



MEDIATION SURREY CIO

TRUSTEES' REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED

31 MARCH 2025

Charity number: 1184469

MEDIATION SURREY CIO

REFERENCE AND ADMINISTRATIVE DETAILS OF THE CHARITY, ITS TRUSTEES AND ADVISERS FOR THE YEAR ENDED 31 MARCH 2025

Trustees

C Iley, Chair
C S Day
A E Coleman
P A Beddoes
H E Kearon
R Syed (appointed 30 October 2024)
R Sinnetamby (appointed 30 October 2024)
M J Bridger (appointed 30 April 2025)
Z Pratley (appointed 30 April 2025)
M C Newton (appointed 28 July 2025)

Charity registered number 1184469

Principal office

Woking United Reformed Church
White Rose Lane
Woking
Surrey
GU22 7HA

Accountants

Menzies LLP
Chartered Accountants
Magna House
18-32 London Road
Staines-Upon-Thames
TW18 4BP

Independent Examiner

Janice Matthews
Menzies LLP
2nd Floor
Magna House
18-32 London Road
Staines-Upon-Thames
TW18 4BP

The Trustees present their annual report together with the financial statements of the Mediation Surrey CIO for the year 1 April 2024 to 31 March 2025.

CONTENTS

Chair Comments4

Our History5

Our Vision, Mission and Values6

Our Services8

Our Team9

Volunteers9

Partners and Funders10

Case Study11

Testimonials12

Main Achievements of the Charity14

What’s planned for 25/2620

Financial Review22

Financial Statements24

Chair Comments

It is with great pride and gratitude that I reflect on another year of service for Mediation Surrey. Our dedicated volunteers, staff, trustees, and partners have once again shown remarkable commitment, compassion, and resilience. Together, we have supported hundreds of individuals and families across Surrey to resolve conflict, build understanding, and strengthen their relationships.

In 2024–25, we successfully handled over 400 referrals across our services. Although we paused intergenerational mediation following the end of its funding, we are actively reviewing options to remodel and relaunch this important service. Each case we undertook represented a step towards building more harmonious communities and reducing pressure on police, councils, and other statutory services.

This has also been a year of significant organisational progress. We invested in consultancy to help shape both our strategic direction and operational efficiency, and we have begun implementing many of the recommendations. Highlights included the launch of our refreshed brand identity and redesigned website, both of which are helping us to reach more people and present a modern, face to the community. We recruited new trustees with skills in governance, communications, and operations, strengthening our Board and ensuring we remain accountable and resilient.

Our volunteers remain the heart of our organisation. Their commitment was recognised in 2024 when Mediation Surrey received the Surrey Tackling ASB Award, a wonderful testament to their dedication and impact. We were also delighted to celebrate their achievements in person during Volunteer Week and at community gatherings across the county.

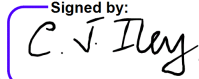
Integrity, transparency, and collaboration remain at the centre of all that we do. We have continued to listen — to clients, volunteers, funders, and partners — and to use that feedback to adapt and improve our services. This spirit of openness not only builds trust but also ensures we are meeting the real and evolving needs of our community.

Looking ahead to 2025–26, our focus is on building sustainability and expanding impact. We will continue to invest in our people through training, development, and recognition for both staff and volunteers. We will also strengthen governance and leadership within the Board, review our services to ensure they remain effective and relevant, and deepen engagement with our partners to extend our reach and secure funding for the future.

Our newly adopted 2025–2028 Strategic Plan provides a clear framework for this next phase. With its focus on delivering high-quality services, diversifying income, supporting our people, and embedding collaboration, it ensures that Mediation Surrey will remain a trusted, accessible, and forward-looking charity.

I have been Chair of Mediation Surrey since its foundation in 2019. It is now time for a change. I am delighted to announce that Heather Kearon, a highly experienced mediator, coach and fellow trustee has agreed to succeed me as Chair. Under her leadership, and with the continued support of our volunteers, staff, trustees, funders and partners, I am confident we will continue to make a meaningful difference to the lives of those we serve.

Thank you

Signed by:

 Chris Iley 19-Oct-2025
37A8C4E9AF3B4C7...

CHAIR

Our History

Mediation Surrey was established in 2019-2020 through the merger of five local mediation charities: Mid Surrey Mediation Service, Mediation North Surrey, West Surrey Mediation Service, Mediation First and East Surrey Community Mediation. This unification allowed us to pool our strengths and offer a more comprehensive service to the people of Surrey.



A key part of our work is our partnership with the Office of the Police and Crime Commissioner (OPCC), supporting their mission to improve community safety, particularly in cases of antisocial behaviour. Our focus is on helping individuals, families, organisations, public authorities, and groups involved in disputes or interpersonal conflicts. We do so in a non-judgmental, confidential, and solution-focused manner.

Since our formation, it has been our mission to reduce conflict and its damaging effects on Surrey residents. Through our efforts, we have empowered communities to build trust, and encouraged dialogue as a tool for healing and restoring relationships.

Our Vision, Mission and Values

Vision

Our vision is for all Surrey residents to have ready access to services that promote community well-being and social purpose through dialogue, cooperation and understanding

Mission

The charity's mission is to advance the peaceful resolution of conflict in the interests of good citizenship and interpersonal relationships. It is focussed on initiatives to diversify the offering so that the charity has a sustainable service going forward.

