them back in line with authority in a non-authoritarian structure. It also builds self-esteem and a sense of achievement. Gaining a qualification, even a relatively simple one like ‘basic tools and their uses’ or ‘first aid’ is a huge achievement and can be really motivating’

Olly, Swingbridge volunteer

Fundraising

Income from fundraising is essential to enable the Trust to maintain the range of services we offer to our beneficiaries and to support the development of new initiatives. Key programmes such as Restart Mentoring for Offenders, Counselling and our Swingbridge Community Boats are almost totally reliant on fundraising, while others such as our STEPS programmes are significantly strengthened by charitable donations.

For example while the core funding, including premises and central support, for the STEPS to 16 programme comes from the fees charged to referring schools, a fifth of the income comes from grants, our own fundraising events and from individual and corporate donations.

Costs covered by charitable funding include additional staff such as the part-time literacy support co-ordinator, educational and sporting trips, books and equipment and food for a daily lunch.

£524k of voluntary income was raised (£319k in 2012/13), with a further £102k from fundraising events. The overall cost of generating funds was £191k and the fundraising ratio was 2.7:1. A part time Fundraising and Marketing Manager was appointed in autumn 2013, funded through a grant from the Alchemy Trust.

The Trust’s fundraising strategy recognises the importance of consolidating our supporter base and avoiding over reliance on any one funding stream. Financial targets are set and progress monitored on a regular basis for grant making trusts, companies, individuals, community and fundraising events.
As well as the immediate tangible benefit from raising funds for the work of the Trust, events provide an invaluable way of maintaining contact with our current corporate and individual donors and reaching potential new supporters.

We have been keen users of social media, primarily Twitter and Facebook, and have developed a number of microsites to promote different elements of our work.

Financial Review

It has continued to be a financially challenging time for the Trust. Income has been less than budgeted due principally to numbers on the STEPS to 16 and the STEPS Include programmes being considerably less than budgeted.

Early in 2014 it was decided to change the Trust’s financial year end to 31 July 2014, to align with the academic year which most of the Trust’s programmes follow and to help with operational reporting. The financial figures in this report therefore cover a sixteen month period.

Whilst expenditure has remained carefully controlled, due to the shortfall in income it has been necessary to use some of our unrestricted reserves to meet expenditure requirements.

In summary:

- Income for the 16 months to 31 July 2014 was £1,578,147 compared with £1,138,701 for the year to 31 March 2013.
- Expenditure for the 16 months was £1,639,814 compared with £1,320,550 for the year to 31 March 2013.
- Expenditure for the 16 months exceeded income by £61,667 compared with £181,849 for the year to 31 March 2013.
- Unrestricted reserves decreased by £44,367 to £73,689. Restricted reserves - funds to be used for the specific purposes as specified by the donors - decreased by £17,300 to £23,897.
- Whilst net current assets decreased in the sixteen months from £144,253 to £75,977, cash and deposits increased to £283,762 from £215,797.

In order to gain a full understanding of the financial affairs of the charity, the full audited statements and auditors’ report included in this document should be consulted.

The budget for 2014/15 agreed by the Trustees incorporates significant cost reductions following the restructuring that took place in summer 2014, with the aim of achieving at least a breakeven position for the year.

Reserves

The Trustees have examined the Trust’s need for unrestricted funds in the context of planned continuing activities during 2014/15, including consideration of quantifiable financial risks to the Trust, within the context of the current economic climate and the challenges of fundraising.

The unrestricted funds are needed to:

- Meet the fixed and working capital requirements of the Trust
- Allow for the development of new initiatives
- Provide additional resources which enhance the quality of our delivery
- Provide against any significant drop in short term funding
Based on these criteria, the level of required reserves has been agreed within the range of £57,000 to £110,000. Total unrestricted reserves at 31 July 2014 were £73,689 (31 March 2013 £118,056).

Structure, Governance and Management

The Surrey Care Trust is a registered charity and a company limited by guarantee. Its governing documents are its Trust deed and Articles of Association. The Members of the Trust comprise the President, the Trustees and individuals who bring a wide range of experience from the business, statutory and voluntary sectors. At the AGM members are invited to accept the Trustees’ Annual Report and Accounts and formally elect Trustees and Officers. The liability of each member is limited to £1 by the Articles of Association.

The Articles of Association provide for a minimum of six Trustees and a maximum of twelve. Each year, one third of the Trustees are subject to retirement by rotation.

The Board continually keeps under review its membership and breadth of skills to ensure proper governance. Trustees are normally recruited through open advertisement and are interviewed by the Chairman and Vice Chairman, who then make a recommendation to the Board. Trustees are confirmed at the following AGM.

The Board determines the strategic direction of the charity, sets the annual budget and agrees performance targets. The Board met four times in 2013/14, receiving quarterly monitoring information against key budget and performance targets. The Board is supported by two committees, one focusing on Resources and one on Programme Quality and Performance, each meeting four times a year, with a membership drawn from the Trustees and senior management in attendance. The day to day management of the Trust is delegated to the Chief Executive who has regular meetings with the Chairman, Vice Chairman and Treasurer between scheduled Board and committee meetings with the Chairman notifying the other trustees of any significant developments or decisions taken.

