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SURREY
CARE
TRUST



SURREY CARE TRUST

Trustees' Annual Report and Accounts

1st August 2024 - 31st July 2025

Registered charity 285543

Company Limited by Guarantee under
number 01658859.

Surrey Care Trust
FF12 Astolat, Coniers Way,
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INTRODUCTION FROM CEO, JOHN DOWNING

We support some of Surrey's most vulnerable and socially marginalised people - low-income families, vulnerable young people, and low-skilled adults - helping them build confidence, skills, and opportunities to create better lives for themselves and their families.

2024–2025 has been a year of growth and renewal. As we develop our new strategy, we have strengthened core programmes, deepened community impact, and ensured we are well-placed to meet future needs. However, our commitment remains focused on three priorities:

- **Making the Difference** – ensuring vulnerable people and families can access high-quality, responsive services.
- **People at the Heart** – supporting and empowering our staff and volunteers while understanding community needs.
- **Quality and Assurance** – maintaining the resources and stability to deliver consistently effective programmes.

Over the year to July 2025, we worked with over **5,700** people across Surrey - an 11% increase on the previous year. This reflects both our service expansion and broader family resilience work.

Through our cohesive approach of combining long-term mentoring, skills training, and outdoor activities, and by harnessing the help of over **400** volunteers, we enabled them to:

- **Build the confidence and skills they need to thrive**
- **Provide the support and positive childhoods that their families need to flourish**
- **Discover nature as a way to nurture wellbeing and engagement with local communities**

Thank you to everyone - our partners, supporters, volunteers, and the incredible people who participate in our programmes - for making this year of growth possible. Your belief in our mission is the driving force behind every success story.

We now move into the next phase of our strategy with a renewed sense of purpose and the confidence that, together, we will continue to empower vulnerable people to create brighter futures.

John Downing
CEO, Surrey Care Trust



Our Vision

We are the local charity, working with volunteers, to make Surrey a place where vulnerable people have the opportunities, skills, and support they need to achieve their potential.



Our Mission

We are breaking the Cycle of Disadvantage in Surrey by equipping vulnerable people with the skills and confidence they need to change their lives and their futures.



NURTURE
FLOURISH
THRIVE

See how our work is making a difference

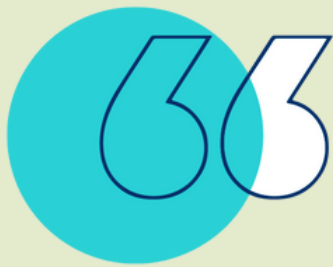


MAKING THE DIFFERENCE IN 2024-2025

Surrey Care Trust exists to improve the life chances, wellbeing, and opportunities of disadvantaged and vulnerable people across Surrey. We do this by providing education and training, access to volunteering and mentoring, and support in overcoming barriers that prevent individuals from fulfilling their potential.

We know our work is effective and creates social return because the people we work with:

- Tell us they feel more self-confident, positive, respected, and valued
- Gain awards and qualifications or improve their skills in other ways
- Engage in volunteering and community activities and contribute to society
- Look for, and find, work or progress into further learning



There have been barriers and unexpected curves in the road, but nothing has stopped her from wanting to improve her life and fulfil her ambitions

During the year, our activities also provided clear and demonstrable public benefit:

- **Education and Skills**

Over **200 learners** gained new qualifications and skills, with most reporting increased confidence and employability. Our programmes supported individuals facing social, educational, and economic disadvantage.

- **Community Support**

Through our counselling, family outreach, and various mentoring programmes, we provided over **2,000 people** with one-to-one support, helping them improve resilience, wellbeing, and social inclusion.

- **Environmental and Community Engagement**

Our volunteering and conservation programmes gave over **2,400 people** the chance to connect with nature, improve local green spaces, and develop transferable skills.

- **Accessibility**

We ensure that **no one is excluded** from our services due to financial hardship. Targeted outreach and free or subsidised activities enable us to support those most in need.

Skills to Thrive



**95% of STEPS to 16 students
successfully secured a college
place or employment.**

SKILLS TO THRIVE

Our Skills to Thrive programmes empower people to develop the skills they need for life, learning, and work - helping them move towards a more positive and sustainable future. Participants build both personal and practical abilities, including confidence, trust, communication, numeracy, environmental awareness, and job-search and interview skills.

Wherever possible, we support beneficiaries to achieve recognised qualifications that strengthen their next steps and open up new opportunities.

Steps2Work at Woking Youth Hub

Steps2Work at Woking Youth Hub provides tailored support to help young adults aged 16–24 move into sustainable employment or education. Referrals are required and come directly from the Department for Work and Pensions (DWP).

Our trained staff and volunteers provide mentoring support to clients living with challenges such as social isolation, at risk of long-term unemployment, living with mental health issues, neurodivergence or experiencing learning difficulties. Together, we help them build confidence, overcome barriers, and engage with their communities.

Our achievements:

Last year, the team worked with **106 young adults and 20 family groups**, while also recruiting 6 new volunteers. Through our autism-focused support, we have been able to help not only young people, but also their families to navigate challenges and access opportunities.

We are especially proud of our early intervention work at Woking College, where we help students remain in education and complete vital qualifications. This proactive approach ensures young people gain the functional skills and confidence they need for long-term success.

This year, the programme also celebrated its **5th anniversary**, having supported over 600 young people in Woking since its launch. These achievements have been made possible thanks to the continued support of Woking Borough Council, the Department for Work and Pensions, and the Henry Smith Charity.



Steps2Work Wellbeing

Steps2Work Wellbeing has evolved from the strong foundation and successes of the original Steps2Work at Woking Youth Hub programme. While the original focus was primarily on supporting young people toward employment, the Wellbeing programme now offers its responsive and flexible services to a wider age group across the community.