Values

- We are non-judgmental and treat everyone equally
- We are independent
- Respect for the individual
- Our charitable status is key to our offering
- We are available to listen and support people in conflict to reach their own solutions
- We recognize the vital role our volunteer mediators and coaches play in supporting our charity
- We promote an attitude and a culture where everything works towards fulfilling our vision

Safeguarding Statements

Mediation Surrey has appropriate safeguarding policies and procedures in place to meet our duty of care.

Equality and Diversity Statement

Mediation Surrey is committed to promoting equality, diversity, and inclusion for all.

Data Protection

Mediation Surrey adheres to the Data Protection Act 2018 and ensures that all information is safeguarded in full compliance with the legislation

Commitment to Our Mission

Our mission remains as vital today as when we first started: to provide high-quality, personalized mediation services, free at the point of use to all Surrey residents. Our work is not just about resolving conflict but about building stronger, more resilient communities. Every mediation we conduct, every conversation we facilitate, reinforces our core values of integrity, cooperation, and understanding.

Mediation Surrey is dedicated to transforming conflict into collaboration, guided by our mission and vision. We are committed to making a positive impact on our community through strategic resource deployment and a culture of continuous improvement.

Policies and Objectives

The summary of the purposes of the CIO as set out in its governing document are as follows:

- a) To promote and provide for the public benefit, predominantly but not exclusively in the county of Surrey, the provision of mediation, coaching, conciliation, dispute resolution, reconciliation and resilience services as between persons, organisations, authorities, family members or groups involved or likely to be involved in dispute or interpersonal conflict, including but not limited to any situation where that dispute or conflict results from or may lead to acts of violence, nuisance, vandalism, racial abuse, sexual abuse, unlawful activity or breakdown of public order.
- b) To advance to the public benefit the education of the public in the purposes, techniques and processes of such mediation, coaching, conciliation, dispute resolution, reconciliation and resilience and, in particular, the understanding of the nature and causes of any such disputes or conflicts and of all means of managing them for purposes of peaceful resolution in the interests of good citizenship and interpersonal relationships.
- c) In setting objectives and planning for activities, the Trustees have given due consideration to general guidance published by the Charity Commission relating to public benefit, including the guidance 'Public benefit: running a charity (PB2)'.

Our Services

We currently offer three free services: Community Mediation, Community Support Coaching, Intergenerational Mediation (service paused during 2025), and Family Mediation as a paid service. Our approach is to provide high-quality, impartial, and confidential support to those in conflict. Our services are designed to benefit the public through mediation, coaching, and dispute resolution.

Our Mediation Services



Community
Mediation



Family
Mediation



Intergenerational
Mediation



Support
Coaching

Main activities undertaken to further the Charity's purposes for the public benefit

Community Mediation

Our community mediation service provides a process for dealing with community harm and anti-social behaviour in a way that allows everyone to be heard and to reach resolution that is realistic and acceptable to all.

Family Mediation

Our family mediation service offers lower-cost mediation to couples going through separation, to resolve issues around their children and property where there is a dispute and to support joint decision-making.

Intergenerational mediation (IG)

Our intergenerational service has a proven track record of working within families who are experiencing difficulties, to build better communication between them. The service supports young people from the age 12 years and their parents or carers to help repair relationships or to resolve a specific issue affecting families. This service has been paused following the end of its funding and is currently under review.

Support Coaching

Our support coaching service for victims of anti-social behaviour builds confidence, skills and strategies for victims to deal with the situations and fears they face. It helps them cope and focus on other areas of their life, to find a way of reducing the impact conflict has on their lives.

Our Team

Trustees

Our trustees play a crucial role in guiding the organisation's strategic direction and ensuring that we remain true to our mission of providing effective and compassionate mediation services. Each trustee brings valuable expertise and a deep commitment to fostering positive conflict resolution within our community.

Together, our trustees bring diverse skills and perspectives to Mediation Surrey, ensuring strong leadership and governance. Their dedication helps us achieve our goals and uphold our commitment to resolving conflicts and building a more harmonious community.

Our Board of Trustees are volunteers and give significant time to the direction, running and development of the organisation.

Operational Team

Our Coordinators manage all enquiries ensuring that we effectively allocate mediators and/or coaches depending upon the situation. Each member of our team brings a wealth of expertise and a shared commitment to delivering exceptional mediation support and community engagement.

Mandy Hargreaves our Director of Services oversees the day-to-day operations, ensuring that our services run smoothly and efficiently. Mandy's attention to detail and commitment to operational excellence help maintain the high standards we are known for.

Volunteers

Our services are built on a primarily volunteer workforce. We currently have around 46 trained volunteers who are able to give the necessary time and skills to resolve low level conflicts before they escalate. This avoids additional unnecessary calls on police (and other public services') time and frees the frontline to deal with other priorities.

The charity would not exist without the volunteer mediators and coaches who are the backbone of the service. It is important to recognise their outstanding contribution to building public trust in Mediation Surrey.

Their dedication and skills contribute significantly to our ability to provide high-quality mediation and coaching services to our community. We are grateful for their commitment and enthusiasm in helping us achieve our mission.

Partners and Funders

We work in partnership with the Office of the Police and Crime Commissioner (OPCC), Local Borough Councils and Housing Associations as part of their mission to improve safety in the face of antisocial behaviour. We are focused on supporting people, organisations, public authorities and family members in a confidential, non-judgmental, solution-focused way.



Case Study

This case study highlights the success of mediation in resolving a complex conflict between multiple parties. Faced with escalating tensions and the potential for lengthy legal battles, the parties opted to pursue mediation, which ultimately resulted in a mutually beneficial resolution.

