

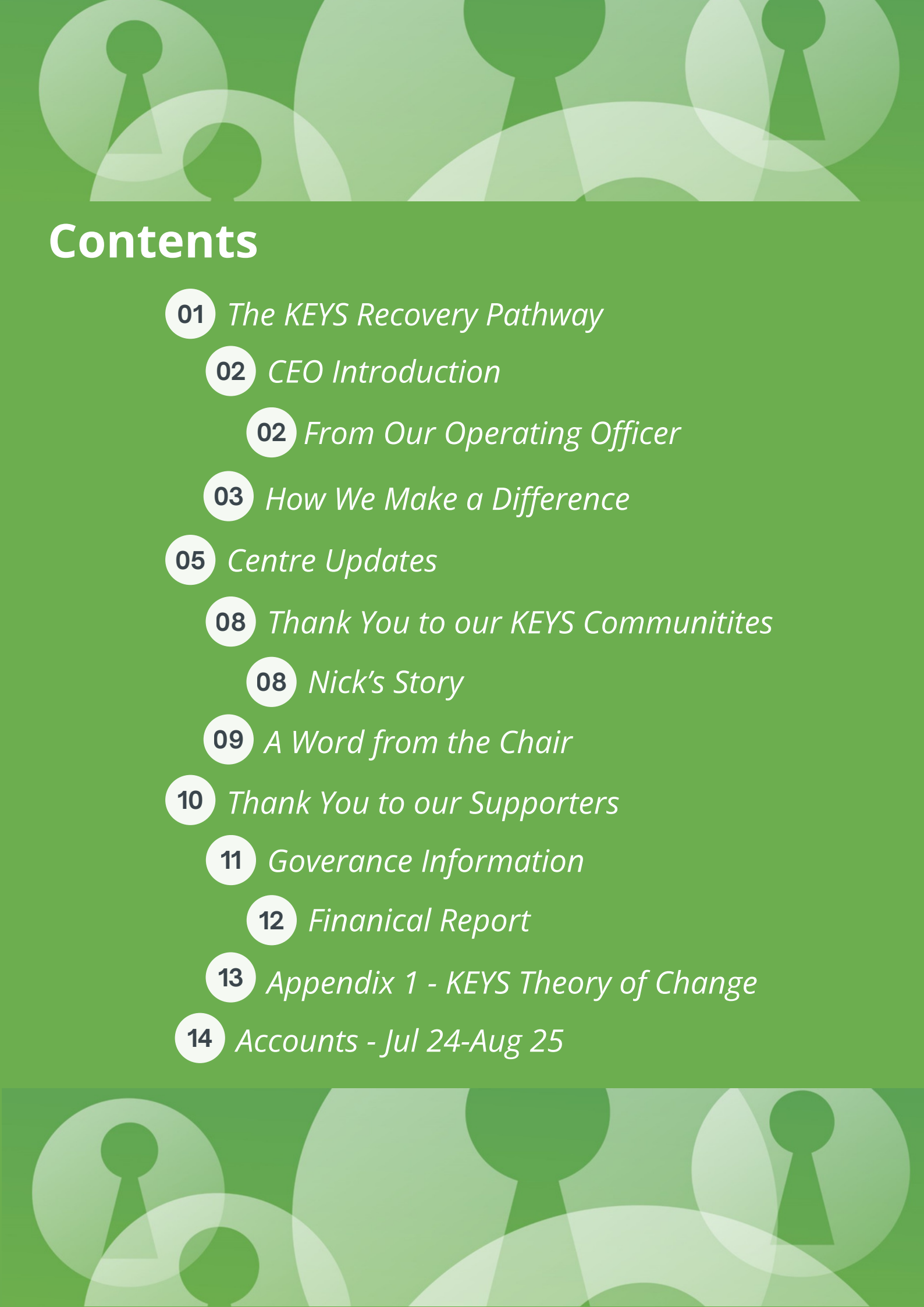


Unlocking Freedom from Addiction

Annual Report 2025

Working with churches and Christian charities to provide a holistic, community-based programme to help people escape the nightmare of drug and alcohol addiction.





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Our Mission and Values

We work with churches to provide holistic, community-based support that helps people find lasting freedom from addiction. We journey with individuals through every stage of recovery, offering personalised planning, mentoring, liaison with statutory services, and one-to-one support through our Christian-adapted 12-step programme.