Crucially, the focus of Steps2Work Wellbeing is less on the immediate goal of finding work and more on helping people with mental health needs achieve holistic stability. The programme's primary aim is to get individuals engaged in their communities, focusing on improving wellbeing, building confidence, and developing social connections. This community-focused engagement acts as a vital, foundational step that can, in time, lead to further progress like training or employment.

Thanks to funding from Surrey County Council's Mental Health Improvement Fund, the programme was designed to support people facing mental health and wellbeing challenges. Through 1:1 mentoring support, we help participants to improve their wellbeing, take up volunteering opportunities, reduce social isolation through group activities, and move closer to employment.

Our achievements:

Over the past year, the team worked with **115 adults and 45 young people**, supported by the recruitment of 20 new volunteers. Many of those we work with experience significant barriers including anxiety, depression, addictions, PTSD, or identify as neurodivergent. Support is offered in the community, using welcoming and accessible spaces across the county, including:

- **Gateway Community Garden, Reigate**
- **Woking Youth Hub, Woking**
- **Moorcroft Community Centre, Woking**
- **The Stanwell Community Group's Lord Knyvett Hall and Stanwell Allotment**
- **Wellbeing Walks in the community**
- **Mentoring in everyday places such as coffee shops and community centres**



Over 80% of Steps2Work Wellbeing clients live with anxiety, and other causes of mental ill health.



I would not have got my dream job without the support and encouragement from the Steps2Work Team. Step by step they have encouraged me to undertake volunteering, then work experience which secured me this job. Thank you!



Multiply

Working with partners such as the Hale Family Centre as well as Surrey Care Trust's own sites, we hosted a series of the free Multiply courses and activities designed to help people improve their maths skills.

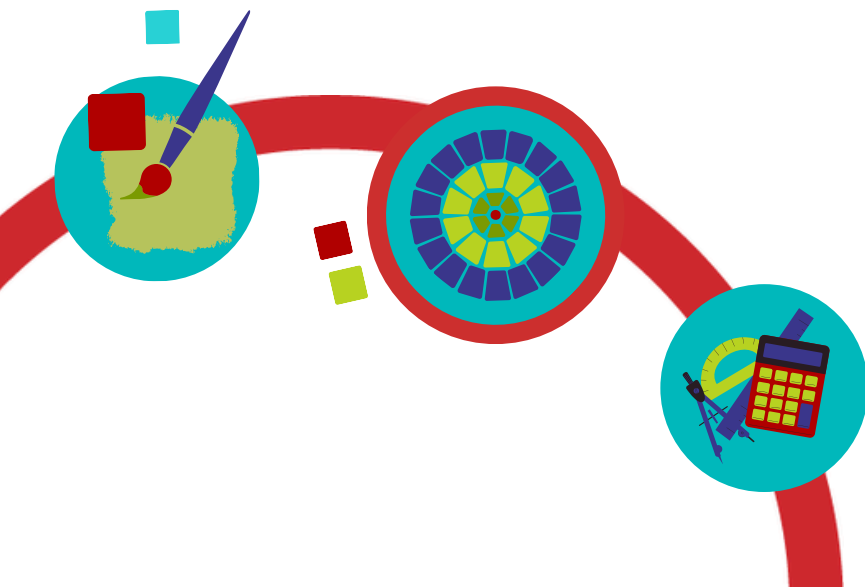
Our achievements:

Participants undertook a range of interesting and engaging courses with key maths skills activities embedded in each activity. The activities focused on specific life skills topics such as crafts, landscaping, or cooking, or fun family activities designed to reduce the fear of maths in children and help parents support their children with maths challenges and homework.

From August 2024 to March 2025, the team supported **190 adults and 30 children and young people**, to engage in the courses and help to reduce anxiety around maths.



I enjoyed the Halloween activity – weighing and measuring the pumpkins with my daughter was fun and I learnt about the sorts of things I can do at home to help her with Maths.





Without STEPS my son would not be at college. You have turned his life around.

STEPS to 16

Our STEPS to16 alternative education programme specialises in supporting and re-engaging 14 to 16-year-olds who are struggling in mainstream education. Many of our students live with a range of challenges, including problems at home, low self-esteem, and poor social, mental, and emotional health.

We provide a high tutor-to-student ratio, creating a nurturing and holistic learning environment. The curriculum is tailored to the specific needs of every student while the more informal setting of our Learning Centre in Woking helps them to feel comfortable and supported. This approach encourages social development while enabling students to achieve the best possible learning outcomes.

Alongside qualifications in core subjects such as English and maths, we have a life skills curriculum designed to equip students with the confidence and skills they need as they transition into adulthood. Modules include: Healthy Living, Domestic Cooking, Sport and Fitness, Group and Teamwork, Preparation for Work and College, Vocational Activities, and art projects.

Our achievements:

During 2024–2025, the team supported **25 students** (the highest number since the programme began), reflecting the growing demand for services like STEPS to16. Of the twelve Year 11 students who sat their exams, all successfully secured accredited qualifications, demonstrating the effectiveness of the programme in helping young people to achieve positive results despite significant challenges.

STEPS students achieve an average attendance rate of more than 80%; the average rate in similar settings is 50%

Schools Interaction Primary Pathway

Backed by funding from the Surrey Wellbeing Partnership we have expanded our reach to six primary schools across Elmbridge, Guildford, and Woking (effective February 2025). Working with Relate, we are actively supporting 48 pupils aged 8-10 with a 10 week programme of counselling and mentoring sessions, focused on helping them develop strong resilience and cultivate positive relationships.

