

# SURREY CARE TRUST

Nurturing skills | Changing lives



## Trustee report and financial statements 2016-17

## About Surrey Care Trust

### Our Vision

A society in which everyone has the opportunity and encouragement to achieve their potential and to make a positive contribution.

### Our Mission

To tackle disadvantage, social exclusion and hardship in local communities by equipping people with the skills to improve their economic situation, reduce their social isolation and convince them that they have a valuable contribution to make to society.

### Where we work

We work mainly in Surrey, with a particular focus on areas of relative deprivation and disadvantaged and socially marginalised groups, including low-income families, vulnerable young people and low-skilled adults.

### The work we do

We help people to create better chances in life and brighter futures for themselves, through training, education, mentoring, counselling and volunteering. We are:

- engaging vulnerable and challenging young people in education with an alternative approach at our **STEPS to 16** programme
- providing a free and independent **counselling** service for troubled young people aged 16 to 25
- supporting people of all ages through **mentoring** programmes to help them make positive changes in their lives
- helping families to give their children the best start in life with our **Sure Start Children's Centre** in Stanwell
- re-engaging people in education with our community-based **Adult Learning** programmes
- running outdoor learning, personal development and volunteering activities on our **Swingbridge Community Boats**

## Why our work is needed

Think of Surrey and you are likely to picture leafy lanes and well-to-do suburbs, but there is another side to the county. Alongside areas of wealth and privilege are hidden pockets of real deprivation, with a huge disparity in opportunities, achievement and life expectancy.

There is a minority of people in every town and village throughout the county - a minority that nevertheless accounts for tens of thousands of individuals - who are disadvantaged by low skills, lack of opportunity, setbacks in life and precarious economic circumstances. They often feel left out of society and that they have no contribution to make.



## **How Surrey Care Trust is making a difference - a review of our work in 2016/17**

### **We are helping people:**

- become more skilled for life, learning and work
- feel more respected and valued
- feel more motivated and able to contribute to the good of society

### **We know our work is being effective when the people we work with:**

- choose to participate in learning or mentoring
- gain awards and qualifications or demonstrate improved skill levels in other ways
- engage in volunteering and community activities
- progress into further learning
- look for and find work
- tell us they feel more self-confident and positive
- become more skilled for life, learning and work
- feel more respected and valued

Setting challenging targets when we are planning and evaluating our activities keeps us focused on the problems we want to address and the changes we want to see.

Some changes are easier to measure than others. It is straightforward, for instance, to measure and report on the time that people participate in our activities and the tangible results of that, such as qualifications. It is more complex to measure changes in people's motivation or motivation.

This sort of difference is captured by evaluation and feedback from our beneficiaries and the staff and volunteers working with them. While it is subjective, the more systematically and comprehensively we gain verbal and written feedback, the more meaningful it becomes.

During the 12 months to July 2017, some 3,500 individuals benefited from the services that we provided free at the point of delivery, with a further 1,000 taking part in the activities for which we make a modest charge.

## **STEPS - education and support for young people**

Our STEPS programmes provide learning and support for some of Surrey's most vulnerable and disengaged young people and we continue to work closely with schools, colleges, Surrey County Council and other agencies to share our expertise.

The three aspects of our STEPS work are:

- STEPS to 16 alternative education
- STEPS Mentoring
- STEPS Counselling

In 2016/17, staff and volunteers on our STEPS programmes and services worked with more than 200 young people between the ages of 11 and 25, giving them a more positive start in life. These young people are often dealing with a range of problems, affecting their lives both at home and in education.

The wider impact of STEPS is to reduce the number of young people who start adult life with limited prospects of going to college, accessing skills training and finding or sustaining meaningful employment.

□ **STEPS to 16**  
**Giving young people a second chance in education**

The STEPS to 16 programme is based in our Woking Learning Centre and draws students from across the west of the county. STEPS offer schools, Family Services and other agencies an 'alternative provision' open every day during school term-time, for young people in years 10 and 11 (aged from 14-16 years) whose lives are troubled by problems and anxieties, resulting in serious underachievement and non-attendance at school. We work closely with parents/carers, schools and other professionals to provide individual learning packages which help prevent students from being permanently excluded.

The supportive, small-scale environment at STEPS is less threatening to a young person who is struggling. Learning is more informal, giving space for individual to be fully recognised and understood. The aim is to build a student's confidence and self-esteem through a variety of activities and opportunities which at the same time enable them to develop their social skills. Alongside these activities, students follow courses, take exams and gain City and Guilds functional skills qualifications in Mathematics and English and Open College Network Certificates in Skills for Life. In addition, STEPS helps young people clarify their future plans, develop a CV, complete college or job applications and prepare for interviews.

A high staff to student ratio and growing numbers of volunteers are vital in providing one to one learning support. Students join at different times during the academic year, and while providing a challenge in terms of managing curriculum delivery, it does enable STEPS to respond swiftly and flexibly to meet a young person's needs.

This year, the Board decided to set up a trustee task group, supplemented by external professionals, to offer additional targeted support to the staff team.

**Making a difference at STEPS to 16**

	Actual 2015/16	Target 2016/17	Actual <b>2016/17</b>	Target 2017/18
Percentage of year 11 students progressing to further learning or employment on leaving the programme (by October)	58%	80%	<b>70%</b>	80%
Percentage of summer 2017 leavers gaining external accreditation	71%	80%	<b>80%</b>	90%

More detailed targets underlay these high level targets for 2017/18, in terms of City and Guilds Maths and English and Open College accreditation, reflecting both the length of time the young person has been at the Woking Learning Centre and their baseline assessment.



Staff track the achievements of each student, as well as changes in their attitudes and behaviour. Students themselves are regularly asked to evaluate where they have done well and where they need to try harder.

Ten year 11 students left STEPS in summer 2017, with seven confirmed progressions to further learning or employment by October. Eight students gained City and Guilds accreditation in functional skills, with five achieving passes in both Maths and English – a significant improvement on the previous year. Students were also able to take functional skills tests at different times during the year, reflecting their individual progress. Four year 11's completed the full OCN Certificate in Progression, with a further four achieving between two and five units. A small number of students also took GCSE qualifications through their referring schools in 2016/17, with support from STEPS.

Six year 10 students joined the programme at different points of the year, with four gaining functional skills accreditation by July. All six students are continuing with STEPS in to the 2017/18 academic year.

*"If I hadn't been at STEPS I probably would have dropped out of school and I don't know what I'd be doing now."* – Former STEPS to 16 student Luke, who is now studying multi-trade construction at college

*"I'm completely different now. There's a 100% improvement in my learning because of the one to one help I get. The other day I completed 28 maths worksheets during the lesson. That's something I'd never have done before I came to STEPS. My mum says she has seen a massive change in my behaviour at home as well – I used to run away a lot but that doesn't happen now. I'm just so much happier"* – Katie, a STEPS student whose name has been changed

#### ☐ **STEPS Mentoring** **Helping young people to make positive choices**

We have continued to expand our mentoring work with vulnerable young people, helping them navigate through difficulties that hold them back in life and education. This preventative work is funded through a mix of statutory and charitable income and harnesses the time, goodwill and skills of an ever increasing number of volunteers. During the year, we had over 100 trained volunteer mentors working with young people and more than 50 new volunteer mentors were trained. Our mentors come from a huge range of backgrounds and our mentor co-ordinators take great care in matching young people with a mentor whose life experience, skills and interests closely meet their own needs. Key to the success of the programme is the quality of training and ongoing support provided to our volunteers by our highly skilled mentor co-ordinators. This was evidenced by the successful reassessment of the quality of our work by the National Mentoring and Befriending Foundation.