Our programme combines three keys which we believe are vital to maintaining recovery:



Community - A supportive church based recovery community



Spiritual - A recovery programme which incorporates the 12-steps of Alcoholics Anonymous and aims to tackle the issues at the root of addiction.



Medical - Medical Liaison and practical help to achieve drug or alcohol abstinence.

Our programme is client driven, Christ-centred, practical, and relational. We provide support that addresses physical addiction, its emotional and spiritual roots, and its ongoing impact. We see lives restored, hope renewed, and futures rebuilt.





The KEYS Recovery Pathway

The KEYS Recovery Pathway encompasses our full programme to support individuals out of addiction and into lasting freedom. Our pathway is designed to guide individuals through their recovery journey at their own pace, ensuring they are supported at every stage to achieve stable, ongoing recovery. No matter where they are on their journey, our team wants to come alongside clients with care and compassion to access the aspects of our support they desire, and enable them to find loving community, deep healing, and lasting change.

Recovery Groups and Spiritual Support are available with or without additional pathway support.



Recovery Group

Participation in a recovery community through weekly recovery groups and peer support.

01

Ready for Recovery

Individual recovery assessment and recovery planning, including medical liaison and practical support to achieve abstinence if required.

02

Recovery Foundations

One-to-one recovery support for early recovery, including prayer support, if desired.

03

12 Step Mentoring

One-to-one mentoring through the 12 Steps to achieve lasting long term recovery.

04

Peer Mentoring

Opportunity to pass on the message of hope by supporting others, through peer mentoring.

05

CEO Introduction

Dear Friends and Supporters,

Since our last annual report, we have been celebrating “a decade of difference” - ten years of God’s faithfulness and ten years of lives transformed through grace, community, and courage. It has been a privilege to stand back and see KEYS continue to grow, not only in reach, but in depth and maturity. Lives are being restored, families strengthened, and hope rekindled in ways that only God can accomplish.

This year we also welcome Catriona Boyle to our team as Medical Liaison and Operations Coordinator. Her appointment represents a significant step forward for KEYS as we strengthen our foundations for the next season of growth.

Our Supported Controlled Alcohol Reduction (SCAR) programme has continued to open new doors, including a presentation at the RCGP & Addiction Professionals Substance Misuse Conference (in January 2025). Resulting conversations are taking place with several drug and alcohol services, including the NHS service where I work, exploring its use within formal alcohol pathways.

I am grateful beyond words to our volunteers, partner churches, funders, and friends. May we continue to walk faithfully, bearing witness to the hope that transforms lives and communities. I trust you will be encouraged as you read through this report.



Dr Steve Smith
CEO

From Our Operating Officer



Laura Waters
Chief Operating
Officer

This year has been marked by growth, creativity, and extraordinary commitment across our KEYS communities. From volunteers and partner churches to local coordinators and our HQ team, we have seen remarkable dedication in building safe, supportive spaces rooted in belonging.

I’m especially thankful for the generosity of our donors and funders, and for the incredible dedication and heart of our volunteers, who give their time, energy, and compassion so freely. Their contribution is vital to everything we do.

As a snapshot of the impact this collective effort has made, we were thrilled to celebrate a milestone: our KEYS community had achieved 14,562 clean and sober days among those currently actively involved. This figure was gathered by counting up the number of days of abstinence reported by individuals still actively involved with KEYS during a fixed week in August 2025. It’s a powerful reminder that everyday matters, and together, these days represent lives being rebuilt, hope being restored, and communities growing stronger.

How We Make A Difference

Addiction continues to devastate lives across UK communities, often rooted in trauma and compounded by limited access to support. Statutory services alone cannot meet the scale of need. The KEYS Project exists to help fill this gap offering a relational, community-based, and spiritually supportive recovery pathway. Our Theory of Change* outlines how we transform lives through:

Inputs

- Trained partners
- Recovery pathway materials
- Church spaces
- Medical liaison
- Secure data systems
- Committed HQ team supervision

Activities

- Weekly recovery groups
- One-to-one mentoring
- Medical liaison & pastoral support
- Celebration events
- Outreach

Outputs

- Thousands of clean & sober days
- Mentoring relationships
- Volunteer training
- New KEYS Centres launched

Outcomes

- Improved quality of life
- Sustained recovery
- Restored relationships
- Empowered individuals mentoring others

Our Commitment

We believe every step matters, not just the destination. Our pathway mirrors the journey, no matter how long it takes, because progress often comes through building recovery capital: stronger coping skills, improved wellbeing, and connection to a supportive community. These building blocks are milestones toward lasting change. We celebrate progress, hold hope through challenges, and stand firm in the belief that recovery is possible when people are never left to face the journey alone.