Through this support, children have developed key social and emotional skills, including listening well, identifying and expressing feelings, sharing and taking turns, recognising playful teasing, waiting their turn in conversations, and understanding what helps them feel happy and calm.

Our achievements:

90% of the children who have already taken part have reported a positive or significant improvement in their wellbeing.



Thank you so much the kids had a great time, they have really enjoyed the sessions and always been very keen to attend. Having the day out was an amazing opportunity for them all - we really appreciate you coming in to support the school.

School SENCO

Wellbeing Mentors

Surrey Care Trust continues to be part of the Surrey Wellbeing Partnership – an alliance of voluntary sector organisations working together to improve the emotional wellbeing and mental health of children and young people.

Through our expert mentoring team and specially trained volunteers, Wellbeing Mentors, we aim to deliver targeted support to children and young people (aged 10–18) experiencing challenges with their mental health and emotional wellbeing. Together, the young people and mentors focusing on improving relationships in the home and/or school, building confidence and self-esteem, and reducing anxiety.

Our achievements:

Our work not only supports the young people but also their families, helping them to engage more effectively with schools and other professionals. Over the year, the programme:

- Received **204 referrals, managed 100 cases, and supported 3 children with intensive family-based work.**
- Recruited 29 new volunteers to expand our mentoring capacity.
- Offered one-to-one mentoring, group wellbeing sessions, and activity days to promote confidence, resilience, and positive peer networks.
- Delivered activities in community spaces such as our Gateway Community Allotment and on the Swingbridge Community Boat *Tranquility*, alongside sessions like paddleboarding and rock climbing.

All young people supported through the programme showed measurable improvements across key wellbeing indicators:

- Emotional wellbeing: increased from 30% at the start of mentoring to 65% by the end.
- Raised aspirations and self-esteem: increased from 34% to 66%.
- Ability to build positive relationships: increased from 34% to 66%.

These results demonstrate the impact of combining tailored mentoring with group activities and family engagement, creating lasting improvements in wellbeing, confidence, and resilience.



Thank you for checking in with me; it means a lot to have you and my mentor to talk to

Young Person

Free Counselling

In addition to our Wellbeing Mentors, we offer a free and independent Counselling service for 16 to 25-year-olds who are unable to access support elsewhere. While the programme is no longer funded by BBC Children in Need, it continues to work with young people with mental health and wellbeing needs, offering support to 50 beneficiaries per year.

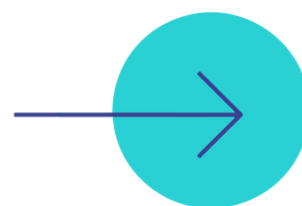
Our team includes qualified and trainee volunteer counsellors, who work under trained supervision and management, as well as trainee counsellors gaining valuable experience. All counsellors are members of the British Association for Counselling and Psychotherapy. Over 12 weekly sessions, clients receive tailored support designed to help them feel valued, reduce feelings of helplessness, improve confidence, and engage more positively with life.

Young people's progress is measured across six key areas: feeling supported, levels of anxiety, positive relationships, decision making, socialising, and communication skills. Initially, clients often report the lowest scores in feeling supported, but by the end of counselling, they show significant improvements, particularly in socialising, decision making, and building positive relationships.

Trainee counsellors benefit from this structure through group supervision sessions and case discussions, allowing them to work with complex cases in a supported environment, enhance their skills, and improve their practice. All young people receiving counselling are supported to achieve reduced anxiety, raised aspirations and self-esteem, and ability to build positive relationships.

Our achievements:

Over the past year, the service has supported **52 young people** experiencing anxiety and depression and recruited 2 new volunteer counsellors. The presence of qualified counsellors enables the service to work safely and effectively with clients presenting with more complex or higher-level needs, ensuring they receive appropriate and high-quality support.





Thank you for all your support. You have helped me to become more aware of patterns learnt from my past and I have the confidence to try out new ways of relating to people

Flourishing Families



FLOURISHING FAMILIES

Our Flourishing Families programmes help parents create nurturing environments and provide positive childhood experiences. We offer long-term, structured support, parenting skills training, and safe spaces for relationship-building, family time, and activities.

Spelthorne Family Centres

Since April 2024, Surrey County Council's new Families First model has positioned family centres as hubs for support. These centres offer activities for vulnerable families and serve as bases for outreach work. Although this change brought an end to our Early Help mentoring in many areas, we were pleased to be appointed as the Families First provider for Spelthorne borough. This role enables us to unite services delivered through the Clarendon and Stanwell Family Centres, including services from the Buckland Centre in Staines, building on two decades of success with local families and communities.

The Centres, located in one of Surrey's most deprived areas, employ experienced outreach workers who support families identified as most in need. Services include:

- Outreach support and home visits
- Evidenced based parenting programmes
- The Freedom Programme for victims of domestic abuse
- Support for children who have witnessed or experienced abuse

The team also works closely with voluntary organisations, schools, councillors, and professionals such as midwives, social workers, speech therapists, health visitors, and police officers. This holistic approach ensures early intervention and timely support.

Our achievements:

The Centres' Annual Performance Review conducted by Surrey County Council reported that: "Outcomes improved and needs met for 306 families 808 children and young people who were referred to Spelthorne Family Centres in 2024-25 for targeted Early Help support. The centre works well in partnership with other agencies including health, Schools and NSDAS to support families and provide emerging needs support both during and after targeted interventions, ensuring families continue to receive guidance as required."