Risk Management

We have continued to develop our risk management policy and procedure during the year, and implement an annual action plan to address significant risks. An in-depth review of risk throughout the Trust is undertaken on a regular basis by the operational managers and other senior staff.

The quantified assessment of risk, the Risk Management Policy and action plans are agreed by the Board and monitored by the Resources Committee.
The most significant risks identified during the year were:

- Shortfall in voluntary fundraising
- Further significant overall reduction in Public Sector funding
- Change in Government policies leading to loss of funding
- Underperformance against contracted targets.
- Entry of national / regional competitors in local contracting

**Quality**

The importance placed on the Programme Quality and Performance Committee reflects the Trust’s commitment to delivering cost effective programmes of the highest quality tailored to the needs of our beneficiaries. The main strands of our quality framework are:

- ISO 9001, revalidated July 2013
- Investors in People (IiP) recognition, next reassessment due in 2015
- Mentoring & Befriending Foundation Accredited Provider Status, achieved September 2012
- National Community Boats Association (NCBA) Accredited Training Centre Status, achieved October 2012

These strands are closely interwoven and permeate the fabric of our work. They influence both the services we provide and the way in which we operate as an organisation, reflecting our ongoing commitment to improving the quality of our delivery.

**Investing in people**

“Surrey Care Trust has a committed, well trained and enthusiastic team of people that genuinely want to make a difference to the community they serve.

The Trust has proven that it has the ability to flex in a rapidly changing environment.

The Trust benefits from strong and consistent leadership from the CEO and the Trustees. There is a realistic plan for the future that is focused on meeting clients' needs.

The Trust employs a number of people who have experienced the life experiences of those they are trying to help. The assessor met people who had been failed by the education system and have since undertaken teaching certificates and foundation degrees.

For this and many other reasons these “teachers” can and do gain respect from their ‘pupils’.”

Investors in People 2012
Plans for Future Periods
While 2014/15 will primarily be a year of consolidation, as part of our ongoing development we plan to:

- Expand our delivery of first steps learning in partnership with Surrey Community Learning and Skills and NESCOT
- Pilot a new strand of our mentoring, working with adults who are socially excluded from the Reigate and Banstead area
- Expand the range of boat handling, crew and skipper training courses, as an accredited training centre for the National Community Boats Association,
- Increase the proportion of income from charitable sources to 30-35% of total income

The Trust recognises that there remain significant unmet needs in Surrey within its target beneficiary groups and areas of activity.

Continuing reductions in the level of public expenditure, combined with the trend towards larger regional and national contracts, are likely to have a negative impact on the overall funding available.

However, the Trust continues to develop partnerships with other organisations in Surrey and the wider region in order to increase the opportunities for us to access funding to run services.

While we will ensure that the Trust’s charitable mission is not compromised, we welcome any new openings that may result in the use of our expertise.

With these and other developments, the Trustees believe that we will be able to meet our strategic objectives and continue to transform the life chances and aspirations of local people who are marginalised by disadvantage and lack of opportunity or who need a second chance.

Strategic plan
The Strategic Plan is reviewed regularly by the Board. The seven over-arching objectives are:

- To provide learning and development opportunities that meet the identified needs of our beneficiaries and contribute to the strategic targets of key partners
- To ensure our long term sustainability as an independent charitable provider
- To develop ways of expanding services within the South East
- To ensure the quality of our services through a programme of continuous improvement
- To continue to refine and implement systems for measuring and reporting impact
- To ensure that paid staff and volunteers are adequately trained and supported to work effectively and to develop professionally within the Trust
- To develop and implement a programme of stakeholder engagement which includes our beneficiaries

A series of annual performance targets contribute towards the strategic plan objectives. Performance against these targets is reviewed every six months.
Statement of responsibilities of the Trustees

The Trustees (who are also directors of Surrey Care Trust for the purposes of company law) are responsible for preparing the report of the Trustees and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

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

- Select suitable accounting policies and then apply them consistently;
- Observe the methods and principles in the Charities SORP;
- Make judgements and estimates that are reasonable and prudent;
- State whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

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

In so far as the Trustees are aware:

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

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

The report of the trustees has been prepared in accordance with the special provisions applicable to companies subject to the small companies' regime.

Auditors

Sayer Vincent LLP were reappointed as the charitable company's auditors during the year.