**See Appendix 1 - KEYS Theory of Change*

12

Weekly Recovery
Groups

1628

Recovery Group
Attendances

624

Recovery Groups
Run Annually

181

Individual Mentoring
Sessions

14,562

Clean & Sober Days
Achieved

10

Individuals
Receiving
Mentoring

"The new freedom I have found is allowing me to rebuild my life and give back to my community in ways I never imagined possible"

Centre Updates

The KEYS Project continues to grow and adapt across the UK, with centres at various stages of development, reconfiguration, and launch. Our network remains dynamic, responsive to local needs, and rooted in strong partnerships with churches and communities.

York and Skye & Lochalsh: We've seen exciting growth in York and in Skye & Lochalsh, where new KEYS Centres have launched and begun embedding themselves into their communities. Our HQ team has supported these launches with training, relationship building, and medical liaison.

Keighley: The Keighley team continues to serve faithfully, offering pre-recovery support to the street drinking community. They also run an additional group specifically for those actively seeking recovery support, ensuring tailored engagement for individuals at different stages of their journey, that reflects The KEYS Project's cycle of change model.

Hailsham and Darlington: We also want to acknowledge the ongoing work of our centres in Hailsham and Darlington, which continue to serve their communities faithfully and thrive in their local contexts.

Stoke: The Stoke Centre has continued to grow this year, expanding its reach and deepening its impact. Alongside its core KEYS recovery group, the team has introduced weekly drop-ins and a second group to meet rising demand. They've also partnered with their church to support people experiencing homelessness, linking KEYS directly to those most in need.

Launching Soon:

We're preparing to launch a new centre in Swansea, expanding KEYS into new regions and strengthening our reach.

Centre Reconfiguration & Relaunch Plans:

Some centres, including Seaford and Horsham, are currently paused to allow for reconfiguration. These strategic pauses enable teams to strengthen leadership, refine outreach, and build sustainable foundations for future ministry. We're excited that, after a period of preparation, Emmanuel Church in Brighton, is now ready to relaunch KEYS in their community.

New Collaboration:

Off The Fence – Brighton: In August, The KEYS Project began an exciting pilot collaboration with Off The Fence, a Brighton-based charity committed to supporting vulnerable individuals through their Antifreeze Project. Antifreeze provides essential services to rough sleepers and those temporarily housed, including hot meals, hygiene facilities, emotional support, and help navigating housing, welfare, and healthcare systems.

By integrating a KEYS' supportive recovery group into Antifreeze's existing services, we aim to address the deeper needs of individuals seeking addiction recovery, offering not just immediate relief, but long-term transformation as one component of Off The Fence's broader vision. This partnership is designed to align with Off The Fence's long-term goal: to create a sustainable route out of homelessness, enabling clients to become active members of their community and move forward from the situations they are in.

OFF THE FENCE

Team Gatherings, Training & Shared Learning:

This year brought encouraging moments of unity and learning, including national team gatherings, centre training visits, and participation in ISAAC International's Foundations training and UK conference. Our shared learning continues to strengthen the quality, consistency, and faith-rooted ethos of KEYS.

National Online Programme:

Our National Online Centre continues to thrive, offering remote recovery support to individuals across the UK. This programme ensures that those unable to attend in-person groups still receive consistent, faith-based recovery support.



We are thankful to Tom our National Programme Lead for his dedication and commitment to not only programme delivery but the work he has achieved in the programme development and training and to our Peer Mentor Kayleigh for the additional peer mentoring support offered to those within our communities.



We are deeply grateful for the faithful support of our Trustee Tracy and to Kayleigh, who co-lead our weekly Check-In and Pray online group. Their commitment to creating a safe, spiritually nurturing space for connection and encouragement is a vital part of our national outreach.