Youth & Family Mentoring

The success of our Youth & Family Mentoring programmes continues to demonstrate the transformative impact of sustained, meaningful support for young people and their families. Across all our mentoring initiatives, young people gain the confidence, resilience, and coping strategies needed to navigate life's challenges. Across all programmes, Youth & Family Mentoring has empowered young people to navigate challenges, make positive choices, and build stronger, more resilient futures. Families benefit from greater stability and support, while communities gain from the development of peer networks and engaged, supported young people. The ongoing dedication of our volunteers ensures that these outcomes are sustained, meaningful, and far-reaching. Our Youth & Family Mentoring programmes provide long-term, one-to-one support to disadvantaged young people aged 11–25 and their families. Through trained volunteer mentors, we help participants build confidence, resilience, and positive relationships, while improving emotional wellbeing and life outcomes.

Our volunteers play a critical role in creating a supportive environment, helping young people to develop skills, access services, and build lasting networks within their communities.

Our achievements:

In 2024–2025, we supported:

- **66** young people (aged 11-25 years) and **61** families across Guildford (with particular focus on Cranleigh Rural, Farnham Upper Hale), Waverley, Elmbridge, and Woking
- 23 volunteers delivered mentoring focused on emotional wellbeing, aspirations, physical health, and safety

Participants reported:

- Reduced anxiety and harmful behaviours
- Improved engagement with education and peers
- Greater motivation and self-esteem
- Strengthened family stability and support networks



We also launched our Family Wraparound Mentoring model to provide joined-up, wellbeing-focused support for children and families facing complex challenges.

In its six months, the programme supported **45** children and families, offering tailored mentoring that promotes emotional resilience and strengthens family relationships.

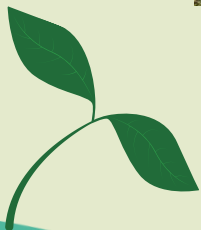
Although still in its early stages, the programme is designed to help children:

- Improve emotional wellbeing
- Raise aspirations and self-esteem
- Build positive relationships
- Enhance physical health and self-care
- Develop the knowledge and confidence to stay safe

At the start, the young participants self-assessed their progress across five key areas using a scale from 1 to 10. Initial scores ranged from 1–5 for emotional wellbeing, aspirations, and relationships, and from 3–7 for physical health and safety. All participants showed improvement in at least three areas, with the most significant gains in emotional wellbeing and relationship-building. Aspirations continued to grow as children progressed through school, college, and other opportunities.

Alongside the individual mentoring, the programme offers ongoing support to families, helping them engage effectively with schools and professionals. This holistic approach ensures that each child's needs are met through coordinated, wraparound care.

Nurture through Nature



NURTURE THROUGH NATURE

Our Nurture Through Nature activities harness the power of the natural world to help people engage with their environment and communities, improving wellbeing, self-worth, and practical skills.

Swingbridge Community Boats

Our fleet of three Swingbridge Community Boats - Tranquility, Endeavour, and the newly welcomed Maggie G - form a vital, high-impact component of the Trust's community work. From them, 70+ expert volunteers deliver a wide range of river-based activities, providing crucial opportunities for people of all ages and backgrounds to learn new skills, gain qualifications, and significantly improve their wellbeing, confidence, and community integration.

Our achievements:

From August 2024 to July 2025, over 1,500 people benefited from the wellbeing cruises, confidence boosting courses, and environmental activities.

Swingbridge Tranquility provided hundreds of hours of accessible, therapeutic cruises and activities on the River Wey. Its design, capable of accommodating up to two wheelchairs, makes it invaluable for serving beneficiaries with complex needs.

Over the year, the crews welcomed people living in homeless hostels, children with specific needs, older people with limited mobility, our own STEPS to 16 students, and young people and parents supported by our Wellbeing and Family mentors. *Tranquility* also continued its partnership with the NHS Early Psychosis Group, hosting joint sessions that integrate river-based environmental conservation with practical skill-building, including highly popular "Culinary Cruises" utilising the boat's galley for shared cooking experiences.

Swingbridge Endeavour crews focused on offering structured therapeutic work placements and activities. The crews comprised trained Swingbridge volunteers working alongside participants who are actively living with or recovering from issues such as poor mental health, addiction, or relationship breakdown. The boat also hosts specific sessions where individuals serving community sentences join the crew. These sessions provide an important opportunity for participants to make a positive, visible contribution to the environment and the local community, fostering a sense of pride and rehabilitation.



Between them, everyone working on *Endeavour*, completed **2,900 hours of environmental conservation activities** along the Rivers Wey and Thames, tributary waterways and adjacent sites.

Endeavour's crews continued to lead significant environmental improvements, removing large amounts of invasive species, including Himalayan Balsam and Ragwort, alongside clearing fallen trees from tow paths. Ditch clearance, coppicing, and tree clearance activities resulted in improved and well-maintained habitats, which are now enjoyed by both local residents and wildlife.

This year also marked a significant milestone with the official welcoming and commissioning of our third narrowboat, the *Maggie G*.

The acquisition of the *Maggie G* allows us to dramatically increase our capacity to deliver accredited skills training, mentorship, and wellbeing sessions to vulnerable people. While *Tranquility* is designed for accessibility and general cruising, the *Maggie G* will be dedicated to expanding our technical and educational offering, focusing specifically on longer-term skill development and qualifications in inland waterways maintenance and operation. This expansion means we can now serve more clients simultaneously and respond more flexibly to the growing need for therapeutic and skills-based interventions in Surrey, ensuring the Swingbridge fleet can impact hundreds more lives in the coming year.



Being on this boat has made me see that my life is not pointless. I have learned new skills, my attitude to life has changed.



It is green and calm, loads of people helping and lots to do. I feel calm here and enjoy spending time with nature. No pressure

The Gateway Garden

The award-winning Gateway Community Garden, near Reigate, offers a range of activities to help anyone living with poor mental health or at risk of isolation to make positive changes, develop practical skills, and enjoy the therapeutic benefits of gardening, nature, and the outdoors – all within a safe and nurturing space.