Case Study: Neighbour Dispute over Property Extension and Tree Maintenance

This case involved a prolonged dispute between three neighbouring households. The situation had escalated to the point where both the Police and the Council were contacted frequently, and any interaction between the neighbours often led to police involvement.

The conflict began when the initial resident built an extension to their property. His neighbours with adjoining gardens, felt the extension encroached on their properties and invaded their privacy. In response, the neighbours planted laurel/leylandii-type trees, which the initial resident feared would grow unchecked and block sunlight to his garden and home.

The dispute centred on the height and maintenance of these trees. On council advice, the matter was referred to Mediation Surrey. Our staff team sent out letters and arranged the mediations with agreement from all three households. Separate sessions were arranged:

Session 1 – Initial Resident & First Neighbour

- The initial resident attended with his wife and the neighbour expressed frustrations in an emotionally charged manner.
- Mediators facilitated the discussion and reached agreements:
 - Trees to be maintained annually to a sensible height (no specific measurement set).
 - The initial resident liked the trees and accepted the maintenance plan.
 - He was permitted to trim overhanging branches.
 - The neighbour preferred trimmings not be returned and that there was no further direct communication from the initial resident.
- Outcome was positive for both parties.

Session 2 – Initial Resident & Second Neighbour

- The initial resident attended alone; the second neighbour was accompanied by her daughter, who helped maintain a calm atmosphere.
- Agreements mirrored the first session:
 - Annual maintenance of trees to a sensible height.
 - The initial resident reiterated liking for the trees and accepted the plan.
 - He was allowed to trim overhanging branches.
 - The neighbour preferred trimmings not be returned.
- The meeting ended positively with a handshake between the initial resident and his neighbour.

Outcome

The mediation resolved the core issues, reduced tensions, and is expected to prevent further calls to police and council. This successful outcome not only improved neighbour relations but also saved statutory services significant time and resources.

Length of case: 6 months

Testimonials

Our commitment to resolving disputes and enhancing communication has positively impacted many lives. Below, you'll find testimonials from individuals who have experienced the benefits of our mediation services first-hand. Their stories highlight the effectiveness, support, and positive outcomes that Mediation Surrey strives to provide every day.

Community mediation

I would like to express my thanks and admiration to the mediators who I thought did a terrific job in the mediation meeting and went to a lot of effort.

I thought the mediation process was managed really well. It was clear that the other party has some very fixed ideas and wasn't open to reducing the hedge height by any meaningful amount. I don't think either mediator could have done any more than they did.

Thank you for your kind words. It was so good to have you both listening without judgement.'

The mediation process has improved the situation, if not resolved it. It was good for both sides to air their grievances. Zoom meetings have their limitations and I found it difficult to communicate when too many people were speaking. With hind sight I think it would have been better in person but I understand the physical limitations of getting everyone together.

Thanks to the two mediators for giving up their time and for your assistance in facilitating the service.

We would like to thank you both for your patience and kindness you have shown and we hope something good may come out of the process. You never know.

We thank you for your support regarding our matter. We are still hoping to resolve issues regarding the land, it hasn't gone quite like we agreed, we're hopeful we can resolve it.

Support coaching

I am incredibly grateful for the time you have spent with me; I've learnt a lot. It's been amazing, I feel so much better. You have helped me to not feel the fear, which is amazing. You have helped me no end.

I feel helped massively as I feel that things are finally being done. I'm really grateful to both you for all the techniques and to the coordinator for chasing up Charrm. You have ALL been so supportive. Thank you

"You have given me my strength back, so I feel back in control again. You have been amazing. Thank you."

Thank you for all your support and understanding I couldn't have asked for anyone more supportive.

"I really feel you have helped me to remember what I can do to move forward practically"

You have helped me with techniques I will continue to use

Just wanted to give you some positive feedback from the tenant above,
She is currently doing support coaching and has just mentioned that the lady she is doing it with
has helped her so much. The coach has given her suggestions and with practice they have worked,
she felt so comfortable with her she felt like they knew each other for years.
Thank you for all your services

You have been absolutely fantastic. You have explained things so well and opened my eyes to help
me deal with things in such a different way. It's been a pleasure working with you. Thank you.

This service has been brilliant, you have been incredibly supportive. I have never looked forward to a
phone call in a very long time. Thank you.

I have been totally listened to and understood. In just three sessions you have helped me more than
any other therapy I have received. Thank you.

The coaching has been insightful, helpful and supportive. It's been incredible and really changed my
life and allowed me to move on. Thank you.

Main Achievements of the Charity

Mediation Surrey has made significant strides in resolving disputes and fostering harmony within the community. Our dedicated team of mediators and volunteers have successfully handled a substantial number of cases across various services, including community mediation, intergenerational mediation, and support coaching.

- Community Mediation: 153 cases
- Support Coaching: 145 cases
- Intergenerational Mediation (IG): 34 cases (Note: IG was paused in November 2024 and is currently being reviewed)
- Family Mediation: 75 cases

Total Referrals: 407

These numbers reflect our ongoing commitment to resolving disputes and supporting individuals through challenging times. Each case represents a step towards building a more harmonious and understanding community.