161

**Volunteer Training
Modules
Completed**

3

**Onboarding/Relaunching
KEYS Centres**

7

**In-Person Training
Days**



2

**Recovery
Celebrations**

“KEYS became the pillar that held me up and gave me the strength to grow”

Thank You to Our KEYS Communities

To everyone who participates in KEYS programmes: thank you. Your courage, honesty, and commitment shape supportive, grace-filled communities where lives are transformed. We are inspired by the way you support one another and live out the values that make KEYS more than a programme, it's a family.



Nick's Story - A Life Transformed

"I didn't think I had anything to offer. Now I'm working and helping others"

"Nick's journey with addiction was long and painful. Alcohol had become a way to numb the pain in his life, but it also led him into deeper isolation, deteriorating health, and broken relationships. He knew he needed help, but didn't know where to turn. That changed when Nick connected with The KEYS Project and began the SCAR (Supported Controlled Alcohol Reduction) programme. With medical liaison and structured support, Nick was able to safely achieve abstinence in a community setting. This was the beginning of a new chapter. Nick went on to complete the full KEYS Recovery Pathway, including one-to-one mentoring through the 12 Steps. He found not only sobriety, but also spiritual renewal, emotional healing, and relational restoration. His mental and physical health improved, and he began to rebuild trust with those around him. Today, Nick is preparing to become a peer mentor, ready to walk alongside others on their recovery journeys. He's also returned to employment, living a life no longer hindered by addiction, but filled with purpose and hope. Nick's story is a powerful example of how KEYS transforms lives, not just through the recovery programme, but through community, compassion, and faith."

A Word From the Chair

As I come to the end of my term as Chair, I find myself deeply grateful for the journey we've shared. The KEYS Project continues to be a beacon of hope, rooted in compassion, community, and faith. It has been a privilege to witness lives transformed and partnerships flourish across the country.

This past year has seen wonderful progress, not only in the lives of those we support, but in the strengthening of our teams, partnerships, and vision. It has laid a strong foundation for expanding and deepening KEYS' impact in the years ahead. One particular highlight for me has been the privilege of working alongside Steve on the development of the SCAR programme, which I believe will be a vital part of our future work.

I'm delighted to be handing over the role of Chair to Priscilla Smith, whose wisdom, heart for people, and commitment to the vision of KEYS will serve the charity well in the season ahead. I know she will lead with grace and discernment, and I look forward to seeing how KEYS continues to grow under her leadership.

Although I am stepping down as Chair, I am pleased to continue serving as a Trustee and remain wholeheartedly committed to supporting the work of KEYS in the years to come. As we look forward, I'm reminded of the words in Isaiah 43:19 (NIV)

"See, I am doing a new thing! Now it springs up; do you not perceive it? I am making a way in the wilderness and streams in the wasteland."



Dr Keron Fletcher
Chair of Trustees



Board of Trustees

- Dr Keron Fletcher
- Mr David Barratt
- Mrs Priscilla Smith
- Ms Tracy Clarridge
- Mr Llewellyn Ramos
- Mrs Audrey Tan-Ramos

Medical Liaison and Operations Expansion:

Thanks to the generous support of the Benefact Trust, the Lancaster Foundation, and an individual donor, we are delighted to welcome Catriona Boyle to our Head Office Team as Medical Liaison and Operations Coordinator. We are excited to see all of the ways her experience and passion will strengthen our work across the UK as we continue to grow.



Thank You to Our Supporters

We are deeply grateful to every donor, volunteer, church partner, and funder. From cake sales and cold-water swims, Facebook birthday fundraisers, church collections, our match-funding regular donation campaign and to those who give individually and to our grant funders.

Every act of giving, small or large, helps bring hope, recovery, and community to those who need it most.



Governance Statement

Registered Charity Number: 1154263

Registered Address: The KEYS Project, 124 City Road, London, EC1V 2NX

Charitable Objectives: The objectives of The KEYS Project as recorded within the constitution are as follows:
'To relieve persons suffering from drug and alcohol misuse through a programme of detoxification and rehabilitation in order to help preserve and protect their good health and in accordance with Christian principles.'

Organisation type: Charitable Incorporated Organisation

Governing Document: The Constitution of The KEYS Project

Recruitment and Appointment of Trustees

Trustees are recruited and appointed by the existing Board of Trustees and are representative of medical professional, business and Charitable Christian service backgrounds.