The team works closely with Surrey Care Trust's own family mentoring teams to provide opportunities for families and young adults to come together. Partnerships with local schools, colleges and youth groups, and many agencies and local charities create inclusive opportunities for learning, volunteering, and social connection. The Garden is additionally a base from which we deliver our *Steps2Work Wellbeing* support, helping local residents to build confidence and move closer to training or employment.

Our achievements:

In October 2024, the team's achievements were recognised in the RHS's South & South East in Bloom It's Your Neighbourhood Awards, achieving 'Outstanding' status with particular praise for inclusivity, community impact, and partnership working.

Throughout 2024–2025, the Garden also acted as the central hub for our Outside & Active courses, designed to support wellbeing through outdoor activity. It played a key role within Surrey County Council's Green Social Prescribing services, providing a safe and accessible setting for 15 young people struggling with poor mental health and/or neurodiversity.

The Garden has also become a key location for working with local employers and businesses, hosting fifteen corporate social responsibility days each year and enabling around 130 employees to take part in meaningful volunteering.

Looking ahead, we are working with partners to expand the scope of the Garden to include opportunities for alternative learning, ensuring it continues to grow as a hub for wellbeing, skills, and connection.

Outside & Active

Since its launch in January 2023 at the Gateway Garden, our Outside & Active programme has continued to provide nature-based activities designed to support mental health and wellbeing. The courses aim to reduce social isolation, boost confidence, and improve engagement with school or employment for clients aged 7 and above.

Funded by the Community Foundation for Surrey's Scale Up Mental Health Fund and additional support from the National Lottery, the programme combines outdoor activities with opportunities for social connection and skill-building.



Activities include building raised beds, wreath making, planting, and outdoor crafts, all set within the therapeutic natural environment of the Gateway Garden.

Our achievements:

Over the past year, the team has worked with **38 adults, 91 young people, 9 children, and 24 families.**

Support has been delivered with the help of 16 dedicated volunteers, who play a vital role in facilitating activities and engaging participants. The team continues to build on the successes of the programme and is looking forward to expanding to new locations, reaching more participants, and creating further opportunities for growth, connection, and improved wellbeing over the coming year.

Funded by



Stanwell Community Group

Working closely with the Stanwell Family Centre, the Stanwell Community Group is a vibrant grassroots initiative where people come together, feel connected, and grow - in every sense of the word. With the support of Surrey Care Trust and our dedicated volunteers, we have created welcoming spaces at Lord Knyvett Hall and the Stanwell Community Allotment.

The group runs a wide variety of activities, including family-friendly park play sessions, creative workshops, seasonal events, gardening, and skills-training. Whether it's a child trying cricket for the first time, an adult learning to sew at HobbyHub, or a volunteer helping out at the allotment, the focus is on building confidence, fostering community connections, and supporting personal growth.

Our work encourages residents to:

- Reduce social isolation
- Engage with and take action on local issues
- Participate in neighbourhood events and activities
- Promote good physical and mental health
- Foster pride in the village

Our achievements:

Over the past 12 months, the group has worked with **485 adults, 647 young people, and 152 children**. The group is supported by 32 local volunteers, including 7 new recruits, who play a vital role in delivering activities and supporting the community.

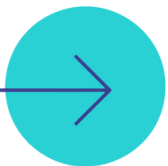
Through these initiatives, local residents have gained new skills, increased independence, and enjoyed opportunities they might not otherwise have access to. Meanwhile, volunteers support children and families through activities ranging from workshops and seasonal celebrations, to gardening and community allotment projects.

PEOPLE AT THE HEART

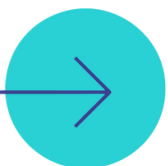
Our people - staff and volunteers - are the driving force behind Surrey Care Trust's work and enable us to help people break out of their cycle of disadvantage. Their collective energy, expertise, and commitment to those we serve ensures every individual receives the highest quality of person-centred support.

Volunteers

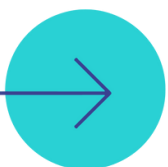
Volunteers are integral to the success of our work. People from all walks of life join us as crew members on our Community Boats, mentors, allotment gardeners, event marshals, and more. As well as helping us support our clients and strengthen communities, our volunteers consistently tell us how rewarding and life-enhancing they find their roles. Many also gain new skills through the training we provide.



Volunteers donated almost **23,000** hours of their time to help vulnerable and disadvantaged people in Surrey.



Last year, and despite changes to our service provision, **90** new volunteers joined our 'ranks', who, along with our existing volunteers, donated an estimated value of **£280,000** in monetary terms.



In return, we were able to provide the volunteers with approximately **4,800** hours of training on a range of issues such as building confidence; communication; relationships; finding, securing, and maintaining employment; parenting skills; behaviour management; mental health support.

We are also extremely grateful for all the support from local companies for volunteering at our sites across the county. We were delighted to host Bupa, Thales UK, NatWest, SES Water and many more.

Trustees

Our Board of Trustees are volunteers responsible for governing the Trust and directing how it is managed and run. We are privileged to be joined by people who bring a wide range of skills and experiences from business, charity, and our local communities. Together they help drive our work and ensure we make the greatest difference we possibly can.

As a board, our Trustees meet six times a year to review strategic priorities and ensure due diligence of responsibilities and overall management of the Trust, including monitoring of policies and the Trust's Risk Register. As individuals, each Trustee supports a specific programme or strategic priority through regular meetings and visits.