Contracts we are delivering for Surrey County Council account for a major part of our mentoring with young people aged 18 and under, providing services for those with acute needs in the boroughs of Elmbridge and Woking as part of the Council's Early Help Strategy. This year saw us widen our remit to include young people aged from 11 years, which has required us to amend our approach – not only in terms of the extent of parental involvement, but also in terms of where mentors and mentees meet (often at school rather than in a coffee shop or café, which is the usual location for older teenagers). Our mentors also support the young people at our Woking Learning Centre, where a number also volunteer their time on a regular basis.

The most important areas of concern for the young people we work with are family and home life, confidence, self-esteem and emotional wellbeing.

During the year, with the support of charitable funding, we have also increased the work we do with the often neglected 18-25 year old age group. In some ways, their needs are higher than their younger peers in that they no longer have access to free education and learning and have often had significant periods not in school. Typically, those we work with are unemployed or have mental health issues such as anxiety, self-harm or depression. They also often have parents who are disengaged. Many believe they have no-one to 'fight their corner' now they are over 18, and really value a volunteer 'just for them' to provide long term support, whatever their needs. Referrals come from Family Services, housing associations, other charities and word of mouth.

#### **Making a difference to young people through mentoring**

	Actual 2015/16	Target 2016/17	Actual 2016/17	Target 2017/18
Numbers of young people being mentored	120	160	<b>157</b>	170
Average mentor hours per month	235	400	<b>390</b>	400
Percentage matched with a mentor within 4 weeks	87%	88%	<b>87%</b>	90%

One of our key contract performance targets is the number of hours young people are mentored. Within this, there is obviously a balance to be struck between numbers of young people mentored and hours of engagement per person. We are clear that the number of mentoring sessions is solely dependent on a young person's needs and not on any pre-determined formula.

Even more significant are the individual goals that each young person sets for themselves. These are about taking small positive steps in life that can add up to making a substantial change. They can be as simple as talking to their mum or dad about what happened at school that day or coming to their next mentoring session on time! Goals may relate to education and broadening horizons, trying a new sport or activity, engaging with a particular subject they find challenging or making that daunting college application. We are implementing the 'Outcome Star' approach to tracking these 'softer' outcomes across our mentoring services.

*"There's less on my mind now. The anger doesn't build up. Somehow, through these meetings I seem to be able to help myself more."* - Tyler, age 16, whose name has been changed

Sophie was 19, a single mum who had left her partner following episodes of domestic violence. A difficult relationship with her mum meant that Sophie felt she had nowhere to go and so she slept on sofas at friends' houses. Soon after, her child was removed from her care. It was at this very low point in Sophie's life that she was matched with Christine, one of Surrey Care Trust's volunteer mentors.

Christine says: *"It's been such an amazing journey for both of us and I feel immense satisfaction from being able to help Sophie. Everyone says she has completely changed, but actually the most significant change is that there is someone there who believes in her. I'm so pleased that she found out about the Trust's mentoring programme, which has really helped her to blossom into the wonderful woman she is today."*



□ **STEPS Counselling Service**  
**A free service for troubled young people**

A modest but steady flow of young people aged 16-25 access our free Woking-based service, for various reasons including the length of waiting times for other services, the fact that STEPS counselling as a non-statutory service is more approachable and less stigmatising, and because they cannot afford private counselling. Young people can contact the service through a dedicated helpline and we also receive enquiries from GPs and other mental health agencies. A key feature of our service is that we do not limit the number of sessions per client, but tailor delivery to each individual.

Typically, the young people who come to us are facing challenges including depression, anxiety, anger management, bullying, panic attacks, self-harm and bereavement. In many cases, this also comes within a wider context of economic and social disadvantage, family dysfunction or struggles in education.

Our Counselling is currently provided by five volunteers who are in the final stages of their professional training, supported by an experienced BACP accredited supervisor. During the year, we moved to much improved accommodation in a new community facility owned by Woking Borough Council, as well as delivering in the premises of a local charity working with those with mental health issues.

**Making a difference to young people through counselling**

	Actual 2015/16	Target 2016/17	Actual 2016/17	Target 2017/18
Numbers of young people accessing counselling	40	40	36	40
Percentage matched with a counsellor within four weeks	90%	90%	87%	100%

In 2016/17, 52 enquiries were received, of whom 16 decided not to take up the counselling offered.

*"When I had no one to reach out to or anyone to hear me, you were there and I am eternally grateful for all you have done for me. You have helped me to value myself again and given me the courage to believe in who I am."* - A young woman who came to us for counselling after being released from hospital following an overdose and had struggled to find help elsewhere for her depression

**Stanwell Sure Start Children's Centre**  
**Supporting parents in giving children the best start in life**

At the heart of every Sure Start Children's Centre is the desire to make a difference to the life chances of the very youngest in our society and their families. Sure Start supports the families of under-fives, especially those in greatest need, with the aim that all children, regardless of family circumstances, are properly prepared for school. This year the brief of all Children's Centres in Surrey expanded to include working with families with children aged up to 11.

This is the job Surrey Care Trust is doing in Stanwell and Stanwell Moor, one of the most disadvantaged communities in Surrey, where we run the Children's Centre in partnership with the County Council.

Open throughout the year, the Centre offers a range of activities encouraging early learning and positive, engaged parenting. We also provide parents with information, advice and specialist support as well as adult learning classes. Many families have gained knowledge, skills and strategies to enable them to deal with issues in their lives more effectively.

One of the new developments this year was the introduction of 'Every Tot Active', a year round class that encourages outdoor physical activity – we can even provide the wellingtons and waterproofs! The Centre's garden is a great asset for many families living in local flats and saw further improvement this year, including a new 'construction zone' where children role play builders and carpenters, as they investigate a variety of construction toys such as building blocks, wooden planks and real bricks. Through this they develop imagination, explore their creativity and learn to problem solve.

We were delighted to gain the Healthy Children Centre Award in May 2017. Our submission particularly highlighted our support for children with additional needs through our 'Little Diamonds' group, as well as our 'Tips for Toddlers' one-off workshops on particular subjects such as sleeping, speech and language development, toilet training and dealing with tantrums.

The success of the Children's Centre reflects its effective partnerships with local schools, nurseries, day care providers and other voluntary groups, as well as a wide range of professionals, including midwives, health visitors, social workers and the police. Our 'Stanwell Parents Together' group provides a forum for parents and carers to discuss informally with the staff what they most value at the Centre and what else they would like to see, and their feedback influences the planning of future activities. Our Local Advisory Board reflects both the families we serve and our active relationships with statutory, voluntary and private sector organisations.