Trustee Induction and Training

Our Trustees Induction Policy includes the completion of a Code of Conduct and Trustee Eligibility Agreement and Conflict of Interest Declaration. Trustees are also required to agree to our Data Protection Policy and complete a DBS check.

Investment Policy: The KEYS Project does not have any investments

Registration History: Registered 18th October 2013

Trustees:

Dr Keron Fletcher – Chair

Mr David Barratt

Mrs Priscilla Smith

Ms Tracy Clarridge

Mr Llewellyn Ramos

Mrs Audrey Tan-Ramos

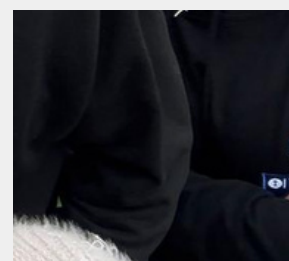
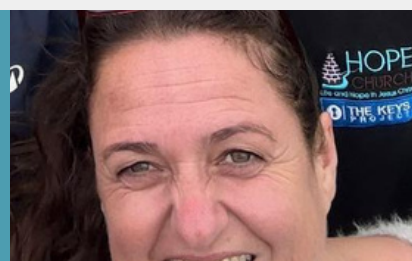
Chief Executive Officer: Dr Stephen Smith

Chief Operating Officer: Mrs Laura Waters

Accountants for Independent Examination: Caladine Ltd., 22 Upperton Road, Eastbourne, BN21 1BF

Bank: CAF Bank, 25 Kings Hill Avenue, Kings Hill, West Malling, Kent, ME19 4JQ

Report signed By Dr Keron Fletcher on behalf of the Trustees:



Financial Report 2024-2025

Financial Summary

The charity reported a surplus of £5,958, compared with a prior-year deficit of £3.3k. This improvement reflects continued refinement of administrative processes and prudent use of contracted-in resources, which generated £17k in savings, including £14k in payroll efficiencies.

Income was £9k below budget due to a reduction in grant funding. Despite this, the charity remained financially stable. For 2025–2026, The KEYS Project will continue its disciplined approach to expenditure and has introduced a new Medical Liaison and Operations Coordinator role to strengthen service delivery.

Reserves Policy

The trustees monitor reserves throughout the year to ensure the charity remains financially resilient and able to maintain essential services during periods of income fluctuation or unexpected costs.

The charity aims to hold three to six months of core operating expenditure in free reserves. This level supports service continuity, responds to unforeseen events, and ensures the organisation can meet its legal and contractual obligations.

At year-end, the charity held £37,614 in free reserves, equivalent to four months of core costs. This level is considered in line with the target range. Where reserves fall outside this range, the trustees will take steps to bring them back within the agreed parameters. The policy is reviewed annually or sooner if circumstances change.

Going Concern

The trustees have assessed the charity's financial position, reserves, income forecasts, and operational plans. They confirm that The KEYS Project has adequate resources to continue operating for at least 12 months from the date of approval of the financial statements. The accounts have therefore been prepared on a going concern basis.

Richard West

Finance



*Incubator
Graduate*



Registered with
**FUNDRAISING
REGULATOR**

Appendix 1 - The KEYS Project Theory of Change

THE PROBLEM

Addiction is devastating lives across every UK community, driving poor health, broken relationships, and instability. Many face complex needs rooted in trauma, yet few access support. Statutory services alone cannot meet the scale of need, and without holistic support to address the wide variety of factors contributing to ongoing addiction - including personal trauma and socio-economic hardship - it is hard to achieve lasting, stable recovery even when physical substance dependency is treated. There is a critical gap in relational, community-based, and spiritually supportive recovery.

PARTNERSHIPS & ASSETS

- 10 trained and equipped partners
- Curriculum and training materials
- Physical spaces provided by partner churches / organisations
- Secure central database for client and volunteer records
- Organisational Infrastructure: HQ team providing medical liaison, safeguarding, supervision, volunteer recruitment, training, programme assets and database management.

INPUTS & RESOURCES

Financial:

- 13 grant funders
- 72 monthly donors
- Partnership fees
- Supporter-led fundraising activities
- Ad-hoc individual donations

Human:

- Board of 6 Trustees
- 5 core staff
- 80+ active volunteers

RISK MITIGATIONS

- Robust safeguarding and GDPR policies & training.
- Relapse support, re-engagement pathways.
- Financial planning and diversified funding streams.