John Chaplin – Chair

John started work for Mobil in the North Sea and then lived and worked around the world in a variety of assignments, returning to the UK to become Chairman of Esso UK. He now pursues his interests of travel, hill walking, flying, and volunteering. John sits on the Investment Committee.

Richard Whittington DL – Vice Chair

Richard is involved with the community through the Surrey Lieutenancy and the Gordon Foundation. Richard is also a Vice-President of the Community Foundation for Surrey. Richard is the nominated Trustee for Health and Safety.

Paul Downes – Treasurer

Paul is a Chartered Accountant who spent 30 years working in banking and private equity. Paul is also the Chair of the Horsell Common Preservation Society and Honorary Treasurer of the Community Foundation for Surrey. Paul sits on the Investment Committee.

Martin Barnes

Martin is a chemical engineer by background with a career across the international energy sector covering both oil and gas and renewable energy technologies. Martin has lived in Surrey for over 30 years and is now retired. He supports a number of charitable ventures in the local community including as Trustee and Treasurer of the Gordons Foundation. Martin joined the board in August 2025.



Tracey Cater FCIPD

Tracey has been a qualified HR practitioner for more than 30 years and currently works as an HR Consultant advising and supporting many different types of businesses and charities. She is a mental health first aider and a member of the Chartered Institute of Personnel & Development. Tracey became a Surrey Care Trust volunteer mentor in February 2021 which she believes enhances her role as a Trustee with the Trust.

Phil Osborne

As Head of Surrey County Council's Early Years and Childcare, Phil oversaw the establishment of a network of Sure Start Children's Centres across the county. Before retiring, Phil was a part-time Children's Social Worker with Hampshire County Council. Phil sits on the Safeguarding Committee, the STEPS Management Committee, and the Family Centre Group.

Natalie Payne

Natalie is a Partner at Morr & Co solicitors, an honorary legal adviser for the Citizen's Advice Bureau, and has mentored students at the University of Kent and the College of Law. Natalie is also a keen athlete and has completed various challenges to raise money for charity.

Kari Pridden

Kari spent 15 years in the oil and gas industry after which she became a NHS Speech and Language Therapist. Kari provides Speech and Language support to the Family Centre and sits on the Family Centre Group.

Ron Searle

Ron has worked in education for 30 years. He was Chair of the Surrey Secondary Headteachers' Council, sitting on the Surrey Safeguarding Children Board, SEND Governance Board, School Improvement Partnership Board and Schools Forum. He has served on the corporation of a General FE college, as governor of a primary federation and continues to serve as Chair of Trustees of an Alternative Provision Multi-Academy Trust. He is now an independent educational consultant working with schools across the country.

Dr Naomi Winstone

Naomi is Professor of Educational Psychology and Director of the Surrey Institute of Education at the University of Surrey in Guildford, a Principal Fellow of the Higher Education Academy, and a National Teaching Fellow. Naomi previously worked as a Volunteer Mentor in the Waverley area.

Vivienne Winter Stuart

Vivienne spent 30 years working in the IT industry ending as an international senior projects director and now uses her skills to benefit the voluntary sector. As well as being a Trustee, Vivienne is also a Volunteer Mentor and Skipper on our Swingbridge Community Boats.

Staff

Our staff and volunteers are the driving force behind Surrey Care Trust's work. Their collective energy, expertise, and commitment ensure that every individual receives high-quality, person-centred support.

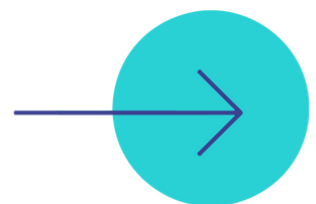
We operate with a dedicated team of fewer than **60** paid staff, most of whom work part-time, remotely, or embedded within the community. This lean structure allows us to:

- Maximise the impact of every donation.
- Attract and retain exceptional talent.
- Ensure our people are present where they are needed most.

We are committed to supporting our staff through ongoing professional development, enabling them to deliver complex, high-quality care and respond effectively to the evolving needs of Surrey's communities.

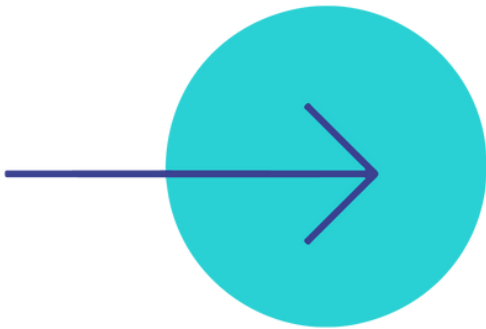


The most rewarding part of my job is seeing the moment someone realises their own potential. Working at Surrey Care Trust isn't just a job; it's a mission. There's a shared belief that we are truly breaking the cycle of disadvantage, one person at a time.



QUALITY AND ASSURANCE

Fundraising



The 2024–2025 year was another busy and rewarding period for the Trust’s fundraising. We continued to develop and deliver key programmes, including Steps2Work Wellbeing and Outside & Active, while also updating our logo and brand to better reflect the Trust’s mission and values.

Thanks to the generosity of charitable trusts, companies, community groups, philanthropic individuals, and our proactive approach to new funding opportunities, the Trust raised **£475,000** to support delivery of its core aims. The slight reduction from the previous year was due in part to recruitment and staffing challenges.

Supporter-led events also made a significant impact. We celebrated our most successful London Marathon fundraising to date and marked a milestone with the launch of the Maggie G as part of the Swingbridge fleet, enhancing our community and educational work on the waterways.

We remain deeply grateful to our Trustees, Patrons, volunteers, and community members, whose dedication and contributions make it possible for the Trust to nurture, flourish, and thrive, helping children, young people, and families across Surrey to succeed.