Strategic Initiatives

2024-5 has been a year of frantic activity for Mediation Surrey. The Board decided, in response to the challenges facing the charity, to invest a portion of our reserves in two consulting projects, one on strategy and the other on operational efficiency. During the rest of the year the charity made considerable progress implementing many of the recommendations made in line with the 3 clear strategic priorities:

- Diversifying and increasing income: A platform has been created to encourage donations to the charity. We are exploring ways of expanding our one paid service, Family Mediation. On the expense side we have taken the tough decision to suspend our IG service after its grant funding ran out and no substitute funding was found. We are actively reviewing options to remodel and relaunch this service.
- Improve internal efficiency across staff, trustees and volunteers: Numerous initiatives have been undertaken to improve internal workflow and processes and use of systems to improve efficiency and client experience and retention. Trustee roles have been better mapped to staff and service functions to provide general and project-based support. Continued progress has been made in volunteer engagement, recruiting, initial and ongoing training and events.
- Improved experience of stakeholders: Many changes have been made to simplify and ease the referral process and in the reporting framework to provide more useful information to referrers and funders to better access the charity's performance and impact. Integral to this has been a rebranding initiative including the launch of a much more user-friendly website,

vital for all stakeholders and volunteers, but also for clients as increasingly we are seeing a large number of self referrals.

These initiatives were all enabled by a significant recruitment drive at trustee level to provide the Board with the necessary expertise and experience to support the staff in these initiatives. We are delighted to report the addition of Trustees in the fields of marketing and communication, operations and systems and Family Mediation. In addition, we finally managed to secure a replacement for our Governance Trustee, who has been actively updating our policies and procedures and our overall governance and oversight.

Strategy Development 2025–2028

During 2024–25, the Board undertook an in-depth process to shape Mediation Surrey’s new Strategic Plan for the short and long term. A core team of trustees led the work, which was reviewed and refined through several Board meetings before being finalised. This process ensured that the strategy reflects the collective insight of trustees, staff, and volunteers, as well as the evolving needs of the communities we serve.

The Process

The development of the strategy involved:

- Careful assessment of our services, partnerships, and funding landscape.
- Consideration of feedback from staff, volunteers, and referrers.
- Testing priorities against the charity’s mission, values, and long-term sustainability.

By taking the time to reflect, consult, and revise, the Board has produced a forward-looking plan that provides clarity of direction while remaining adaptable to future challenges.

Why This Matters

This strategy is more than a roadmap—it is a commitment to sustainability, growth, and impact. It ensures that Mediation Surrey continues to be a trusted, accessible service for all residents, while equipping the organisation to respond to emerging challenges such as funding pressures, increased demand for mediation, and the need for greater community outreach.

By aligning our people, services, and governance around shared priorities, the strategy provides the framework we need to strengthen Mediation Surrey and continue making a real difference in the lives of individuals, families, and communities across Surrey.

Key Highlights

MEDIATION SURREY CIO
STRATEGIC PLAN
2025–2028

- | | | |
|---|---|--|
| 1 | Delivering high-quality mediation services | Ensuing consistent, timely, and effective support across all our services |
| 2 | Promoting and raising awareness | Reaching new audiences, strengthening partnerships, and enhancing visibility across Surrey |
| 3 | Developing and supporting our people | Investing in staff and volunteers to ensure skills, wellbeing, and retention |
| 4 | Embedding a collaborative approach | Protecting and diversifying funding streams to safeguard the future |
| 5 | Growing the resilience of the charity | Exploring new opportunities such as workplace mediation, community workshops and grant-funded projects |
| 6 | Diversifying income | |

Marketing Refresh

The past year has been an exciting one for Mediation Surrey’s communications and outreach. Alongside our core service delivery, we have invested in strengthening how we present ourselves to the public, partners, and stakeholders. Our refreshed brand identity and newly relaunched website ensure we convey our values, professionalism, and accessibility while making it easier for people to connect with our services. These changes are not just cosmetic—they are part of our ongoing commitment to raising awareness, increasing engagement, and building trust across Surrey.

Brand Identity

In 2024–25, Mediation Surrey unveiled a refreshed brand identity that reflects our commitment to promoting community wellbeing and fostering peaceful, productive relationships through dialogue and cooperation. The new design is modern, approachable, and rooted in our values of accessibility, professionalism, and compassion.

Key elements include:

- **Updated logo** featuring flowing, overlapping shapes that convey progress, resolution, and openness.

- **Vibrant yet balanced colours** that combine fresh energy with a calming presence.
- **Modern typography** with “mediation” in black for professionalism and “surrey” in teal for a warm, community-focused feel.
- **Lowercase styling** to signal approachability and openness.

This transformation extends across all branded materials—letterheads, templates, email signatures, and newsletters—ensuring consistency and recognition in every interaction with our audiences.

Website Relaunch

Alongside our new visual identity, we relaunched the Mediation Surrey website to provide a streamlined, user-friendly experience for clients, volunteers, and partners. The redesign focuses on accessibility, ease of navigation, and meaningful content that demonstrates the real-world impact of mediation.

Key improvements include:

- **Intuitive navigation** with clear pathways to services and support.
- **Fully responsive** design optimised for desktop, tablet, and mobile, with high-contrast colour options for accessibility.
- **Testimonials** showcasing the transformative impact of mediation.
- **Multiple contact channels**—online forms, phone, and email—for quick and easy engagement.
- **Social media integration** to encourage community interaction.
- **Volunteer opportunities** highlighted to inspire involvement.

The new site reflects not just how we look, but how we serve—ensuring that anyone who visits can easily find the information they need and feel welcomed to engage with us.

Strengthening Governance

In 2024–25, Mediation Surrey strengthened its governance capacity through the recruitment of a dedicated Governance Trustee. This appointment reflects our commitment to maintaining the highest standards of accountability, transparency, and operational effectiveness.