KNOWLEDGE

- **Training & Equipping:** Ongoing training, safeguarding and supervision
- **Programme Delivery:** 12 weekly recovery groups, 1-2-1 mentoring and high-level support via medical liaison & pastoral care.
- **Fundraising & Outreach:** Engaging with funders, donors and community supporters through events / campaigns.
- **Celebration Events:** Regular gatherings for recovery communities to celebrate progress and share stories of hope.
- **Partnership Development:** Maintaining relationships with Christian organisations (e.g. Cinnamon Network, Big Green Heart, ISSACC International), local churches, GPs, drug / alcohol services.

ASSUMPTIONS

- Individuals seeking help are motivated and open to a spiritual approach to recovery.
- Local communities, churches, and medical services are willing to collaborate with The KEYS Project.
- The project secures ongoing funding, volunteer support and church partnerships.
- The wider Christian recovery network remains open to collaboration and shared learning.

OUTCOMES & OUTPUTS

- >89% Quality of Life Improvement Scores
- 14,562 clean and sober days
- 12 weekly recovery groups
- 624 groups run annually
- 1628 recovery group attendances
- 10 individuals in mentoring relationships
- 181 individual mentoring sessions
- new volunteers trained / recruited
- 161 volunteer training modules completed
- 3 onboarding or relaunching KEYS Centres
- Befriender sessions: reporting in 2026
- 7 in-person training days
- 2 recovery celebrations

IMPACT

- Individuals achieve and sustain long-term recovery, improved quality of life and become healthy members of a supportive community.
- Many go on to mentor others, volunteer, and live with renewed purpose and hope.
- KEYS strengthens churches and communities by equipping them to respond to addiction via confident, well-supported partners.
- Church communities are enriched by those in recovery who embody the Gospel through stories of hope, transformation and service.

MONITORING & ADAPTING

- We track client progress through attendance records, wellbeing assessments and feedback surveys.
- Safeguarding reviews & supervision logs ensure quality and safety.
- Data is securely stored and analysed to drive programme improvements.
- Ongoing training and reflective practice for staff and volunteers
- KEYS regularly reviews programme delivery and adapts based on client needs, partner feedback, and emerging best practices.

Charity Registration No. 1154263

THE KEYS PROJECT

**RECEIPTS AND PAYMENTS ACCOUNTS
FOR THE YEAR ENDED 31 AUGUST 2025**



THE KEYS PROJECT
FOR THE YEAR ENDED 31 AUGUST 2025

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CHARITY INFORMATION

Trustees

Dr Keron Fletcher (Chair)
Mr David Barratt
Mrs Prisilla Smith
Mr Llewellyn Ramos
Ms Audrey Tan-Ramos
Ms Tracy Clarridge
1154263

Charity number

Address

The KEYS Project
124 City Road
London
EX1V 2NX

Independent Examiner

C J Dadswell FCA ACCA
Caladine Limited
Chartered Certified Accountants
Chantry House
22 Upperton Road
Eastbourne
East Sussex
BN21 1BF

I report to the charity trustees on my examination of the accounts of The Keys Project ('the CIO') for the year ended 31 August 2025, which are set out on pages 3 to 5.

Responsibilities and basis of the report

As the charity trustees of the CIO you are responsible for the preparation of the accounts in accordance with the requirements of the Charities Act 2011 ('the Act').

I report in respect of my examination of the CIO's accounts carried out under section 145 of the Act. In carrying out my examination I have followed all applicable Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act.

Independent examiner's statement

I have completed my examination. I confirm that no material matters have come to my attention in connection with the examination giving me cause to believe that in any material respect:

- (1) accounting records were not kept in respect of the CIO as required by section 130 of the Act; or
- (2) the accounts do not accord with those records.

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.