The Centre also benefits from the support of a Trustee Task Group to allow the Board to give more in depth focus on the performance of this vital provision. Nationally, we are still awaiting the announcement of a new inspection framework for Early Years, and our aim is to achieve at least a 'Good' OFSTED rating when we are finally externally re-assessed (we are confident we are already achieving this in terms of the existing framework).

	Actual 2015/16	Target 2016/17	Actual <b>2016/17</b>	Target 2017/18
Percentage of target families in reach area engaged (seen at least once in year)	90%	90%	<b>87%</b>	-
Engagement with families with children 0-3 in the five most deprived areas	-	70%	<b>72%</b>	-
Percentage of families with children aged 0-4 in reach area registered at Stanwell Children's Centre	-	-	<b>95%</b>	98%
Percentage of families with children aged 0-4 living in the most deprived target area accessing Stanwell Children's Centre	-	-	<b>66%</b>	75%



The Children's Centre performance is judged against a complex range of detailed targets which are regularly reviewed in depth by both the Task Group and the Local Advisory Board.

*"I cannot speak any more highly of all the support I have received over the last 6 months. I have been able to access such a wide range of services which I never thought available."* - Saira, a parent attending Stanwell Children's Centre, whose name has been changed

*"I always wanted to work, but I couldn't find anything. I knew I needed some more qualifications, but I had children to look after. The creche at the centre meant that I could study and not worry about having to pay for childcare."* - Inna, a visitor to our Children's Centre who used the skills she learnt there to successfully apply for their receptionist post

## **Swingbridge Community Boats**

### **A resource for outdoor activities and learning**

The combination of fresh air, new experiences and being physically active makes our two Swingbridge Community Boats an exceptional learning environment. The boats are the base for outdoor training and personal development activities, giving people of all ages opportunities to gain new skills. Swingbridge is an accredited training centre for the National Community Boats Association and our skilled volunteers offer courses that train people up to 'skipper' level.

Hundreds of people benefit from Swingbridge. Beneficiaries include disadvantaged young people from schools, youth organisations and our own STEPS programmes, vulnerable adults, offenders and our own volunteers. As well as running charitably-funded activities, the services of Swingbridge are also available to the wider public on a charged-for basis, involving more of the community and generating income to support our core work.

Summer boat trips on Swingbridge1 make the River Wey accessible to people with limited mobility or other special needs, bringing them close to nature for a few hours.

Swingbridge2 is the Trust's base for environmental conservation work along the Surrey waterways. The volunteering based on it benefits people and all manner of wildlife along the River Thames and River Wey. Our volunteers care for riverbanks, towpaths, meadows and nature reserves, carrying out tasks such as cutting back overgrown vegetation to improve views, access and safety, and painting lock gates and bridges. Volunteers needing additional support, including those with mental health needs and recovering from substance misuse, are encouraged to participate. We also provide placements for offenders serving community sentences. Whatever the reason for getting involved, those involved gain practical skills and a sense of pride in making a contribution to the local community.

The day-to-day operation and promotion of Swingbridge is in the hands of a group of very experienced volunteers operating as a Steering Group, chaired by a trustee and working within the strategic parameters agreed by the Board.

## Making a difference with Swingbridge

	Actual 2015/16	Target 2016/17	Actual <b>2016/17</b>	Target 2017/18
Individuals undertaking skills training (this includes our volunteers)	171	180	<b>229</b>	180
Individuals gaining nationally accredited awards (this includes our volunteers)	49	60	<b>32</b>	60
Individuals gaining Surrey Care Trust certificates of achievement	107	150	<b>67</b>	100
Individuals and groups on paid-for summer trips and training days, aiming to raise £10k of income (2017/18)	953/88	975/90	<b>986/101</b>	990/105

While we were disappointed not to achieve all the training targets during the year, this was partly a reflection of staff and volunteer changes, combined with the long-term absence of the Environmental Trainer on Swingbridge2. Training numbers in the first quarter of 2017/18 are on track to meet the 2017/18 targets.

In addition to key performance targets tracking numbers of participants in activities on Swingbridge, we use individual and group evaluations to build a picture of how we are helping people to improve their personal and practical skills.

*"I didn't know what to expect when I first started my community payback work, but I never thought that it would end up being a very positive experience that I'd actually enjoy and look forward to. I intend to come back and continue working with the crew on Swingbridge2 – albeit as a volunteer this time!"* - An offender carrying out community payback work on Swingbridge2

## Adult Learning

### Encouraging people to take up learning again

Our 'first steps' courses are persuading hundreds of adults to try learning again and discover how it is enjoyable, sociable and a boost to confidence and motivation.

We have continued to work with Nescot and Surrey Adult Learning to run short, non-accredited courses of up to 10 hours, in popular subjects including first aid, family food, food hygiene, personal development, confidence building, getting 'back to work' and environmental skills.

Aimed primarily at people with low skills, these first steps courses are free, thus removing one of the barriers that come between adult education and those who could most benefit. Courses are tailored to meet the needs of specific groups, including those with mental health difficulties, carers, vulnerable homeless people, young people with criminal or substance misuse backgrounds, children's centre users and offenders.



We aim to address the psychological hurdle that “learning isn’t for me” and solve transport problems by holding courses in community venues, such as church halls, youth centres and children’s centres. Training in basic land maintenance skills are delivered on our Swingbridge Community Boats as part of environmental volunteering.

Our one year ‘Learning Together’ project, funded by the Armed Services Covenant Fund, and covering Brookwood, Pirbright, Deepcut and Mytchett, drew to a close in December 2016. It was designed to promote community cohesion for the military and civilian communities by combining first steps learning with the one-to-one support of mentoring. During 2016 we ran 12 first steps learning courses and worked with over 190 individuals. Positive outcomes identified by the participants included personal development, increased confidence for those who were socially isolated, increased social interaction between the military and civilian communities and increased awareness of local opportunities, including further learning.

### Making a difference through adult learning

	Actual 2015/16	Target 2016/17	Actual 2016/17	Target 2017/18
People participating in first steps learning	479	500	593	500

As well as our key performance target for the number of people we recruit into first steps learning, we ask learners to tell us what they feel they have gained from the experience and use their evaluations to aid in shaping further courses.

*“I have a two year old and a six year old and I would like to go back to work. This course will help me in my volunteer role at the Centre and I’d like to do others like interview skills to prepare me for going back to work.”* - Lynsey from Farncombe, who volunteers at her local Sure Start Centre and took part in one of our pop-up first aid courses

## Mentoring for adults

### Listening and supporting people when life is difficult

Our adult mentoring services are run by the same experienced team of mentor co-ordinators who run our provision for young people, with some mentors choosing to work with both groups. Meeting with a mentor once a week gives a person a chance to talk and be listened to, but mentoring goes much further, encouraging and supporting people in practical ways to bring stability back to their lives. Our beneficiaries include those who are socially isolated, long term unemployed, those with mental health issues or mild learning disabilities, or those living on their own or in temporary accommodation and in need of additional support.