Since joining, our Governance Trustee has:

- **Commenced a full review of all policies and procedures**, with several already updated and others currently under revision to ensure they are robust, up-to-date, and aligned with best practice.
- **Provided guidance on employment processes**, helping to ensure our recruitment, management, and support of staff remain fair, consistent, and compliant with legal requirements.
- **Begun enhancing trustee processes**, improving the effectiveness of Board operations and strengthening documentation of decision-making in line with our governing document.
- **Taken steps to ensure ongoing regulatory compliance**, reinforcing our adherence to Charity Commission requirements, GDPR, safeguarding standards, and other relevant legislation.

These governance developments, both completed and in progress, are reinforcing the charity's foundations. They enable us to operate with confidence, respond effectively to challenges, and plan strategically for the future, while safeguarding the integrity of our work.

Volunteer Activities

Our volunteers are the heart and soul of our organisation. Their dedication and enthusiasm drive our mission forward, making a tangible difference in the lives of those we serve. Our volunteers have participated in various activities and events, showcasing their invaluable contributions and the vibrant community spirit they help foster.

From training sessions to celebratory gatherings, these events not only enhance the skills and knowledge of our volunteers but also strengthen the bonds within our team.

Key Highlights:

Current Volunteer Status

- We currently have 46 active volunteers across all three free services.

Volunteer Week Celebration

- Mediation Surrey celebrated Volunteer Week with staff and volunteer at the Guildford Institute, the event was well attended & gave us the opportunity to thank our volunteers in person & celebrate their successes.

Training and Development

- **Volunteer Coaches Training:** Back to basics, delivered by Heather Kearon, an input on shuttle mediation, EDI, making every contact count, understanding autism
- **Volunteer Talk:** An online talk titled 'why are other people to blame in conflict' was presented by Tony Kearney.
- **Face to Face Training Session:** Understanding Autism hosted by Rebecca Duffes

Volunteer Events:

- Christmas Get-Together: Small get togethers throughout Surrey took place at Christmas, these events were well attended & enjoyed by all, it was a chance to catch up, share knowledge & network

Awards and Recognition:

- In the autumn of last year (20 November 2024) volunteers from Mediation Surrey were awarded a Tackling ASB (Anti-Social Behaviour) award from the Surrey ASB and Community Harm Reduction Partnership recognising their outstanding work, the award was presented by Lisa Townsend Surrey's crime commissioner who also said – it's with a heartfelt thank you to the entire Mediation Surrey team for their incredible dedication & positive impact.

MEDIATION SURREY: Events Calendar 2024

January	February	March	April	May	June
17 Back to Basics online discussion by Dave Walker – Encouraging Participation at JPM & Tips on Reframing	15 Hate Crime info session with Amanda Smith, Hate Crime Officer from Surrey Police	13 Back to Basics online discussion lead by Helen Curtis – Maintaining Boundaries & Co-mediating	16 MECC training with Surrey Community Action	01 Volunteer Focus Group – MS strategy	03 3 to 6 June National Volunteers Week
					05 Volunteer Party – The Guildford Institute
July	August	September	October	November	December
30 Back to Basics online discussion led by Heather Kearon – Supervision – Its all about me!		13 In person, Ashtead - Understanding Autism. Rebecca Duffus, Author of Autism & Me	3 & 14 Group Supervision /Reflective Practise for Community Mediators	14 EDI (Equality Diversity & Inclusion) online training	Volunteer Xmas Celebrations – Reigate & Banstead Waverley 04 05
			30 Mediation Surrey AGM	Volunteer Xmas Celebrations – Woking Elmbridge 26 27	

What's planned for 25/26

As we enter the next phase of our growth as a charity, we recognise the need to adapt and diversify. While we continue to develop and enhance our four services, we are also exploring new income streams to ensure the long-term sustainability of our work. Our aim is to remain a proactive, consistent, and reliable service with a strong reputation for achieving successful outcomes.

Trustees:

- Having recruited new trustees with relevant skills to the board it's our intention to build a strong, robust leadership team who will continue with our mission to enhance & develop our services.
- Trustees are encouraged to engage in continuous professional development to stay updated on best practices and regulatory changes. This includes participating in additional workshops, webinars, and training sessions as needed.

Volunteers:

- **Existing Volunteers:** Increase engagement with existing volunteers through regular communication, feedback sessions, and recognition programs.
- **New Volunteers:** Recruit new volunteers with specific skills, training, and experience, particularly in intergenerational and family mediation.
- **Training:** Identify training needs and source additional workshops and webinars to enhance the skills and knowledge of our volunteers.

Operational Team:

- **Professional Development:** Implement training programmes to enhance the skills and knowledge of our staff. Encourage continuous learning by providing access to relevant courses and certifications
- **Team working:** Organise regular team-building events to foster a sense of community and collaboration among staff members. This includes social gatherings, team outings, and collaborative projects.
- **Feedback Mechanisms:** Establish robust feedback mechanisms to ensure staff feel heard and valued. Regular check-ins and surveys will help us understand their needs and address any concerns promptly.
- **Process Improvement:** Continuously review and improve our processes, policies, and procedures to enhance operational efficiency and service delivery.

- **Technology Integration:** Invest where possible in technology and tools that streamline workflows and improve communication and collaboration within the team.

Services:

- Review our services: together with our trustee team we plan to review our family & IG to ensure both are effective in delivering the best service possible for those who access them.