Research

Understanding and quantifying the difference we make is central to the Surrey Care Trust's mission. This year, our research has provided vital evidence of impact and efficacy across key programmes, informing our strategic direction and ensuring the highest quality of support.

Key research highlights for the year include:

Flourishing Families: Family Mentoring Impact Study

We completed a comprehensive review of our intensive family mentoring programme, which measured sustained improvements in family resilience, parental confidence, and children's well-being. The findings were presented to key decision makers, funders, and influencers at the Surrey Care Trust Symposium in March 2025. We are now using the results to leverage sustainable funding, refine our referral pathways, and enhance mentor training to maximise long-term outcomes for families facing complex challenges.

Steps2Work 5th Anniversary Review

Marking five years of dedicated support, a special review of our Steps2Work programme provided a deep dive into its long-term impact on employment prospects. The analysis confirmed the programme's success in moving young people furthest from the job market into stable employment, education, or training. The findings highlight the critical role of bespoke, wraparound support in overcoming systemic barriers and achieving social mobility.

Both reports are available on our website:

surreycaretrust.org.uk/about-us/impact-and-insights/

This commitment to evidence-based practice ensures we are strategically adapting our services to meet the evolving needs of the Surrey community and demonstrating the value of our work to our funders and partners.

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:

- National Community Boats Association (NCBA) Accredited Training Centre Status
- Queen's Award for Voluntary Services (Swingbridge Community Boats)
- City & Guilds Accredited Centre
- ISO 9001 : 2015



Governance, Structure and Management

Company number 01658859

Charity Number 285543

Registered office and operational address Astolat, FF12, Coniers Way, New Inn Lane, Guildford Surrey, GU4 7HL

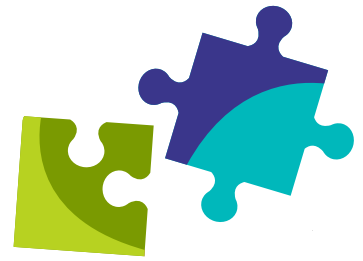
Bankers	CAF Bank Ltd 24 Kings Hill Avenue West Malling Kent ME19 4JQ	Barclays Bank PLC 6 Clarence Street Kingston Upon Thames KT1 1NY
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Investment Managers	Flagstone 1st Floor, Clareville House 26-27 Oxendon Street London SW1Y 4EL	CCLA 1 Angel Lane London EC4R 3AB
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Solicitors	Barlow Robbins LLP The Oriel, Sydenham Road Guildford GU1 3SR
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Auditors	Warner Wilde Limited, Chartered Certified Accountants 4 Marigold Drive, Bisley Surrey GU24 9SF
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President Sir Adrian White

Patrons HM, Lord-Lieutenant of Surrey Michael More-Molyneux
Mr David Hypher OBE DL
Dr Julie Llewelyn DL
Sir Richard Stilgoe DL
Mr Andrew Wates DL

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

Mr Martin Barnes (appointed 11.08.2025)
Ms Tracey Cater (appointed 21.10.2024)
Mr Phil Osborne
Ms Natalie Payne
Mrs Kari Pridden
Mr Ron Searle
Dr Naomi Winstone (resigned 01.10.2025)
Mrs Vivienne Winter Stuart

Chairman Mr John Chaplin

Vice Chairman Mr Richard Whittington DL

Treasurer Mr Paul Downes FCA ATII

Chief Executive Mr John Downing

Secretary Mr Richard Whittington DL

Financial Review

Total income for the year to 31 July 2025 increased by 10% to £2,184,919 compared to £1,977,550 in 23/24. Expenditure also rose by 10% to £1,982,023 compared with £1,797,264 in 23/24. The Trust produced a surplus of 9.2% (£202,896) similar to 23/24 (£180,286).

Reserves

The Board have assessed potential risks and from this drawn a Reserves Policy that will enable us to both invest as much as possible to support our beneficiaries and ensure the Trust's long-term sustainability, stability, and resilience. Reserves are maintained to be used in the event of unexpected demands on resources and the risk of income becoming unavailable.

These include:

- a) Income funds ceasing e.g., contracts or grants not being renewed – funds would be needed to buy time for alternative income streams to be sought or to ensure redundancy costs could be met.
- b) Covering the risks of unforeseen emergency or other unexpected need for funds, e.g., an unexpected large repair bill or covering long-term sickness.
- c) Unexpected calls for funding e.g. to develop new opportunities or begin new projects which may require up front expenditure or match funding.
- d) Short term deficits in cash flow.
- e) Local Government reorganisation and changes in unitary councils.

The Board considers an unrestricted reserve of £650,000 to £700,000 is sufficient to mitigate against these risks. Accordingly, £342,000 has been specifically designated to further our strategic aims and activities.

At the close of this year our total reserves were £1,032,388. After accounting for revaluation reserves and designated funds our unrestricted general fund is £660,388. Full details of the results for the year are given in the audited financial statements included in this report.

Risk Management

We maintain and develop our risk management process and procedure throughout the year to address significant risks.

Mitigating factors are identified for each risk and 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 operational managers, other senior staff and is ultimately overseen by the Board of Trustees who have oversight of the key risks and new risks at Board meetings, and all risks annually.

The quantified assessment of risk, the risk management policy, and action plans are agreed at regular meetings throughout the year.