All volunteer mentors benefit from comprehensive training and support. There is weekly communication by email or phone and monthly group meetings to share experiences. Mentors range in age from 20 to 70 and they come from a wide variety of backgrounds. Our eight years’ experience with running volunteer mentoring programmes continues to demonstrate that the careful matching of a person with a mentor is vital for establishing a successful relationship. As with our work with young people, the mentor co-ordinator has a key role in judging which mentor will best suit each mentee.

In East Surrey, we also continued to offer mentoring to ex-offenders. We mentored seven individuals during the year; three have entered into further education, two are currently in part-time work and none have reoffended. Mentoring these individuals will continue into 2017/18.

Two programmes working in specific areas of deprivation in Waverley and Reigate and Banstead drew to a close this year, as the short term statutory funding stream ended. During 2016/17, 45 adults were mentored.

The value of our adult mentoring was recognised in a new project working with Surrey County Council's Family Support teams in the west of the county. 40 families with complex long-term needs participated in a 12 week intensive intervention by the statutory services, during which time individuals were also matched with a volunteer mentor. This mentoring will continue for as long as is needed, gradually reducing over time as mentees progress on their agreed plans, developing their independent skills and resilience.

A further new development was our involvement in the ESF and Lottery-funded Aspire programme in the Gatwick Diamond area, which worked with 14 people who were farthest from the labour market and needed long-term training and support in order to re-engage with employment, education and volunteering.

#### **Making a difference through adult mentoring**

	Actual 2015/16	Target 2016/17	Actual 2016/17	Target 2017/18
Adults mentored	62	90	<b>136</b>	116
Percentage of people matched with a mentor within four weeks of referral	100%	100%	<b>89%</b>	100%

Securing additional charitable and statutory funding enabled us to exceed our target of individuals who were mentored during the year. Introducing these new contracts led to a slight drop in the numbers matched within four weeks of referral, with 100% remaining our target for next year.

As well as key performance targets for the number of people we support through mentoring, we track a range of outcomes linked to goals that our mentees set for themselves and the changes that result from the fact that they have had someone to support them.

Short-term aims might include clearing a backlog of bills and letters, joining a local gym or even just taking a walk in the park, but these can be the first steps towards making more substantial changes that bring stability and new opportunities.

*"I feel so much better about myself and my future. Without mentoring, I would have been in a completely different place."* - Kaema, who was matched with a mentor to help her improve her confidence and make more positive choices for herself and her son



## **More information about Surrey Care Trust**

### **Staff and volunteers**

The average weekly number of employees (full-time equivalent) in 2016/17 was 21.8 compared to 21.7 in 2015/16. Volunteers, including paid staff supporting Surrey Care Trust in their own time, contributed 18,854 hours during 2016/17, a 10% increase over 2015/16, mainly reflective of the further expansion of our volunteer mentoring programmes.

The time and skills of volunteers make a huge contribution to Surrey Care Trust's work and many of our services could not operate without them. In fundraising too, volunteers are essential for us to run successful and cost effective events, especially our Surrey 5 Peaks sponsored walk. Volunteers frequently tell us that they gain as much from volunteering as they put in. The best reward is the satisfaction of seeing the difference they are making to the lives of people who are struggling.

### **Learning and training**

Commitment to training and developing all staff, whether full-time, part-time, or volunteer, is a key part of our commitment to quality, reflected in our retention of the Investors in People Bronze Award in May 2016.

All new recruits, whether staff or volunteer, are encouraged to attend a Surrey Care Trust 'Welcome Lunch' – a general induction to the Trust - soon after they join.

Paid staff have regular reviews and an annual appraisal with their line manager, at which personal performance and training 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. Staff are encouraged to shadow different programmes and attend our annual 'Working Together Day'. This year, it was hosted by Canon - one of our key corporate supporters - and covered our mentoring programmes, safeguarding, effective use of social media and the contribution of volunteers, as well reviewing what had been achieved and our future plans.

Providing quality training is the foundation for our effective use of volunteers, ensuring they have the skills we need, whilst also increasing the value for them of volunteering in terms of personal development.

### **Quality accreditation**

We invest in nationally-recognised external accreditation to demonstrate the quality of our work and ensure we seek to continually improve the way we run our services. Our accreditations are:

- ISO 9001
- Investors in People (IiP)
- Mentoring & Befriending Foundation Accredited Provider Status
- National Community Boats Association (NCBA) Accredited Training Centre Status
- Open College Network Accredited Centre with direct claims status
- City & Guilds Accredited Centre

## Fundraising

Income from fundraising is essential for Surrey Care Trust to maintain the range of services we offer and to support the development of new initiatives. Our sources of funding include grants from charitable trusts and foundations, donations from individuals and companies and our own fundraising events. Events also provide an invaluable way of maintaining contact with our current corporate and individual supporters and reaching potential new donors.

In addition to our Surrey 5 Peaks walk in September 2016, supporters have raised funds for us through the London Marathon and other challenge events. In July 2017, we again held our corporate Big Yellow Duck Race on the River Wey in Guildford.

Our work that is almost entirely reliant on charitable funds includes mentoring for young people aged 18-25, our counselling service and our Swingbridge Community Boats. Our STEPS to 16 alternative education programme is significantly strengthened by charitable income. For example, while the core funding - including premises and central support - comes from the fees charged to referring schools, a third of the costs are covered by charitable donations. This provides additional staff, educational and sporting trips and activities, books and equipment and food for a daily breakfast and lunch.

Surrey Care 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 group donations and fundraising events.

## Financial review

Financially it has been a better year for the Trust, with both statutory and fund raised income higher than in 2015/16, and expenditure remaining under tight control. Our budget target of achieving an unrestricted surplus of £28k has been exceeded.

In summary:

- Income for the year to 31 July 2017 was £981,336 compared with £792,856 for the previous year.
- Expenditure for the year to 31 July 2017 was £939,992 compared with £859,053 for the previous year.
- Income for the year to 31 July 2017 exceeded expenditure leading to a surplus of £41,344 compared with a deficit of £66,197 for the previous year.
- Unrestricted reserves increased by £46,444 to £97,547. Restricted reserves - funds to be used for the specific purposes as specified by the donors - decreased by £5,100 to £4,976.
- Cash increased by £37,383 to £159,135.

Full details of the results for the year are given in the audited financial statements included in this report.

For the year to 31 July 2018, having taken account of future plans and opportunities, the Trustees have agreed to an income budget higher than the income achieved for the year to 31 July 2017, with expenditure set at a level to achieve a modest surplus.



## Reserves

The Trustees have examined the Trust's need for unrestricted funds in the context of planned continuing activities during 2017/18, including consideration of quantifiable financial risks to the Trust, within the context of the current economic and political 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

"The minimum level of unrestricted reserves should be set at a level sufficient to meet closure costs, and that we should aim to end the year with unrestricted reserves at least equivalent to one month's expenditure. Based on these criteria, we propose a minimum unrestricted reserves requirement of £60k, with a target for ending the year with reserves of £90k or better."