Cases:

- Find ways to increase the uptake of cases by engaging participants so that they choose to continue to mediation and not drop out of the process at various stages
- Develop better strategies to connect with and support our clients, engaging participants of all ages, including younger and older individuals in the most appropriate way

Partners:

- In 2024–25, we launched a visibility programme in collaboration with our partners, delivering presentations and training sessions to raise awareness of our services, the cases we undertake & how to refer. The initiative was well received, and we plan to expand and strengthen this engagement in 2025–26.
- Engage with partners to provide feedback, demonstrate the value of our services, and maintain or increase funding levels.

Financial Review

a. Going concern

After making appropriate enquiries, the Trustees have a reasonable expectation that the Charity has adequate resources to continue in operational existence for the foreseeable future. For this reason, they continue to adopt the going concern basis in preparing the financial statements. Further details regarding the adoption of the going concern basis can be found in the accounting policies.

b. Reserves policy

Mediation Surrey’s target level of reserves is informed by:

- Its forecasts for levels of income for the current and future years, considering the reliability of each source of income and the prospects for developing new income sources.
- Its forecasts for expenditure for the current and future years based on planned activity.
- Its analysis of any future needs, opportunities, commitments or risks, where future income alone is likely to fall short of the amount of the anticipated costs.
- Its assessment, on the best evidence reasonably available, of the likelihood of a shortfall arising which means that reserves are necessary, and the potential consequences for the charity of not being able to make up the shortfall.
- It's strategy for an orderly closure in the event of an unplanned shutdown and insolvency.

At a board meeting in July 2023, it was decided, in view of the normalisation of operations after COVID, to reduce the target amount based on this information and using the rationale above, from nine months’ to five months’ worth of expenses for the foreseeable future.

The following funds were designated from unrestricted reserves:

Funding shortfall/Redundancy/winding up costs:	£95,000 (5 months of annual budgeted expense of £227,000 for 25/26)
New Projects	£0
Total designated unrestricted reserves	£95,000
Total restricted reserves	£0
Total designated and restricted reserves	£95,000

c. Review of the charity's financial position

There was no significant change in financial position in 2024-5. Income was marginally higher at £216k, while expenditure rose by £10k, resulting in a deficit of £8k, significantly under budget. This demonstrated the continuing ability of the charity to tightly manage costs. The charity finished the year with total funds of £182k of which £95k is designated for wind up costs leaving available funds of £87k. However, the context remains challenging. Our public sector partners are facing continued funding pressures while the charity's ability to maintain service levels without increasing expenditure is severely limited. We are budgeting for a larger deficit in 2025-6, which will further erode our level of available funds.

d. Principal risks

The main risks faced by the charity identified in are risk review are:

- Challenge in demonstrating the effectiveness of services to share with referrers/funders and to further promote services.
- Lack of diversity in funding sources.
- Risk of breach of obligations under DPA and GDPR;
- Over-dependence on small company which builds and maintains our case management system.

Steps are being taken by the Board to address these key risks in 2025.

e. Principal funding

The charity receives a significant proportion of its annual funding via a grant from the Office of the Police and Crime Commissioner in Surrey.

Family mediation income is derived from payment from users of the service.

Funding is also received via grants from local borough councils in Surrey, housing associations such as Raven Housing Trust.

Structure, governance, and management

Constitution

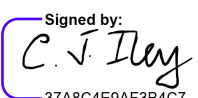
Mediation Surrey CIO is a registered charity, number 1184469, and is constituted under a Trust deed.

Methods of appointment or election of Trustees

The constitution of the charity provides that vacancies may be filled by a simple majority decision of the members of the charity at an AGM or by a simple majority of the trustees of the charity.

All prospective trustees are interviewed by at least 2 trustees prior to being proposed for election.

Signed by:

Signed by:

 37A8C4E9AF3B4C7...
 Chris Iley
CHAIR

19-Oct-2025

MEDIATION SURREY CIO

MENZIES
BRIGHTER THINKING

INDEPENDENT EXAMINERS' REPORT

Independent examiner's report to the Trustees of Mediation Surrey CIO ('the Charity')

I report to the charity Trustees on my examination of the accounts of the Charity for the year ended 31 March 2025.

Responsibilities and basis of report

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

I report in respect of my examination of the Charity's accounts carried out under section 145 of the 2011 Act and in carrying out my examination I have followed the 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 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 Charity as required by section 130 of the 2011 Act; or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the applicable requirements concerning the form and content of accounts set out in the Charities (Accounts and Reports) Regulations 2008 other than any requirement that the accounts give a 'true and fair' view which is not a matter considered as part of an independent examination.

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.

This report is made solely to the Charity's Trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. My work has been undertaken so that I might state to the Charity's Trustees those matters I am required to state to them in an independent examiner's report and for no other purpose. To the fullest extent permitted by law, I do not accept or assume responsibility to anyone other than the Charity and the Charity's Trustees as a body, for my work or for this report.

Signed:  634F24DE92A4471...

Dated: 27-Oct-2025

Janice Matthews FCA

Menzies LLP

Chartered Accountants
Magna House
18-32 London Road
Staines-Upon-Thames
TW18 4BP

MEDIATION SURREY CIO

STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31 MARCH 2025

	Note	Restricted funds 2025 £	Unrestricted funds 2025 £	Total funds 2025 £	Total funds 2024 £
Income from:					
Donations and legacies	3	-	167,619	167,619	175,540
Charitable activities	4	-	41,853	41,853	30,966
Investments	5	-	7,057	7,057	3,919
Total income		-	216,529	216,529	210,425
Expenditure on:					
Charitable activities	6,7	7,071	217,342	224,413	214,455
Total expenditure		7,071	217,342	224,413	214,455
Net movement in funds		(7,071)	(813)	(7,884)	(4,030)
Reconciliation of funds:					
Total funds brought forward		7,071	182,685	189,756	193,786
Net movement in funds		(7,071)	(813)	(7,884)	(4,030)
Total funds carried forward		-	181,872	181,872	189,756

The Statement of financial activities includes all gains and losses recognised in the year.