Approved by the Trustees on 17 November 2014 and signed on their behalf by

Neil McClelland, Trustee and Chairman
We would like to thank:

All our volunteers
Friends of Surrey Care Trust
Everyone who has donated time, money and hospitality, helped to organise and support our events
Participants in the Surrey 3 Peaks walk and all our sponsored fundraising events
Companies for their generosity in time, services and donations
A2 Dominion Housing Group Ltd
Andreas Stihl Ltd
Baker Tilly
Barchester Healthcare
BDO LLP UK
Brewer & Sons
Broanmain Plastics
Brown Rudnick LLP
Caitlin Holdings Ltd
Canon UK
Capgemini UK plc
Cargill plc
Carrington 1953 Ltd
Chapters Financial Ltd
Consult Hyperion
Dunsfold Park
GCL Solicitors
Denbies Wine Estate
Dolphin Head Group Holdings
Energysys
Fairfield Energy plc
Humanomix Ltd
John Laing Plc
Kerry Foods Ltd
McLaren Group
Meldrum Salter Edgeley
Morrison Solicitors LLP
Petrofac
Projectfive
Octagon Developments Ltd
Ogilvy Mather
QCG
RBS
Restore
Roffe Swayne
Runnymede Homes
Sayer Vincent
Smith & Williamson
Toshiba Information Systems (UK) Ltd
TWM Solicitors
Waitrose Ltd
Wates Group
Winterbotham Derby
Charitable Trusts and Foundations, including grants from
The Alchemy Foundation
Bernard Coleman Charitable Trust
Borrows Charitable Trust
The Clothworkers Foundation
The Gerald Bentall Charitable Trust
The Hazelhurst Trust
The Loseley and Guildway Charitable Trust
The Ian Karten Charitable Trust
Wates Foundation

For grants to the STEPS programmes
BAA Heathrow Communities Trust
The Betty Riseley Trust
The Coutts Charitable Trust
The Deakin Charitable Trust
The Equitable Charitable Trust
AG Manly Charitable Trust
The Ingram Trust
John Laing Charitable Trust
The Kelsey Trust
The Michael Varah Memorial Fund
The Netherby Trust
The Newby Trust
St Faith’s Trust
The Surrey High Sheriff Youth Awards

For grants to support our STEPS counselling and mentoring work
BBC Children in Need
The Community Foundation for Surrey

For grants to work based on the Swingbridge Community Boats
Anna and Michael Wix Charitable Trust
The Carers Trust
The Coleman Charitable Trust
CP Charitable Trust
The D’Oyly Carte Charitable Trust
The Golden Bottle Trust
The Hamamelis Trust
The Hilton in the Community Foundation
The Ratcliffe Charitable Trust
The Shanly Foundation
Surrey Army Cadet Force Association
The Whirlwind Trust
Thames Heritage Trust

For Grants to support Crisis Grants
The Erica Leonard Trust
For grants to support our mentoring work with offenders
Denbies Charitable Trust

The support in time and donations from many organisations including:
Addlestone and District Scottish Society
Christ Central Redhill
Genesis Chorale
Guildford Borough Council
Guildford Sea Cadets
London Probation Trust
Loseley Park and the More Molyneux Family
MABAC Running League
Mayor of Reigate & Banstead Charity Appeal 13/14
Merrist Wood Golf Club
National Community Boats Association
National Trust
Nescot
Parish of Holy Trinity and St Saviour’s
Police and Crime Commissioner
Redhill Redstone Rotary Club
Reigate & Banstead Borough Council
Rotary Club of Ashford
Spelthorne Borough Council
Staines 10K
Surrey County Council
Surrey County Council Members Allocation – Saj Hussain & Colin Kemp
Surrey Police Authority
Surrey & Sussex Probation Trust
Surrey Youth Focus
Thames Landscape Strategy
The Last Night of the Croydon Proms
Woking Borough Council
Independent auditors’ report

To the members of

The Surrey Care Trust

We have audited the financial statements of The Surrey Care Trust for the period ended 31 July 2014 which comprise the statement of financial activities, balance sheet, and the related notes. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

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

Respective responsibilities of Trustees and auditors

As explained more fully in the Statement of responsibilities of the Trustees set out in the report of the Trustees, the Trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view.

Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board’s Ethical Standards for Auditors.

Scope of the audit of the financial statements

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of: whether the accounting policies are appropriate to the charitable company’s circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the Trustees; and the overall presentation of the financial statements. In addition, we read all the financial and non-financial information in the report of the Trustees to identify material inconsistencies with the audited financial statements and to identify any information that is apparently materially incorrect based on, or materially inconsistent with, the knowledge acquired by us in the course of performing the audit. If we become aware of any apparent material misstatements or inconsistencies we consider the implications for our report.
Opinion on financial statements

In our opinion the financial statements:

- Give a true and fair view of the state of the charitable company’s affairs as at 31 July 2014 and of its incoming resources and application of resources, including its income and expenditure, 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.

Opinion on other matter prescribed by the Companies Act 2006

In our opinion the information given in the report of the Trustees for the financial year for which the financial statements are prepared is consistent with the financial statements.

Matters on which we are required to report by exception

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

- Adequate accounting records have not been kept or returns adequate for our audit have not been received from branches not visited by us; or
- The financial statements are not in agreement with the accounting records and returns; or
- Certain disclosures of Trustees’ remuneration specified by law are not made; or
- We have not received all the information and explanations we require for our audit; or
- The Trustees were not entitled to prepare the financial statements in accordance with the small companies’ regime and take advantage of the small companies’ exemption in preparing the report of the Trustees and take advantage of the small companies’ exemption from the requirement to prepare a strategic report.