The Risk assessment and management process, aligned with recommended practice of The Charity Commission, ensures that:

- The identification, assessment and management of risk is linked to the achievement of the charity's operational objectives
- The process covers all areas of risk but is focused primarily on major risks
- The risk exposure profile reflects the Trustees' views as to the levels of acceptable risk
- Risk management is ongoing and embedded in management and operational procedures

The most significant risks identified during the year included:

- Further significant overall reduction in Public Sector funding alongside increased costs
- Failure to secure sufficient new funding opportunities to maintain, at a minimum, current turnover
- Significant shortfall on voluntary fundraising target
- Serious Health and Safety or Safeguarding failure
- The loss of staff to deliver programme outcomes

The Future

As we look ahead, Surrey Care Trust stands at a pivotal moment in its journey. The past year has been one of renewal and reflection - strengthening our foundations, expanding our reach, and deepening our understanding of the communities we serve. We are also proud to be in a strong financial position that allows us to remain steadfast in our mission: to break the cycle of disadvantage in Surrey and ensure that every person has the opportunity, skills, and confidence to achieve their potential.

However, the challenges we face are ever evolving. Economic pressures, rising mental health needs, and the increasing complexity of family life mean our support *must* remain flexible, joined-up, and rooted in lived experience.

In response, we have developed plans to invest strategically to grow key parts of our services, particularly our alternative provision and mentoring programmes, and we will focus on five strategic priorities to ensure we can meet emerging needs and deliver long-term value:

- **Early and Preventative Support:** We will continue to extend our family resilience and mentoring services, ensuring help reaches people before they reach crisis point.
- **Skills for Life and Work:** We will strengthen learning, employability, and wellbeing pathways that create real, lasting change.
- **Nature, Health, and Community:** Building on the success of our STEPS to 16 programme and leveraging the Gateway Garden as a central hub, we will expand our alternative learning provision across our Nurture through Nature sites to create inclusive, outdoor learning environments that promote wellbeing, resilience, and personal growth for children, young people, and families.
- **People and Partnerships:** We will continue investing in our volunteers and staff, and forging strong collaborations with local partners, businesses, and communities.
- **Sustainability and Growth:** We will invest to secure the financial resilience and innovation needed to deliver impact for decades to come.

The resilience, compassion, and dedication shown by our volunteers, staff, and trustees continue to inspire us, and we are deeply grateful for the trust placed in us by our supporters and partners. Together, we enter this next chapter with optimism and purpose and we will ensure Surrey Care Trust remains a catalyst for hope, opportunity, and lasting social change - helping people not just to cope, but to thrive.

John Chaplin

John Chaplin
Chair of Trustees
Surrey Care Trust

THANK YOU

Thank you to all our volunteers, staff, and supporters: to everyone who has donated money, given time, or helped organise, support or participated in our events.

Thank you also to the many organisations who have supported us with grants or donations or with gifts in kind such as providing venues for training and other activities free-of-charge or at generously reduced rates. They include:

A2Dominion	Thales Group UK and the Thales Charitable Trust
Betty Riseley Trust	The 29th May 1961 Charitable Trust
Bloss Family Foundation	The Boshier-Hinton Foundation
Ceox	The Chaplin Foundation
Community Foundation for Surrey	The Church of Holy Trinity with St Saviour's
England Cricket Board	The Coleman Charitable Trust
Guildford Borough Council	The CP Charitable Trust
Guildford County School	The Dept. of Work & Pensions
Guildford Poyle Charities	The D'Oyly Carte Charitable Trust
Heathrow Community Fund	The Garfield Weston Foundation
Masonic Charitable Foundation	The Henry Smith Charity
Mole Valley Community Lottery	The Ingram Trust
National Garden Scheme	The JCK Trust
NHS Early Intervention in Psychosis Service, East Surrey	The JJ Charitable Trust
Paypal Giving Fund	The John Cowan Foundation
The Peter Harrison Foundation	The Manly Trust
Reigate & Banstead Borough Council	The Police & Crime Commissioner for Surrey
River Wey and Godalming Navigations and Dapdune Wharf	The National Lottery Community Fund
Soroptimist International of Woking & District	The Parish of Kingswood
Squires Garden Centres	The Surrey Wellbeing Partnership
Spelthorne Borough Council	The Thames Landscape Strategy
Surrey and Borders Partnership NHS Foundation Trust	UBS UK Donor-Advised Foundation
Surrey County Council	Walton Charity
Surrey Governors Association	Waverley Borough Council
Surrey Heath Lottery	West Byfleet Golf Club
Tandridge Lottery	William Wates Memorial Trust
Tesco Stronger Starts	Woking Borough Council

Gifts in Kind

Access To Education
Adolescent Service Early Intervention & Support
Albury Vineyard
Ascendit Lifts Limited
Amber Foundation
Aqua Sports
Ashford Cricket Club
Archway Theatre
Art Works
Artist Rifle Club
Be Me Project
The Breastfeeding Cafe
Connick Tree Care
Cranleigh Golf and Country Club
Denbies
Dorking Brewery
Escape from the Room
Grayshott Pottery
Heathrow Academy
Holistic Harmony
Inspired by Nature
Kaizen Consultancy
Kingfisher's Farm Shop
Kingswood Shetlands
Lawsons, Redhill
Leatherhead Youth Project
Lombard Asset
London University of Arts Management
Motion Minibuses
MR M Events
Peak 15
RHS Wisley
Rose Community Centre
Royal Holloway, University of London
University of Surrey
Sanrizz Guildford
Selco
Serves Tennis
Silent Pool Distillery
Spelthorne Employment & Skills Hub



Surrey Police
Talking Training
The Cosy at the Lighthouse
The Dianthus, Goldsworth Park
The RAC Club
The Surrey Copper Distillery
The Village Spirit Collective
Tracks through Pastures
University Of Surrey
VASE (Voluntary Action
Southeast)
Voluntary Support North Surrey
Volund Timber
Wicks, East Grinstead
Waterstones Guildford
Women's Centre Woking
Woodhatch Community Centre
Worplesdon Hill Hotel