The notes on pages 27 to 35 form part of these financial statements.

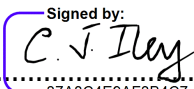
MEDIATION SURREY CIO

BALANCE SHEET AS AT 31 MARCH 2025

	Note	2025 £	2024 £
Current assets			
Debtors	11	1,048	1,515
Investments	12	47,268	-
Cash at bank and in hand		141,271	200,497
		<u>189,587</u>	<u>202,012</u>
Current liabilities			
Creditors: amounts falling due within one year	13	(7,715)	(12,256)
		<u>181,872</u>	<u>189,756</u>
Net current assets			
		<u>181,872</u>	<u>189,756</u>
Total net assets			
		<u><u>181,872</u></u>	<u><u>189,756</u></u>
Charity funds			
Restricted funds	14	-	7,071
Unrestricted funds	14	181,872	182,685
		<u>181,872</u>	<u>189,756</u>
Total funds			
		<u><u>181,872</u></u>	<u><u>189,756</u></u>

The financial statements were approved and authorised for issue by the Trustees and signed on their behalf by:

Signed by:



.....

37A8C4E9AF3B4C7...

C Iley

Chair

Date:

19-Oct-2025

The notes on pages 27 to 35 form part of these financial statements.

MEDIATION SURREY CIO

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2025

1. General information

Mediation Surrey CIO is a Charitable incorporated organisation that has been registered since 17th July 2019. It offers community mediation, family mediation, intergenerational mediation and anti social behaviour support coaching services in the county of Surrey. See page 1 for all reference and administrative details of the charity.

2. Accounting policies

2.1 Basis of preparation of financial statements

The financial statements have been prepared in accordance with the Charities SORP (FRS 102) - Accounting and Reporting by Charities: 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 (FRS 102) (effective 1 January 2019), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) 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 the Charities SORP (FRS 102) published in October 2019 rather than the Accounting and Reporting by Charities: Statement of Recommended Practice effective from 1 April 2005 which has since been withdrawn.

Mediation Surrey CIO meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy.

2.2 Going concern

After making appropriate enquiries, the Trustees have a reasonable expectation that the Charity has adequate resources to continue in operational existence for the foreseeable future. For this reason, they continue to adopt the going concern basis in preparing the financial statements.

2.3 Income

All income is recognised once the Charity has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

The recognition of income from legacies is dependent on establishing entitlement, the probability of receipt and the ability to estimate with sufficient accuracy the amount receivable. Evidence of entitlement to a legacy exists when the Charity has sufficient evidence that a gift has been left to them (through knowledge of the existence of a valid will and the death of the benefactor) and the executor is satisfied that the property in question will not be required to satisfy claims in the estate. Receipt of a legacy must be recognised when it is probable that it will be received and the fair value of the amount receivable, which will generally be the expected cash amount to be distributed to the Charity, can be reliably measured.

Grants are included in the statement of financial activities on a receivable basis. The balance of income received for specific purposes but not expended during the period is shown in the relevant funds on the balance sheet. Where income is received in advance of entitlement of receipt, its recognition is deferred and included in creditors as deferred income. Where entitlement occurs before income is received, the income is accrued.

Income tax recoverable in relation to investment income is recognised at the time the investment income is receivable.

Other income is recognised in the period in which it is receivable and to the extent the goods have been provided or on completion of the service.

MEDIATION SURREY CIO

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2025

2. Accounting policies (continued)

2.4 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset's use.

Expenditure on charitable activities is incurred on directly undertaking the activities which further the Charity's objectives, as well as any associated support costs.

All expenditure is inclusive of irrecoverable VAT.

2.5 Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the Charity; this is normally upon notification of the interest paid or payable by the institution with whom the funds are deposited.

2.6 Debtors

Trade and other debtors are recognised at the settlement amount after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

2.7 Liabilities and provisions

Liabilities are recognised when there is an obligation at the balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably.

Liabilities are recognised at the amount that the Charity anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.

Provisions are measured at the best estimate of the amounts required to settle the obligation. Where the effect of the time value of money is material, the provision is based on the present value of those amounts, discounted at the pre-tax discount rate that reflects the risks specific to the liability. The unwinding of the discount is recognised in the statement of financial activities as a finance cost.

2.8 Financial instruments

The Charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

2.9 Pensions

The Charity operates a defined contribution pension scheme and the pension charge represents the amounts payable by the Charity to the fund in respect of the year.

MEDIATION SURREY CIO

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2025

2. Accounting policies (continued)

2.10 Fund accounting

General funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the Charity and which have not been designated for other purposes.

Designated funds comprise unrestricted funds that have been set aside by the Trustees for particular purposes. The aim and use of each designated fund is set out in the notes to the financial statements.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the Charity for particular purposes. The costs of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

Investment income, gains and losses are allocated to the appropriate fund.