Helen Elliott (Senior statutory auditor)
18 November 2014
for and on behalf of Sayer Vincent LLP, Statutory Auditors
8 Angel Gate, City Road, LONDON EC1V 2SJ
## Statement of financial activities (incorporating an income and expenditure account)

**For the period ended 31 July 2014**

<table>
<thead>
<tr>
<th>Note</th>
<th>Restricted</th>
<th>Unrestricted</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>£</td>
<td>£</td>
<td>£</td>
</tr>
<tr>
<td><strong>Incoming resources</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Incoming resources from generated funds</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Voluntary income</td>
<td>2</td>
<td>246,033</td>
<td>277,636</td>
</tr>
<tr>
<td>Activities for generating funds:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fundraising events</td>
<td>3</td>
<td>-</td>
<td>101,726</td>
</tr>
<tr>
<td>Investment income</td>
<td></td>
<td>-</td>
<td>3,258</td>
</tr>
<tr>
<td><strong>Incoming resources from charitable activities</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Development</td>
<td></td>
<td>-</td>
<td>90,968</td>
</tr>
<tr>
<td>Family And Community Education (FACE)</td>
<td></td>
<td>-</td>
<td>90,968</td>
</tr>
<tr>
<td>Social Training and Education (STEPS)</td>
<td></td>
<td>286,075</td>
<td>232,570</td>
</tr>
<tr>
<td>Stanwell Sure Start Children’s Centre</td>
<td></td>
<td>314,982</td>
<td>319</td>
</tr>
<tr>
<td>Swingbridge Community Boats</td>
<td></td>
<td>12,380</td>
<td>12,200</td>
</tr>
<tr>
<td><strong>Total incoming resources</strong></td>
<td></td>
<td>859,470</td>
<td>718,677</td>
</tr>
<tr>
<td><strong>Resources expended</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Costs of generating funds:</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Costs of generating voluntary income</td>
<td></td>
<td>20,833</td>
<td>124,412</td>
</tr>
<tr>
<td>Fundraising events</td>
<td></td>
<td>-</td>
<td>45,419</td>
</tr>
<tr>
<td><strong>Total resources expended</strong></td>
<td></td>
<td>20,833</td>
<td>169,831</td>
</tr>
<tr>
<td><strong>Net outgoing resources and net movement in funds</strong></td>
<td></td>
<td>876,770</td>
<td>763,044</td>
</tr>
<tr>
<td><strong>Reconciliation of funds</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total funds brought forward</td>
<td></td>
<td>41,197</td>
<td>118,056</td>
</tr>
<tr>
<td><strong>Total funds carried forward</strong></td>
<td></td>
<td>23,897</td>
<td>73,689</td>
</tr>
</tbody>
</table>

All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above. Movements in funds are disclosed in Note 14 to the financial statements.
The Surrey Care Trust

Balance sheet

As at 31 July 2014

<table>
<thead>
<tr>
<th>Note</th>
<th>31 July 2014</th>
<th>31 March 2013</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>£</td>
<td>£</td>
</tr>
<tr>
<td><strong>Fixed assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tangible fixed assets</td>
<td>8</td>
<td>21,609</td>
</tr>
<tr>
<td><strong>Current assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Debtors</td>
<td>9</td>
<td>116,193</td>
</tr>
<tr>
<td>Short term deposits</td>
<td>10</td>
<td>155,168</td>
</tr>
<tr>
<td>Cash at bank and in hand</td>
<td>11</td>
<td>128,594</td>
</tr>
<tr>
<td></td>
<td></td>
<td>399,955</td>
</tr>
<tr>
<td><strong>Liabilities</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Creditors: amounts due within one year</td>
<td>12</td>
<td>323,978</td>
</tr>
<tr>
<td><strong>Net current assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>75,977</td>
</tr>
<tr>
<td><strong>Net assets</strong></td>
<td>13</td>
<td>97,586</td>
</tr>
<tr>
<td><strong>Funds</strong></td>
<td>14</td>
<td></td>
</tr>
<tr>
<td>Restricted funds</td>
<td></td>
<td>23,897</td>
</tr>
<tr>
<td>Unrestricted funds</td>
<td></td>
<td></td>
</tr>
<tr>
<td>General funds</td>
<td></td>
<td>73,689</td>
</tr>
<tr>
<td><strong>Total charity funds</strong></td>
<td></td>
<td>97,586</td>
</tr>
</tbody>
</table>

Approved by the Trustees on 17 November 2014 and signed on their behalf by

Andrew Young BA FCA, Trustee and Treasurer
The Surrey Care Trust

Notes to the financial statements

For the period ended 31 July 2014

1. Accounting policies

a) The financial statements have been prepared under the historical cost convention and in accordance with applicable accounting standards and the Companies Act 2006. They follow the recommendations in the Statement of Recommended Practice, Accounting and Reporting by Charities.

b) Voluntary income received by way of donations is included in full in the Statement of Financial Activities when receivable. Volunteer time is not included in the financial statements.