C J Dadswell FCA ACCA DChA
Caladine Limited
Chartered Certified Accountants
Chantry House, 22 Upperton Road
Eastbourne, BN21 1BF

Date: 15/04/2026

THE KEYS PROJECT
FOR THE YEAR ENDED 31 AUGUST 2025
Receipts and Payments Account

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	Notes	<u>Unrestricted</u> <u>Funds</u>	<u>Restricted</u> <u>Funds</u>	<u>Total</u> <u>2025</u>	<u>Unrestricted</u> <u>Funds</u>	<u>Restricted</u> <u>Funds</u>	<u>Total</u> <u>2024</u>
		£	£	£			£
Receipts							
Gifts and donations		41,124	-	41,124	44,306	-	44,306
Grants received	5	34,030	21,507	55,537	61,750	2,100	63,850
Partnership Fees		22,395	-	22,395	17,750	-	17,750
Other Income	4	79	-	79	1,268	-	1,268
<i>Sub Total</i>		<u>97,628</u>	<u>21,507</u>	<u>119,135</u>	<u>125,074</u>	<u>2,100</u>	<u>127,174</u>
Other receipts							
Loans received from an external funder		-	-	-	-	-	-
Total Receipts		<u>97,628</u>	<u>21,507</u>	<u>119,135</u>	<u>125,074</u>	<u>2,100</u>	<u>127,174</u>
Payments							
Payroll Costs	5	88,011	8,073	96,084	106,022	4,500	110,522
Staff Travel and Training	5	5,497	329	5,826	5,334	-	5,334
Volunteer Costs	5	1,814	172	1,986	32	2,100	2,132
Service Delivery Costs	5	344	99	443	3,582	-	3,582
Office and IT Costs		5,939	-	5,939	4,115	-	4,115
Professional Fees		1,170	-	1,170	960	-	960
Fundraising and Event Costs		379	-	379	2,098	-	2,098
Media and Publicity		1,350	-	1,350	1,707	-	1,707
<i>Sub Total</i>		<u>104,504</u>	<u>8,673</u>	<u>113,177</u>	<u>123,850</u>	<u>6,600</u>	<u>130,450</u>
Other payments							
Loans repayment to an external funder		-	-	-	-	-	-
Total Payments		<u>104,504</u>	<u>8,673</u>	<u>113,177</u>	<u>123,850</u>	<u>6,600</u>	<u>130,450</u>
Net Receipts / (Payments)		(6,876)	12,834	5,958	1,224	(4,500)	(3,276)
Cash Funds at 1 September 2024		44,490	-	44,490	43,266	4,500	47,766
Cash Funds at 31 August 2025		<u>37,614</u>	<u>12,834</u>	<u>50,448</u>	<u>44,490</u>	<u>-</u>	<u>44,490</u>

THE KEYS PROJECT
FOR THE YEAR ENDED 31 AUGUST 2025

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Statement of Assets and Liabilities

Cash funds

	31 Aug 2025	31 Aug 2024
	£	£
CAF Cash Account	49,705	43,180
Spending Account	743	1,310
	<u>50,448</u>	<u>44,490</u>

Liabilities

Accrued expenses	1,020	990
	<u>1,020</u>	<u>990</u>

Approved by the Trustees on 10/04/2026 and signed on its behalf by



Dr Keron Fletcher
Chair of Trustees

1 Accounting Policies

The Financial Statements have been prepared on a receipts and payments basis in accordance with Section 133 of the Charities Act 2011.

2 Funds

Unrestricted funds are income funds which are to be spent on the Charity's general purposes.

Restricted funds are subject to specific conditions by donors as to how they may be used.

3 Related party transactions

None of the trustees received any remuneration or were reimbursed out of pocket expenses during the year.

4 Other Income

Other Income consists of:	2024/25	2023/24
Interest received	79	68
Services delivered on behalf of other charities	1,200	1,200
	<u>79</u>	<u>1,268</u>

5 Restricted funds

	b/f	Income	Expenditure	Transfers	c/f
Centre Running Costs - Payroll		6,907	6,907	-	-
Prayer Ministry delivery costs		600	600	-	-
Head Office Service Delivery Function		14,000	1,166	-	12,834
	-	<u>21,507</u>	<u>8,673</u>	-	<u>12,834</u>

Centre running costs - Represents monies given to aid in the running KEYS various centres

Prayer Ministry - Training centre staff to deliver directly

Service delivery - Monies provided for funding Medical Liason and Operations Co-ordinator



Unlocking Freedom from Addiction



The KEYS Project
124 City Road, London, EC1V 2NX
UK Registered Charity No: 1154263

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