Total unrestricted reserves at 31 July 2017 were £97,547 compared with £51,103 at 31 July 2016.

## Structure, governance and management

As required under Section 17 of the Charities Act 2011, we have considered the guidance provided by the Charity Commission on public benefit, both in compiling this report and in planning for the future.

Surrey Care Trust continues to deliver public benefit by providing opportunities for people who are disadvantaged by poor educational achievement and low skills, to improve their training, confidence and employability. We also provide a benefit to the environment around Surrey waterways through the work of our Swingbridge2 Community Boat.

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 by the groups of people that our charitable objectives charge us to help.

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 Surrey Care 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 six times in 2016/17, receiving quarterly monitoring information against key budget and performance targets.

The day-to-day management of Surrey Care Trust is delegated to the Chief Executive, who has regular meetings with the Chairman, Vice Chairman, Treasurer and Secretary 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. Mitigating factors are identified for each risk and are reflected in the scoring of both probability and impact.

An in-depth review of risk throughout Surrey Care 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 and monitored by the Board.

The most significant risks identified during the year included:

- ☐ Further significant overall reduction in Public Sector funding
- ☐ Entry of national or regional competitors in local contracting
- ☐ Failure to identify sufficient new funding opportunities to maintain, at a minimum, current turnover
- ☐ Significant shortfall on voluntary fundraising target
- ☐ Inadequate level of reserves to meet unexpected shortfall in income or unexpected expense
- ☐ Serious Health & Safety failure

### **Future plans**

Our Strategic Plan for 2015 to 2018 has three key objectives:

- Sustain and grow quality learning and development opportunities to meet the identified needs of our beneficiaries
- Seek opportunities for growth through new initiatives
- Ensure our long-term sustainability as a charitable provider

Good progress has been made towards achieving these objectives, as demonstrated in this report and by the opportunities outlined below.

A series of annual performance targets contribute towards the strategic plan objectives. Performance against these targets is reviewed every quarter. Our ambition as a charity is always to be able to expand our help more widely. We want to increase the proportion of income we raise through donations, grants, appeals and fundraising events to give us more freedom to respond swiftly to newly identified needs.

We are continuing to expanding our mentoring provision for adults who are facing multiple challenges, with the support of both Surrey County Council and charitable funding.



A further new development from autumn 2017 is a partnership project in the west of the county, funded through the ESF and the National Lottery, providing a combination of first steps adult learning and volunteer mentoring to those who are socially isolated and farthest from the labour market.

The Trust continues to act as grant holder for the Local Conversation Project in Stanwell. This is a neighbourhood initiative, which supports residents to design, develop and deliver grass-roots projects that address the priorities that local people have said are most important to them.

As the public sector turns to charities to take on more delivery of services, there are many opportunities for Surrey Care Trust to bid for contracts. Where the work that needs to be done fits our mission and where our expertise can add value, we will, of course, respond to calls from local, central and European government and publicly-funded organisations.

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 just need someone to give them a second chance.

*Approved by the Trustees on 13th November 2017 and signed on their behalf by*



**Neil McClelland**  
Chairman and Trustee

## **Financial statements 2016/17**

### **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, under Part 15 of the Companies Act 2006.



## **Independent auditors' report to the members of Surrey Care Trust**

### **Opinion**

We have audited the financial statements of Surrey Care Trust for the year ended 31 July 2017 which comprise Balance Sheet, Statement of financial activities, 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).

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 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 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.

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 2017 and of its net income for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

### **Basis for opinion**

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. 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. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### **Conclusions relating to going concern**

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- The trustees' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the charitable company's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

### **Other information**

The trustees 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. In connection with our audit of the financial statements, 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 audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

## **Opinions on other matters prescribed by the Companies Act 2006**

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

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

## **Matters on which we are required to report by exception**

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

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

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

## **Responsibilities of trustees**

As explained more fully in the trustees' responsibilities statement the trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

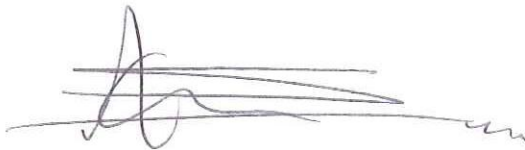
In preparing the financial statements, the trustees are responsible for assessing the company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.



## Auditor's responsibilities for the audit of the financial statements

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

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: <https://www.frc.org.uk/auditorsresponsibilities>. This description forms part of our auditor's report.



.....  
Andrew Skilton ACA (Senior Statutory Auditor)

For and on behalf of Brewers Chartered Accountants, Statutory Auditor

Bourne House

Queen Street

Gomshall

Surrey GU5 9LY

13 November 2017

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## Reference and administrative details

Company number	658859
Charity number	285543
Registered office and operational address	The Crescent, Heathside Crescent, Woking, Surrey GU22 7AG
Patrons	Mr Roger Black MBE Dame Sarah Goad JP, Lord-Lieutenant of Surrey (until August 2015) Mr David Hypher, OBE DL Michael More Molyneux, Lord Lieutenant of Surrey (from July 2016) Sir Richard Stilgoe OBE DL Mr Andrew Wates OBE DL
President	Sir 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	Mr Neil McClelland OBE
Vice Chairman	Mrs Viv Ottaway
Secretary	Mrs Dorothy Buckrell (until 31 <sup>st</sup> July 17) Mr Peter Clanchy CPFA (from 1 August 2017)
Treasurer	Mr Peter Clanchy CPFA (from 13 <sup>th</sup> Feb 17) Mr Andrew Young (until 3 <sup>rd</sup> Feb 17)  Mr Bryan Craddock Dr Esther Hayes Sir Denis O'Connor Mrs Kari Pridden Mr Richard Teare Mr Phil Osborne Miss Elizabeth Owen (until 14 <sup>th</sup> July 17) Mr Nigel Clifford (until 22 <sup>nd</sup> June 17)
Chief Executive	Mrs 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	Brewers, Chartered Accountants Bourne House, Queen Street, Gomshall, Surrey, GU5 9LY
Accountants	JS2 Limited One Crown Square, Church Street East, Woking, Surrey, GU21 6HR



These Financial Statements have been prepared in accordance with the special provision for small companies under Part 15 of the Companies Act 2006 and with the Financial Reporting Standard for Smaller Entities (effective April 2008).

The Trustees acknowledge their responsibilities for:-

- (i) ensuring that the charity keeps proper accounting records which comply with Section 386 of the Act, and
- (ii) preparing Financial Statements which give a true and fair view of the state of affairs of the charity as at the end of the financial period and of its profit or loss for the financial period in accordance with the requirements of Sections 394 and 395, and which otherwise comply with the requirements of the Act relating to Financial Statements, so far as applicable to the charity.