Gifts in kind represent assets donated for use by the charity, predominantly premises and legal costs, and are recognised when receivable. Gifts in kind are valued at an estimate of the price the charity would otherwise have paid.

Income from sponsorship, sale of goods or services is the amount derived from ordinary activities and has been included net of VAT where applicable.

c) Revenue grants are credited to the Statement of Financial Activities when received or receivable, whichever is earlier. Where unconditional entitlement to grants receivable is dependent upon fulfilment of conditions within the charity’s control, the incoming resources are recognised when there is sufficient evidence that conditions will be met. Where there is uncertainty as to whether the charity can meet such conditions the incoming resource is deferred.

Contract income is recognised in the Statement of Financial Activities as it is earned.

d) Grants for the purchase of fixed assets are credited to restricted incoming resources when receivable. Depreciation of fixed assets purchased with such grants is charged against the restricted fund. Where a fixed asset is donated to the Trust for its own use, it is treated in a similar way to a restricted grant.

e) Restricted funds are to be used for specific purposes as laid down by the donor. Expenditure which meets these criteria is charged to the fund together with a fair allocation of support costs.

f) Unrestricted funds are donations and other incoming resources received or generated for the charitable purposes.

g) Costs of generating funds relate to the costs incurred by the charitable company in inducing third parties to make voluntary contributions to it, as well as the cost of any activities with a fundraising purpose.

h) Grants payable are charged to the Statement of Financial Activities in the year in which the offer is conveyed to the recipient except in those cases where the offer is conditional, such grants being recognised as expenditure when the conditions attaching are fulfilled. Grants offered subject to conditions which have not been met at the year end are noted as a commitment, but not accrued as expenditure.

i) Resources expended are recognised in the period in which they are incurred on an accruals basis. Resources expended include attributable VAT which cannot be recovered.

Resources expended are allocated to the particular activity where the cost relates directly to that activity, including directly attributable administrative costs. Other costs of overall direction and administration specific to each activity are apportioned, based on the proportion of staff costs incurred in each activity to the whole.
The Surrey Care Trust

Notes to the financial statements

For the period ended 31 July 2014

1. Accounting policies (continued)

Support costs are re-allocated to each of the activities on the following basis which is an estimate, based on staff costs, of the amount attributable to each activity:

<table>
<thead>
<tr>
<th>Activity</th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fundraising</td>
<td>12%</td>
<td>10%</td>
</tr>
<tr>
<td>Crisis Grants</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>Development</td>
<td>3%</td>
<td>5%</td>
</tr>
<tr>
<td>FACE</td>
<td>7%</td>
<td>6%</td>
</tr>
<tr>
<td>STEPS</td>
<td>51%</td>
<td>53%</td>
</tr>
<tr>
<td>Stanwell Sure Start Children’s Centre</td>
<td>21%</td>
<td>18%</td>
</tr>
<tr>
<td>Swingbridge Community Boats</td>
<td>4%</td>
<td>6%</td>
</tr>
<tr>
<td>Governance costs</td>
<td>2%</td>
<td>2%</td>
</tr>
</tbody>
</table>

Governance costs are the costs associated with the governance arrangements of the charity. These costs are associated with constitutional and statutory requirements and include any costs associated with the strategic management of the charity’s activities.

j) Depreciation is provided at rates calculated to write down the cost of each asset to its estimated residual value over its expected useful life. The expected useful lives are as follows:

- Swingbridge Community Boats: 10 years
- Motor vehicles: 5 years
- Computer and other equipment: 3 years

Items of equipment are capitalised where the purchase price exceeds £1,000. However, where specific programme funding is provided for the acquisition of fixed assets these costs are only capitalised if their individual cost is in excess of £2,000. Depreciation costs are allocated to activities on the basis of the use of the related assets in those activities. Assets are reviewed for impairment if circumstances indicate their carrying value may exceed their net realisable value and value in use.

k) Rentals payable under operating leases, where substantially all the risks and rewards of ownership remain with the lessor, are charged to the Statement of Financial Activities on a straight line basis over the lease duration.

l) The Trust offers the Pensions Trust money purchase scheme to permanent staff employed by the Trust, once they have been confirmed in post following their probationary period. This scheme had 11 members as at 31 July 2014.
2. Voluntary income