3. Income from donations and legacies

	Restricted funds 2025 £	Unrestricted funds 2025 £	Total funds 2025 £	Total funds 2024 £
Donations	-	167,619	167,619	175,540
Total 2024	20,000	155,540	175,540	

4. Income from charitable activities

	Unrestricted funds 2025 £	Total funds 2025 £	Total funds 2024 £
Income from charitable activities	41,853	41,853	30,966
Total 2024	30,966	30,966	

MEDIATION SURREY CIO

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025

5. Interest receivable

	Unrestricted funds 2025 £	Total funds 2025 £	Total funds 2024 £
Interest receivable	7,057	7,057	3,919
Total 2024	3,919	3,919	

6. Analysis of expenditure on charitable activities

Summary by fund type

	Restricted funds 2025 £	Unrestricted funds 2025 £	Total 2025 £	Total 2024 £
Direct costs	7,071	217,342	224,413	214,455
Total 2024	12,929	201,526	214,455	

7. Analysis of expenditure by activities

	Activities undertaken directly 2025 £	Support costs 2025 £	Total funds 2025 £	Total funds 2024 £
Direct costs	42,311	182,102	224,413	214,455
Total 2024	50,457	163,998	214,455	

MEDIATION SURREY CIO

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2025

7. Analysis of expenditure by activities (continued)

Analysis of support costs

	Activities 2025 £	Total funds 2025 £	Total funds 2024 £
Staff costs	132,687	132,687	129,170
Advertising	12,162	12,162	1,740
IT costs	11,809	11,809	10,206
Subscriptions	815	815	933
Telephone	2,658	2,658	2,683
Printing, postage and stationery	251	251	275
Entertainment	241	241	534
Room hire	967	967	660
Website costs	619	619	545
Insurance	1,826	1,826	1,016
Other professional services	1,056	1,056	2,120
Audit & Accountancy	8,677	8,677	8,298
Travel and accommodation	1,550	1,550	943
Bank charges	119	119	129
Miscellaneous expenses	6,665	6,665	4,746
	182,102	182,102	163,998
Total 2024	163,998	163,998	

8. Independent examiner’s remuneration

The independent examiner's remuneration amounts to an independent examiner and accounts preparation fee of £3,915 (2024 - £3,625).

9. Staff costs

	2025 £	2024 £
Wages and salaries	139,571	142,926
Social security costs	5,433	5,407
Contribution to defined contribution pension schemes	1,971	1,949
	146,975	150,282

MEDIATION SURREY CIO

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2025

9. Staff costs (continued)

The average number of persons employed by the Charity during the year was as follows:

2025 No.	2024 No.
7	8

No employee received remuneration amounting to more than £60,000 in either year.

During the year, 1 individual made up key management personnel and received remuneration of £37,995 (2024 - £36,075).

10. Trustees' remuneration and expenses

During the year, no Trustees received any remuneration or other benefits (2024 - £NIL).

During the year ended 31 March 2025, no Trustee expenses have been incurred (2024 - £NIL).

11. Debtors

	2025 £	2024 £
Due within one year		
Trade debtors	1,048	787
Prepayments and accrued income	-	728
	<u>1,048</u>	<u>1,515</u>

12. Current asset investments

	2025 £	2024 £
Unlisted investments	<u>47,268</u>	<u>-</u>

MEDIATION SURREY CIO

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025

13. Creditors: Amounts falling due within one year

	2025 £	2024 £
Trade creditors	2,971	7,860
Other creditors	46	46
Accruals and deferred income	4,698	4,350
	<u>7,715</u>	<u>12,256</u>

14. Statement of funds

Statement of funds - current year

	Balance at 1 April 2024 £	Income £	Expenditure £	Balance at 31 March 2025 £
Unrestricted funds				
Designated funds				
Redundancies/ wind up cost	<u>95,000</u>	<u>-</u>	<u>-</u>	<u>95,000</u>
General funds				
General Funds	<u>87,685</u>	<u>216,529</u>	<u>(217,342)</u>	<u>86,872</u>
Total Unrestricted funds	<u>182,685</u>	<u>216,529</u>	<u>(217,342)</u>	<u>181,872</u>
Restricted funds				
IG	<u>7,071</u>	<u>-</u>	<u>(7,071)</u>	<u>-</u>
Total of funds	<u>189,756</u>	<u>216,529</u>	<u>(224,413)</u>	<u>181,872</u>

MEDIATION SURREY CIO

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025

14. Statement of funds (continued)

Statement of funds - prior year

	Balance at 1 April 2023 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 March 2024 £
Unrestricted funds					
Designated funds					
Redundancies/ wind up cost	140,000	-	-	(45,000)	95,000
General funds					
General Funds	53,188	190,425	(201,526)	45,598	87,685
Total Unrestricted funds	193,188	190,425	(201,526)	598	182,685
Restricted funds					
University Project	598	-	-	(598)	-
IG	-	20,000	(12,929)	-	7,071
	598	20,000	(12,929)	(598)	7,071
Total of funds	193,786	210,425	(214,455)	-	189,756

Each Designated fund relates to the following:

Redundancies/ wind up cost: Funds designated specifically for redundancies.

Each Restricted fund relates to the following:

IG: Funding specifically for the delivery of intergenerational mediation.

MEDIATION SURREY CIO

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2025

15. Analysis of net assets between funds

Analysis of net assets between funds - current year

	Unrestricted funds 2025 £	Total funds 2025 £
Current assets	189,587	189,587
Creditors due within one year	(7,715)	(7,715)
Total	181,872	181,872

Analysis of net assets between funds - prior year

	Restricted funds 2024 £	Unrestricted funds 2024 £	Total funds 2024 £
Current assets	7,071	194,941	202,012
Creditors due within one year	-	(12,256)	(12,256)
Total	7,071	182,685	189,756

16. Related party transactions

The Charity has not entered into any related party transaction during the year, nor are there any outstanding balances owing between related parties and the Charity at 31 March 2025.