These Financial Statements were approved by the members of the Board on 13 November 2017 and are signed on their behalf by:



Peter Clanchy, CPFA Trustee and Treasurer  
Company number: 1658859

The Surrey Care Trust

Balance sheet

Company no. 1658859

As at 31 July 2017

	Note	£	31 July 2017 £	31 July 2016 £
<b>Fixed assets</b>				
Tangible fixed assets	8		<u>8,663</u>	<u>10,129</u>
<b>Current assets</b>				
Debtors	9	97,960		73,203
Cash at bank and in hand		<u>159,135</u>		<u>121,752</u>
		<b>257,095</b>		194,955
<b>Liabilities</b>				
Creditors: amounts due within one year	10	<u>163,235</u>		<u>143,905</u>
<b>Net current assets</b>			<u>93,860</u>	<u>51,050</u>
<b>Net assets</b>	11		<u><b>102,523</b></u>	<u>61,179</u>
<b>Funds</b>	12			
Restricted funds			4,975	10,076
Unrestricted funds				
<i>General funds</i>			<u>97,548</u>	<u>51,103</u>
<b>Total charity funds</b>			<u><b>102,523</b></u>	<u>61,179</u>

Approved by the Trustees on 13 November 2017 and signed on their behalf by



Peter Clanchy BSc CPFA MBA PGCE, Trustee and Treasurer



The Surrey Care Trust

Statement of financial activities (incorporating an income and expenditure account)

For the year ended 31 July 2017

				Year ended 31 July 2017 Total £	Year ended 31 July 2016 Total £
	Note	Restricted £	Unrestricted £		
<b>Income from:</b>					
Donations	2	156,423	122,934	279,357	169,191
Trading activities					
Fundraising events	3	-	35,718	35,718	37,518
Charitable activities					
Adult Learning and Mentoring		32,262	287,218	319,480	241,786
STEPS		139	97,650	97,789	90,580
Stanwell Sure Start Children's Centre		232,104	-	232,104	237,616
Swingbridge Community Boats		2,406	14,460	16,866	15,165
Investment income		-	22	22	1,000
<b>Total Income</b>		<u>423,334</u>	<u>558,002</u>	<u>981,336</u>	<u>792,856</u>
<b>Expenditure on:</b>					
Raising funds					
Fundraising and marketing		-	124,960	124,960	127,974
Fundraising events		-	13,442	13,442	8,195
		-	138,402	138,402	136,169
A					
Charitable activities					
Adult Learning and Mentoring		92,554	207,288	299,842	245,821
STEPS		65,400	112,555	177,955	163,709
Stanwell Sure Start Children's Centre		232,704	41,633	274,337	257,915
Swingbridge Community Boats		37,776	11,680	49,456	55,439
<b>Total expenditure</b>	4	<u>428,434</u>	<u>511,558</u>	<u>939,992</u>	<u>859,053</u>
<b>Net income/(expenditure) and net movement in funds</b>	5	(5,100)	46,444	<b>41,344</b>	(66,197)
<b>Reconciliation of funds</b>					
Total funds brought forward		<u>10,076</u>	<u>51,103</u>	<u>61,179</u>	<u>127,376</u>
<b>Total funds carried forward</b>		<u>4,976</u>	<u>97,547</u>	<u>102,523</u>	<u>61,179</u>

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 12 to the financial statements.

**The Surrey Care Trust**  
**Statement of Cashflows**

**For the year ended 31 July 2017**

	2017		2016	
	£	£	£	£
<b>Cash flows from operating activities:</b>				
Net expenditure for the year	<b>41,344</b>		(66,197)	
Adjustments for:				
Depreciation charges	<b>1,466</b>		5,740	
Interest	<b>(22)</b>		(1,000)	
(Increase)/decrease in debtors	<b>(24,757)</b>		(37,916)	
Increase/(decrease) in creditors	<b>19,330</b>		32,088	
<b>Net cash provided by operating activities</b>		<b>37,361</b>		(67,285)
<b>Cash flows from investing activities:</b>				
Interest	<b>22</b>		1,000	
<b>Net cash used in investing activities</b>		<b>22</b>		1,000
Change in cash and cash equivalents in the year		<b>37,383</b>		(66,285)
Cash and cash equivalents at the beginning of the year		<b>121,752</b>		188,037
Cash and cash equivalents at the end of the year		<b>159,135</b>		<b>121,752</b>



**1. Accounting policies**

**a) Basis of Preparation**

These financial statements have been prepared under the historical cost convention and in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) including early adoption of Update Bulletin 1. The charity is a public benefit group for the purposes of FRS 102 and therefore has also prepared the financial statements in accordance with the Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (The FRS 102 Charities SORP) and the Charities Act 2011.

The financial statements have been prepared to give a 'true and fair' view and have departed from the Charities (Accounts and Reports) Regulations 2008 only to the extent required to provide a 'true and fair view'. This departure has involved following "Accounting and Reporting by Charities for charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) issued on 16 July 2014" rather than the "Accounting and Reporting by Charities: Statement of Recommended Practice effective from 1 April 2005" which has since been withdrawn.

The principal estimates made in the preparation of these financial statements comprise:

- Useful economic lives of fixed assets and depreciation rates
- Aspects of income recognition

**Going Concern**

The trustees have assessed whether the use of the going concern basis is appropriate and have considered possible events or conditions that might cast significant doubt on the ability of the Charity to continue as a going concern. The trustees have made this assessment for a period of at least one year from the date of approval of the financial statements. In particular the trustees have considered the Charity's forecasts and projections. After making enquiries the trustees have concluded that there is a reasonable expectation that the Charity has adequate resources to continue in operational existence for the foreseeable future. The Charity therefore continues to adopt the going concern basis in preparing its financial statements.

**Functional Currency**

The functional currency is considered to be in pounds sterling because that is the currency of the primary economic environment in which the charity operates. The financial statements are also presented in pounds sterling, rounded to the nearest £1.

- b) Income received by way of donations is included when the charity is legally entitled to the income, it is probable that the income will be received and the amount can be quantified with reasonable accuracy. The following specific policies are applied to particular categories of income.

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.

**1. Accounting policies (continued)**

- c) Revenue grants are credited to the Statement of Financial Activities when received or receipt is probable, whichever is earlier. Where unconditional entitlement to grants receivable is dependent upon fulfilment of conditions within the charity's control, income is 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 income 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 income 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 income received or generated for the charitable purposes.
- g) Expenditure on raising funds relate to the costs incurred by the charitable company in inducing third parties to make donations 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) Expenditure is recognised in the period in which they are incurred on an accruals basis. Expenditure includes attributable VAT which cannot be recovered.

Expenditure is 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.



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:

		2017	2016
If by	Fundraising	16%	18%
	Adult Learning and Mentoring	34%	30%
	STEPS	16%	18%
	Stanwell Sure Start Children's Centre	30%	30%
	Swingbridge Community Boats	4%	4%
	Governance costs	n/a	n/a

Support costs comprise the costs incurred in supporting the activities of the charity and include insurance, IT support costs, central staffing costs and central office costs as well as governance costs. 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 and are included within support costs.