<table>
<thead>
<tr>
<th></th>
<th>2014</th>
<th>2013</th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Restricted £</td>
<td>Unrestricted £</td>
<td>Total £</td>
<td>Total £</td>
</tr>
<tr>
<td>Corporate donations</td>
<td>17,376</td>
<td>12,332</td>
<td>29,708</td>
<td>31,913</td>
</tr>
<tr>
<td>Individual and community donations</td>
<td>6,693</td>
<td>107,636</td>
<td>114,329</td>
<td>82,897</td>
</tr>
<tr>
<td>Gifts in kind</td>
<td>32,897</td>
<td>-</td>
<td>32,897</td>
<td>12,000</td>
</tr>
<tr>
<td>Grants</td>
<td>186,546</td>
<td>69,100</td>
<td>255,646</td>
<td>119,906</td>
</tr>
<tr>
<td>Surrey County Council Grant - revenue</td>
<td>2,521</td>
<td>88,568</td>
<td>91,089</td>
<td>72,468</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>246,033</strong></td>
<td><strong>277,636</strong></td>
<td><strong>523,669</strong></td>
<td><strong>319,184</strong></td>
</tr>
</tbody>
</table>

3. Fundraising events

<table>
<thead>
<tr>
<th>Event</th>
<th>2014</th>
<th>2013</th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cabaret at the Castle (30th Birthday celebration)</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>12,315</td>
</tr>
<tr>
<td>Challenge Events</td>
<td>-</td>
<td>20,926</td>
<td>20,926</td>
<td>1,062</td>
</tr>
<tr>
<td>Duck Race</td>
<td>-</td>
<td>1,500</td>
<td>1,500</td>
<td>1,900</td>
</tr>
<tr>
<td>Firewalking</td>
<td>-</td>
<td>7,543</td>
<td>7,543</td>
<td>3,350</td>
</tr>
<tr>
<td>Golf Day</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>925</td>
</tr>
<tr>
<td>Lunches</td>
<td>-</td>
<td>2,990</td>
<td>2,990</td>
<td>3,645</td>
</tr>
<tr>
<td>Loseley Concert</td>
<td>-</td>
<td>4,675</td>
<td>4,675</td>
<td>-</td>
</tr>
<tr>
<td>Marathons and runs</td>
<td>-</td>
<td>20,831</td>
<td>20,831</td>
<td>11,220</td>
</tr>
<tr>
<td>Surrey 3 Peaks Sponsored Walk</td>
<td>-</td>
<td>20,130</td>
<td>20,130</td>
<td>18,952</td>
</tr>
<tr>
<td>Cycle Rides</td>
<td>-</td>
<td>5,774</td>
<td>5,774</td>
<td>-</td>
</tr>
<tr>
<td>Santa Dash</td>
<td>-</td>
<td>4,549</td>
<td>4,549</td>
<td>-</td>
</tr>
<tr>
<td>Dances</td>
<td>-</td>
<td>12,396</td>
<td>12,396</td>
<td>-</td>
</tr>
<tr>
<td>Other events</td>
<td>-</td>
<td>412</td>
<td>412</td>
<td>3,884</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>-</td>
<td><strong>101,726</strong></td>
<td><strong>101,726</strong></td>
<td><strong>57,253</strong></td>
</tr>
</tbody>
</table>
### Notes to the financial statements

#### For the period ended 31 July 2014

#### 4. Total resources expended

<table>
<thead>
<tr>
<th>Costs of generating funds</th>
<th>Charitable activities</th>
<th>Stanwell Centre</th>
<th>Governance Costs</th>
<th>Support Costs</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Staff costs (Note 6)</strong></td>
<td>£</td>
<td>£</td>
<td>£</td>
<td>£</td>
<td>£</td>
</tr>
<tr>
<td>Fundraising events</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Grants</td>
<td>113,906</td>
<td>29,055</td>
<td>530,020</td>
<td>211,512</td>
<td>120,384</td>
</tr>
<tr>
<td>Development</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Crisis</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>£145,245</td>
<td>£45,419</td>
<td>£11,884</td>
<td>£36,225</td>
<td>£1,639,814</td>
</tr>
<tr>
<td><strong>Grants made</strong></td>
<td>£10,042</td>
<td>30,947</td>
<td>101,827</td>
<td>30,846</td>
<td>£187,604</td>
</tr>
<tr>
<td>Programme education and training costs</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Premises costs</td>
<td>6,676</td>
<td>985</td>
<td>67,722</td>
<td>22,134</td>
<td>£110,735</td>
</tr>
<tr>
<td>Other direct costs</td>
<td>7,606</td>
<td>1,646</td>
<td>5,359</td>
<td>50,253</td>
<td>£181,022</td>
</tr>
<tr>
<td>Depreciation</td>
<td>128,188</td>
<td>31,913</td>
<td>111,286</td>
<td>751,047</td>
<td>£1,639,814</td>
</tr>
<tr>
<td>Re-allocated support costs*</td>
<td>17,057</td>
<td>4,312</td>
<td>9,848</td>
<td>31,279</td>
<td>£1,639,814</td>
</tr>
<tr>
<td><strong>Total resources expended</strong></td>
<td>£152,202</td>
<td>£49,731</td>
<td>£12,191</td>
<td>£39,574</td>
<td>£1,639,814</td>
</tr>
</tbody>
</table>

*The re-allocation of support costs is based on the proportion of staff costs incurred in each activity to the total.
The Surrey Care Trust

Notes to the financial statements

For the period ended 31 July 2014

5. Net outgoing resources for the period

This is stated after charging:

<table>
<thead>
<tr>
<th>Account</th>
<th>16 month period ended</th>
<th>Year ended 31 March</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2014</td>
<td>2013</td>
</tr>
<tr>
<td>Depreciation</td>
<td>5,811</td>
<td>3,425</td>
</tr>
<tr>
<td>Auditors' remuneration:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Audit</td>
<td>8,100</td>
<td>7,850</td>
</tr>
<tr>
<td>Trustees' remuneration</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Nil</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Trustees' expenses</td>
<td>1,012</td>
<td>505</td>
</tr>
<tr>
<td>Property leases</td>
<td>37,100</td>
<td>25,000</td>
</tr>
</tbody>
</table>

Trustees’ expenses represents the reimbursement of travel costs of £1,012 to 3 (2013: £505 to 5) trustees relating to attendance at Board and Committee meetings of the trustees.

6. Staff costs and numbers

Staff costs were as follows:

<table>
<thead>
<tr>
<th>Account</th>
<th>16 month period ended</th>
<th>Year ended 31 March</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2014</td>
<td>2013</td>
</tr>
<tr>
<td>Salaries and wages</td>
<td>1,018,182</td>
<td>889,106</td>
</tr>
<tr>
<td>Social security costs</td>
<td>78,752</td>
<td>74,153</td>
</tr>
<tr>
<td>Pension contributions</td>
<td>29,303</td>
<td>32,675</td>
</tr>
<tr>
<td>Redundancy costs</td>
<td>18,068</td>
<td>-</td>
</tr>
<tr>
<td></td>
<td>1,144,305</td>
<td>995,934</td>
</tr>
</tbody>
</table>

No employee earned more than £60,000 during the period (2013: Nil).

The average weekly number of employees (full-time equivalent) during the year was as follows:

<table>
<thead>
<tr>
<th>Activity</th>
<th>No.</th>
<th>No.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fundraising</td>
<td>2.7</td>
<td>3.1</td>
</tr>
<tr>
<td>Charitable activities</td>
<td>26.8</td>
<td>30.4</td>
</tr>
<tr>
<td>Governance</td>
<td>0.4</td>
<td>0.4</td>
</tr>
<tr>
<td></td>
<td>29.9</td>
<td>33.9</td>
</tr>
</tbody>
</table>

7. Taxation

The charitable company is exempt from corporation tax as all its income is charitable and is applied for charitable purposes.
8. **Tangible fixed assets**

<table>
<thead>
<tr>
<th></th>
<th>Swingbridge community boats £</th>
<th>Motor vehicles £</th>
<th>Computer and other equipment £</th>
<th>Total £</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Cost</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>At the start of the period</td>
<td>54,517</td>
<td>42,847</td>
<td>18,513</td>
<td>115,877</td>
</tr>
<tr>
<td>Additions</td>
<td>-</td>
<td>10,500</td>
<td>1,920</td>
<td>12,420</td>
</tr>
<tr>
<td>Disposals</td>
<td>-</td>
<td>(21,847)</td>
<td>-</td>
<td>(21,847)</td>
</tr>
<tr>
<td><strong>At the end of the period</strong></td>
<td>54,517</td>
<td>31,500</td>
<td>20,433</td>
<td>106,450</td>
</tr>
<tr>
<td><strong>Depreciation</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>At the start of the period</td>
<td>39,517</td>
<td>42,847</td>
<td>18,513</td>
<td>100,877</td>
</tr>
<tr>
<td>Charge for the year</td>
<td>4,000</td>
<td>1,225</td>
<td>586</td>
<td>5,811</td>
</tr>
<tr>
<td>Disposals</td>
<td>-</td>
<td>(21,847)</td>
<td>-</td>
<td>(21,847)</td>
</tr>
<tr>
<td><strong>At the end of the period</strong></td>
<td>43,517</td>
<td>22,225</td>
<td>19,099</td>
<td>84,841</td>
</tr>
<tr>
<td><strong>Net book value</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>At the end of the period</td>
<td>11,000</td>
<td>9,275</td>
<td>1,334</td>
<td>21,609</td>
</tr>
<tr>
<td>At the start of the period</td>
<td>15,000</td>
<td>-</td>
<td>-</td>
<td>15,000</td>
</tr>
</tbody>
</table>

9. **Debtors**

<table>
<thead>
<tr>
<th></th>
<th>31 July 2014</th>
<th>31 March 2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Statutory organisations</td>
<td>42,116</td>
<td>4,420</td>
</tr>
<tr>
<td>Grants receivable</td>
<td>4,000</td>
<td>8,165</td>
</tr>
<tr>
<td>Other debtors</td>
<td>38,434</td>
<td>10,002</td>
</tr>
<tr>
<td>Prepayments</td>
<td>31,643</td>
<td>12,768</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>116,193</strong></td>
<td><strong>35,355</strong></td>
</tr>
</tbody>
</table>

10. **Short term deposits**

    Cash surplus to immediate requirements is placed on short term deposit with CAF Bank, Virgin Money and Metro Bank.

11. **Cash at bank and in hand**

    The main bank accounts of the Trust are with CAF Bank where interest is payable on the deposit account.
## Notes to the financial statements

**For the period ended 31 July 2014**

### 12. Creditors: amounts due within one year

<table>
<thead>
<tr>
<th></th>
<th>31 July 2014</th>
<th>31 March 2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>HMRC creditor</td>
<td>20,686</td>
<td>23,760</td>
</tr>
<tr>
<td>Other creditors</td>
<td>96,143</td>
<td>30,161</td>
</tr>
<tr>
<td>Accruals</td>
<td>62,616</td>
<td>21,507</td>
</tr>
<tr>
<td>Deferred income</td>
<td>144,533</td>
<td>31,471</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>323,978</strong></td>
<td><strong>106,899</strong></td>
</tr>
</tbody>
</table>

### 13. Analysis of net assets between funds

<table>
<thead>
<tr>
<th></th>
<th>Restricted funds</th>
<th>General funds</th>
<th>Total funds</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>£</strong></td>
<td><strong>£</strong></td>
<td><strong>£</strong></td>
<td><strong>£</strong></td>
</tr>
<tr>
<td>Tangible fixed assets</td>
<td>21,609</td>
<td>-</td>
<td>21,609</td>
</tr>
<tr>
<td>Net current assets</td>
<td>2,288</td>
<td>73,689</td>
<td>75,977</td>
</tr>
<tr>
<td><strong>Net assets at the end of the period</strong></td>
<td><strong>23,897</strong></td>
<td><strong>73,689</strong></td>
<td><strong>97,586</strong></td>
</tr>
</tbody>
</table>

### 14. Movements in funds

<table>
<thead>
<tr>
<th></th>
<th>At the start of the period</th>
<th>Incoming resources</th>
<th>Outgoing resources</th>
<th>At the end of the period</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Restricted funds</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Crisis Grants</td>
<td>6,987</td>
<td>7,111</td>
<td>(11,810)</td>
<td>2,288</td>
</tr>
<tr>
<td>Development</td>
<td>-</td>
<td>15,000</td>
<td>(15,000)</td>
<td>-</td>
</tr>
<tr>
<td>Fundraising</td>
<td>-</td>
<td>20,833</td>
<td>(20,833)</td>
<td>-</td>
</tr>
<tr>
<td>Corporate Governance</td>
<td>-</td>
<td>19,618</td>
<td>(19,618)</td>
<td>-</td>
</tr>
<tr>
<td>FACE</td>
<td>-</td>
<td>37,112</td>
<td>(37,112)</td>
<td>-</td>
</tr>
<tr>
<td>STEPS - Learning Centre capital grant</td>
<td>17,947</td>
<td>-</td>
<td>(17,947)</td>
<td>-</td>
</tr>
<tr>
<td>STEPS</td>
<td>1,263</td>
<td>379,559</td>
<td>(371,547)</td>
<td>9,275</td>
</tr>
<tr>
<td>Stanwell Sure Start Children’s Centre</td>
<td>-</td>
<td>315,282</td>
<td>(313,948)</td>
<td>1,334</td>
</tr>
<tr>
<td>Swingbridge Community Boats</td>
<td>15,000</td>
<td>64,955</td>
<td>(68,955)</td>
<td>11,000</td>
</tr>
<tr>
<td><strong>Total restricted funds</strong></td>
<td>41,197</td>
<td>859,470</td>
<td>(876,770)</td>
<td>23,897</td>
</tr>
</tbody>
</table>

|                                | At the start of the period | Incoming resources | Outgoing resources | At the end of the period |
| **Unrestricted funds**         |                            |                   |                    |                          |
| General funds                  | 118,056                    | 718,677           | (763,044)          | 73,689                   |
| **Total unrestricted funds**   | 118,056                    | 718,677           | (763,044)          | 73,689                   |

|                                | 159,253                    | 1,578,147         | (1,639,814)        | 97,586                   |
The Surrey Care Trust

Notes to the financial statements

For the period ended 31 July 2014

Purposes of restricted funds
These are outlined in the Trustees’ report.

Purposes of carried forward restricted funds

Crisis Grants
Funds received for small financial grants to be made available to vulnerable individuals and families.

STEPS
Net book value of the minibus purchased during the period.

Children’s Centre
Net book value of fixed assets purchased for the Children’s Centre from the restricted grant.

Swingbridge Community Boats
The written down value of Swingbridge Community Boats.

15. Operating lease commitments
The charity had annual commitments at the period end under operating leases expiring as follows:

<table>
<thead>
<tr>
<th>Property</th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>£</td>
<td>£</td>
</tr>
<tr>
<td>Less than 1 year</td>
<td>-</td>
<td>13,200</td>
</tr>
<tr>
<td>1 - 2 years</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>2 - 5 years</td>
<td>-</td>
<td>13,000</td>
</tr>
<tr>
<td></td>
<td>-</td>
<td>26,200</td>
</tr>
</tbody>
</table>