- 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) The charitable company has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments. Financial instruments are recognised in the Charity's balance sheet when the Charity becomes party to the contractual provisions of the instrument. Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally 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. With the exceptions of prepayments and deferred income all other debtor and creditor balances are considered to be basic financial instruments under FRS 102.
- l) Short term debtors are measured at transaction price, less any impairment. Loans receivable are measured initially at fair value, net of transaction costs, and are measured subsequently at amortised cost using the effective interest method, less any impairment.
- m) Cash and cash equivalents in the balance sheet comprise cash at banks and in hand and short term deposits with an original maturity date of three months or less. For the purpose of the statement of cash flows, cash and cash equivalents consist of cash and cash equivalents as defined above.
- n) Short term trade creditors are measured at the transaction price. Other financial liabilities, including bank loans, are measured initially at fair value, net of transaction costs, and are measured subsequently at amortised cost using the effective interest method. Deferred income represents grants, contract funding and training fees relating to future period.

The Surrey Care Trust

Notes to the financial statements

For the year ended 31 July 2017

2. Donations

			Year ended 31 July 2017 Total £	Year ended 31 July 2016 Total £
	Restricted £	Unrestricted £		
Corporate donations	6,641	18,530	25,171	26,453
Individual and community donations	3,194	33,843	37,037	49,399
Gifts in kind	18,346	18,684	37,030	13,000
Grants	128,242	51,877	180,119	80,339
Surrey County Council Grant - revenue	-	-	-	-
Total	156,423	122,934	279,357	169,191

3. Fundraising events

			Year ended 31 July 2017 Total £	Year ended 31 July 2016 Total £
	Restricted £	Unrestricted £		
Challenge Events	-	3,287	3,287	804
Duck Race	-	3,250	3,250	2,230
Guildford Symphony Orchestra	-	-	-	989
Marathons and runs	-	8,011	8,011	9,490
Surrey 5 Peaks Sponsored Walk	-	19,634	19,634	11,359
Cycle Rides	-	13	13	7,707
The Clink restaurant	-	1,463	1,463	4,939
Volunteering Schemes	-	60	60	-
Total	-	35,718	35,718	37,518



The Surrey Care Trust

Notes to the financial statements

For the year ended 31 July 2017

4. Expenditure	Raising funds			Charitable activities				Support Costs (including governance)	Year ended 31 July 2017	Year ended 31 July 2016
	Fundraising	Fundraising events	Adult Learning and Mentoring	STEPS	Children's Centre	Stanwell	Swingbridge		2017	2016
									Total	Total
Staff costs (Note 6)	£	£	£	£	£	£	£	£	£	£
Programme education and training costs	88,993	300	193,194	90,360	168,028		22,021	76,060	638,956	607,071
Premises costs	-	-	34,978	23,974	23,526		10,009	3,203	95,690	74,058
Other direct costs	-	-		19,206	12,218		3,965	16,735	52,124	64,904
Depreciation	10,142	13,055	15,608	16,094	20,793		4,071	67,251	147,014	107,280
	-	-	-	2,100	1,013		3,000	95	6,208	5,740
	99,135	13,355	243,780	151,734	225,578		43,066	163,344	939,992	859,053
Re-allocated support costs*	25,825	87	56,062	26,221	48,759		6,390	(163,344)	-	-
Total Expenditure	124,960	13,442	299,842	177,955	274,337		49,456	-	939,992	859,053

\* 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 year ended 31 July 2017

#### 5. Net outgoing resources for the period

This is stated after charging:

	Year ended 31 July 2017 £	Year ended 31 July 2016 £
Depreciation	6,207	5,740
Auditors' remuneration: Audit	4,000	5,000
Trustees' remuneration	Nil	Nil
Trustees' expenses	-	1,562
	<u>6,207</u>	<u>11,242</u>

There were no Trustees' expenses (2016: £1,562 to 4 trustees) relating to attendance at Board and other meetings of the trustees.

#### 6. Staff costs and numbers

Staff costs were as follows:

	Year ended 31 July 2017 £	Year ended 31 July 2016 £
Salaries and wages	582,340	552,498
App Social security costs	40,173	38,768
Pension contributions	16,443	15,805
	<u>638,956</u>	<u>607,071</u>

No employee earned more than £60,000 during the period (2016: Nil).

The key management personnel of the charity comprise the trustees, the chief executive, development manager, programme managers and senior fundraisers.

The charity trustees do not receive remuneration. The total remuneration of the non-trustee key management personnel was £162,680 (2016: £192,958)

The average number of employees during the year was as follows:

	Headcount 2017 No.	Headcount 2016 No.	FTE 2017 No.	FTE 2016 No.
Fundraising	4.4	1.9	2.2	1.4
Charitable activities	27.4	26.6	21.0	20.0
Governance	0.0	0.4	0.0	0.3
	<u>31.8</u>	<u>28.9</u>	<u>23.2</u>	<u>21.7</u>



# The Surrey Care Trust

## Notes to the financial statements

For the year ended 31 July 2017

### 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

	Swingbridge community boats £	Motor vehicles £	Computer and other equipment £	Total £
<b>Cost</b>				
At the start of the period	54,517	10,500	14,771	79,788
Additions	-	-	4,742	4,742
Disposals	-	-	-	-
At the end of the period	54,517	10,500	19,513	84,530
<b>Depreciation</b>				
At the start of the period	49,517	5,425	14,718	69,660
Charge for the year	3,000	2,100	1,107	6,207
At the end of the period	52,517	7,525	15,825	75,867
<b>Net book value</b>				
At the end of the period	2,000	2,975	3,688	8,663
At the start of the period	5,000	5,075	53	10,128

### 9. Debtors

	Year ended 31 July 2017 £	Year ended 31 July 2016 £
Statutory organisations	14,200	-
Grants receivable	32,798	36,195
Other debtors	36,063	11,669
Prepayments	14,899	25,339
	97,960	73,203

The Surrey Care Trust

Notes to the financial statements

For the year ended 31 July 2017

10. Creditors: amounts due within one year

	Year ended 31 July 2017 £	Year ended 31 July 2016 £
Taxation and social security	12,986	13,651
Other creditors	27,566	22,619
Accruals	9,360	10,066
Deferred income	113,323	97,570
	<b>163,235</b>	<b>143,906</b>

11. Analysis of net assets between funds

	Restricted funds £	General funds £	Total funds at 31 July 2017 £
Tangible fixed assets	4,975	-	4,975
Net current assets		97,548	97,548
<b>Net assets at 31 July 2017</b>	<b>4,975</b>	<b>97,548</b>	<b>102,523</b>

Prior year analysis of net assets between funds

	Restricted funds £	General funds £	Total funds at 31 July 2016 £
Tangible fixed assets	10,129	-	10,129
Net current assets	(53)	51,103	51,050
<b>Net assets at 31 July 2016</b>	<b>10,076</b>	<b>51,103</b>	<b>61,179</b>



The Surrey Care Trust

Notes to the financial statements

For the year ended 31 July 2017

12. Movements in funds

	As at 1 August 2016 £	Income £	Expenditure £	As at 31 July 2017 £
<b>Restricted funds:</b>				
Adult Learning and Mentoring	-	92,554	(92,554)	-
STEPS	5,075	63,300	(65,400)	2,975
Stanwell Sure Start Children's Centre	-	232,704	(232,704)	-
Swingbridge Community Boats	5,000	34,776	(37,776)	2,000
<b>Total restricted funds</b>	<b>10,075</b>	<b>423,334</b>	<b>(428,434)</b>	<b>4,975</b>
<b>Unrestricted funds:</b>				
<b>General funds</b>	<b>51,104</b>	<b>558,002</b>	<b>(511,558)</b>	<b>97,548</b>
<b>Total unrestricted funds</b>	<b>51,104</b>	<b>558,002</b>	<b>(511,558)</b>	<b>97,548</b>
<b>Total funds</b>	<b>61,179</b>	<b>981,336</b>	<b>(939,992)</b>	<b>102,523</b>

Prior year movements in funds

	As at 1 August 2015 £	Income £	Expenditure £	As at 31 July 2016 £
<b>Restricted funds:</b>				
Adult Learning / Mentoring	-	3,000	(3,000)	-
Fundraising	21,243	-	(21,243)	-
STEPS	7,175	43,482	(45,581)	5,076
STEPS - Crisis Grants	2,288	-	(2,288)	-
Stanwell Sure Start Children's Centre	8,392	241,637	(250,029)	-
Swingbridge Community Boats	8,000	35,515	(38,515)	5,000
<b>Total restricted funds</b>	<b>47,098</b>	<b>323,634</b>	<b>(360,656)</b>	<b>10,076</b>
<b>Unrestricted funds:</b>				
<b>General funds</b>	<b>80,278</b>	<b>469,222</b>	<b>(498,397)</b>	<b>51,103</b>
<b>Total unrestricted funds</b>	<b>80,278</b>	<b>469,222</b>	<b>(498,397)</b>	<b>51,103</b>
<b>Total funds</b>	<b>127,376</b>	<b>792,856</b>	<b>(859,053)</b>	<b>61,179</b>

**12. Movements in funds (continued)**

**Purposes of restricted funds**

These are outlined in the Trustees' report.

**Purposes of carried forward restricted funds**

*STEPS*

Net book value of the minibus.

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

**13. Related party transactions**

During the year aggregate donations of £27,416 (2016: £15,220) were received from trustees and related parties.

**14. Voluntary revision of the accounts of reports**

Section 454 of the Companies Act 2006 grants trustees (company directors for the purposes of the Companies Act) the authority to amend annual accounts and trustees reports which do not comply with the Companies Act 2006, on a voluntary basis, if they subsequently prove to be defective.

The Surrey Care Trust

Notes to the financial statements

For the year ended 31 July 2017

15. Prior year Statement of Financial Activities

			Year ended 31 July 2016 Total £
	Restricted £	Unrestricted £	
<b>Income from:</b>			
Donations	79,588	89,603	169,191
Trading activities			
Fundraising events	-	37,518	37,518
Charitable activities			
Adult Learning and Mentoring STEPS			
Stanwell Sure Start Children's Centre	-	241,786	241,786
Swingbridge Community Boats	2,480	88,100	90,580
	237,616	-	237,616
Investment income	3,950	11,215	15,165
Other income	-	1,000	1,000
<b>Total Income</b>	<b>323,634</b>	<b>469,222</b>	<b>792,856</b>
<b>Expenditure on:</b>			
Raising Funds			
Fundraising and marketing	21,243	106,731	127,974
Fundraising events	-	8,195	8,195
	21,243	114,926	136,169
Charitable activities			
Development	-	-	-
Adult Learning and Mentoring STEPS	3,000	242,821	245,821
Stanwell Sure Start Children's Centre	47,869	115,840	163,709
Swingbridge Community Boats	250,029	7,886	257,915
	38,515	16,924	55,439
<b>Total expenditure</b>	<b>360,656</b>	<b>498,397</b>	<b>859,053</b>
<b>Net income/(expenditure) and net movement in funds</b>	<b>(37,022)</b>	<b>(29,175)</b>	<b>(66,197)</b>
<b>Reconciliation of funds</b>			
Total funds brought forward	47,098	80,278	127,376
<b>Total funds carried forward</b>	<b>10,076</b>	<b>51,103</b>	<b>61,179</b>



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## Thank you

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Thank you to all our volunteers; Friends and supporters; to everyone who has helped organise and support events and to participants in Surrey 5 Peaks 2017 and all our sponsored fundraising events.

### Thank you also to everyone from the following companies:

A2 Dominion Housing Group Ltd	JS2
Barlow Robbins	Ken Blanchard Companies
Brewer & Sons	Kia Motors
Broanmain Plastics	Land and Water
Britannia Public House Guildford	London Scottish
Bupa	Morrisons Solicitors
Canon UK	Oracle PR
Capgemini	Plan A
Careswell Property Services	Projectfive
Carrington 1953 Ltd	QCG
Charles Russell Speechlys	Restore Ltd
Consult Hyperion	Runnymede Homes
DHL	Unum
Energyn	Usborne Books
Energysys	Wates Group
Hart Brown	

### Thank you also to everyone from the following Charitable Trusts and Foundations:

A G Manly Charitable Trust	The Ingram Trust
Alchemy Foundation	The Kelsey Trust
BBC Children in Need	The Ken Blanchard Foundation
The Betty Riseley Charitable Trust	The Lloyds Bank Foundation
The Big Lottery	The Losely and Guildway Foundation
The Coleman Charitable Trust	The People's Postcode Lottery
The Community Foundation for Surrey	The People's Health Trust
The CP Charitable Trust	The Peter Harrison Foundation
The Downlands Educational Trust	The Red Hill Charitable Trust
Denbies Wine Estate	The Santander Foundation
The Erica Leonard Trust	St James' Place Charitable Foundation
The Fitton Trust	The Shanly Foundation
Garfield Weston Foundation	Thames Heritage Trust
Guildford Poyle Charities	Walton Charity
Margaret Litchfield Trust	Woking Citizens Emergency Fund
Percy Bilton Trust	The Woodroffe Benton Foundation
The Gerald Bentall Trust	XL Catlin
The Heathrow Community Fund	
The High Sheriff of Surrey Youth Awards	
The Henry Smith Charity	
The Hobson Charity	
The Ian Karten Charitable Trust	

**Thank you also to everyone from the following organisations:**

Armed Forces Covenant Fund  
Aspire Sussex Ltd  
Elmbridge Borough Council  
European Social Fund  
Guildford Borough Council  
Guildford Sea Cadets  
National Community Boats Association  
National Trust  
Nescot

Reigate & Banstead Borough Council Mayor's  
Charity 2016/17  
St Catherine's Village Association  
RCS (Romsey Community School)  
Surrey County Council  
Thames Landscape Strategy  
The Last Night of the Croydon Proms  
The Ripley and Send Rotary Club  
Woking Borough Council



**European Union**  
**European Social Fund**  
Investing in jobs and skills



**European Union**  
**European Social Fund**  
Investing in jobs and skills



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